



<b>Work package</b>	<b>WP12 – The PSA business idea - ideas and plans for the use of project results after the project</b>			
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<b>Responsible partner</b>	OZS (Chamber of Craft and Business of Slovenia)			
<b>Author</b>	Ines Jeschke, SBG			
<b>Contributors</b>				
<b>Quality Reviewer</b>				
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<b>Project Coordinator</b>	SBG			

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## WP12 – The PSA business idea - ideas and plans for the use of project results after the project

### R12.1 - Business case with strategic roadmap for the creation of the PaintingSkillsAcademy

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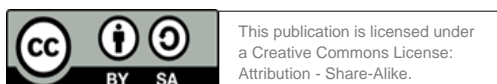


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## 1. Introduction

The project *PaintingSkillsAcademy* (PSA) was requested with the aim of using the results after the end of the project. Around 85% of the project partners have known each other for several years and have been working together on the further development of the painting trade in Europe ever since.

In particular, the previous projects *PaintingSkillsNetwork* (PSN), *EUROPA-MEISTER* and *InPaint* resulted in a collaboration in the European painting sector, which can be described as an alliance (network). This alliance consists of a loose interaction between the PSN network, UNIEP and other collaborations. The results developed so far serve to improve the efficiency and improvement of Work-Based Learning (WBL) in each EU country.

The PSA project consortium, which is made up of all stakeholder sectors, is aware of the current challenges, such as a significant shortage of skilled workers and a bad image, which the painting trade in Europe is facing. The tasks to be solved do not differ significantly in the individual European countries.

The exploitation of the project results and the development of the stakeholder network will ensure the sustainable exploitation of the project results for the painting trade after the duration of the project and enable effective transfer.

Exploitation activities include mainstreaming stakeholder actions, identifying decision-makers and multiplying project results. The planned usage strategy is agreed in a 5-year utilization plan.

The project consortium strives to implement the *PaintingSkillsAcademy* for European crafts and in particular for the painting trade after completion of the project.

As part of the start-up preparations, an exploitation strategy, a business case for the evaluation of the investment (start-up) from strategic, business and other points of view is developed.

The business case serves to present and weigh up the predicted financial and strategic effects and shows various options for action.

The project consortium plans to prepare the necessary documents in such a way that the establishment of the PSA can be completed in time, i.e. at the latest 6 months after completion of the project.

The project consortium addressed the following questions:

- Why should PSA be founded (needs)?
- What has PSA ns if the academy is not founded?
- What are the benefits of PSA for the European painting sector?
- Which specific elements of the *PaintingSkillsAcademy* are transferable to other professions?

This coordination and negotiation process in the consortium to justify the implementation of the PSA took place throughout the duration of the project and forms the basis for this business plan.



## 2. The PSA business idea

### (1) PSA – European Education Network

PSA stands for the "nucleus" of a European educational network in the craft trades, since the methods and principles of work are not limited to the painting trade.

This creates a wide range of opportunities and possibilities, as such a European grouping benefits a wide range of target groups (learners, teachers/educational staff, companies, educational institutions, competent bodies, guilds, students, apprentices, European stakeholders, etc.).

Various European education providers offer qualifications based on learning outcome units (UNITs) in the painting trade (levels 1-6).

The PSA matrix (qualification portfolio) is the basis for the national competent authorities to continue to locate the units offered in the PSA network in the domestic context and in the respective qualification.

The PSA forms a consortium (expert group(s)) responsible for the implementation of the units and their technical review. For this purpose, criteria are available that are accepted by all education providers and applied in the implementation. In this sense, the units are PSA-labelled/tested and signal a uniform level of quality to the outside world.

The European umbrella organisation secures this educational association or the PSA professionally by providing the units with a European PSA seal and promoting the external presentation of the association or the Academy.

Every year, the European association publishes a "catalogue" in which it becomes clear which units are offered by which educational institution in which country which qualifications and for what duration.

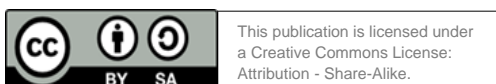
The qualification portfolio (matrix) enables learners to identify whether the units are part of initial training in the domestic context or whether they can be used as additional qualifications. Units can also be offered as part of retraining or to demonstrate informally acquired skills and competences.

The PSA is open to other education providers from other countries if they accept the basic principles (transparent description of domestic qualifications in the matrix, definition of units, definition of learning outcomes, uniform review criteria) and are willing to apply them.

#### Unique Selling Proposition/Point (USP)\*

- **Transparency and availability** of PSA-labelled training (initial training, guidance and counselling, validation of previous learning outcomes, upskilling, retraining, continuing education, credit points)
- PSA obligation of **PSA standards** (qualifications) e.g. B. Mobilities
- **European PSA** Education Catalogue and **PSA-approved mobilities** (→ platform: easily accessible, attractive, self-explanatory, paper-free)
- **Quality-assured mobility based** on PSA standards
- **Network of PSA partners** – open to new partners and new countries
- **PSA certificates** issued by UNIEP as a basis for national recognition procedures where possible and necessary (in accordance with national rules)

\* *Unique selling point, uniqueness, added value*



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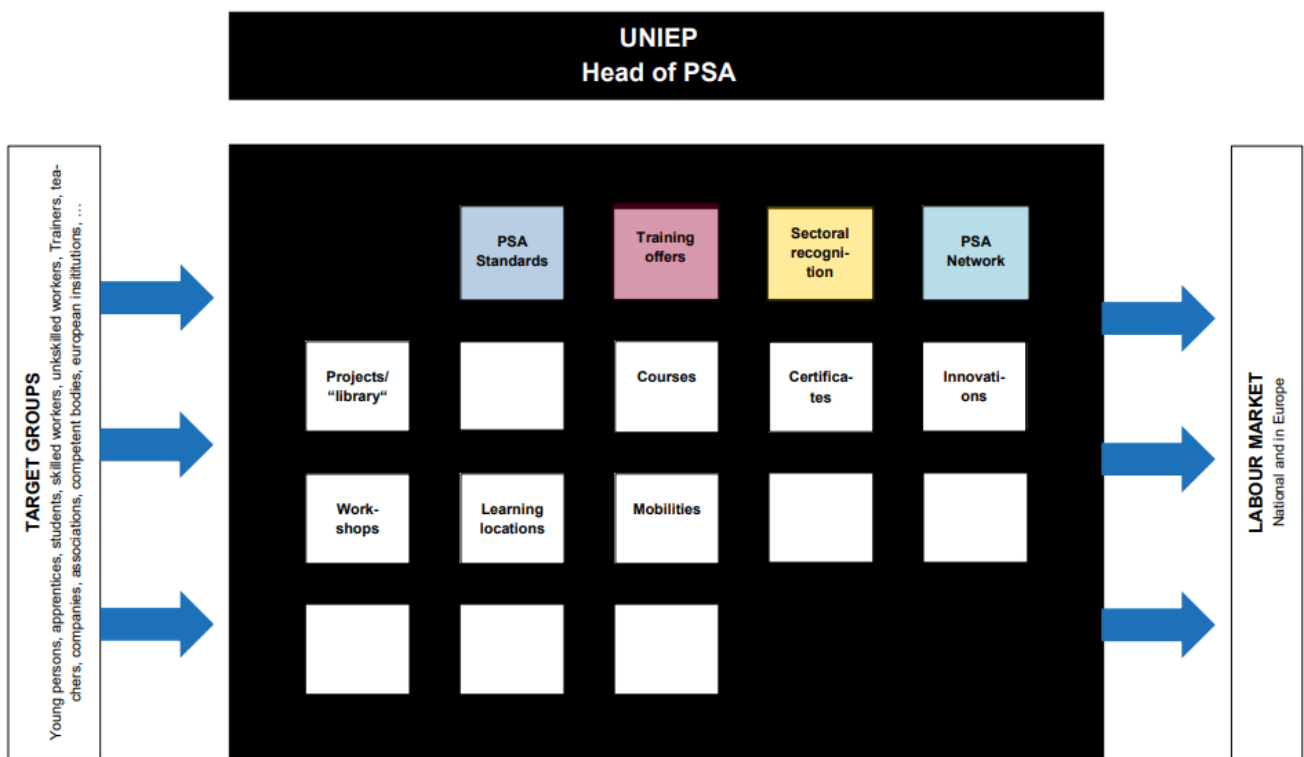


**(2) PSA – European Network**

The PSA is the "place" where the European (painting) craft meets. It acts as a platform, as a forum for all target groups to

- Find information and contact persons (e.g. education, mobility, career planning, cooperation, innovations, industry, experts, technology).
- to exchange. (Questions, answers, ideas on questions of painting nationally and in Europe).

Fig. 1: The PSA House





### 3. Founding community

The PSA is founded by the project partners who want to participate in the cooperation and further development of the (painting) craft in Europe.

#### 3.1 Expertise of the founding members

All PSA project partners are suitable as founding members of the "real" PSA, as they have already proven in the project that they have the corresponding expertise.

Tab. 1: Overview of expert opinions of the project or founding members (Annex 1)

Organization	Contact person	Qualifications, professional experience, industry knowledge, etc.	Strengthen

#### 3.2 Strengths of the start-up community

The PSA founding organisations agree that only in a community united by a strong sense of WE can the painting craft in Europe be preserved and further developed.

The strengths result from the "power" of a community:

- Significantly more visibility
- Network of experts (bundling of Expertisen)
- Exchange of experience (inspiration, bringing / coming up with new ideas, reflection, encouragement)
- Diversity (colorful modern house)
- Representatives of all stakeholders
- Cooperation of many instead of individual fighters
- Transparency
- Quality assurance
- Risk minimization (financial expenditure, cost reduction, e.g. for Marketing and Administration)
- Be fit for the future (Vision and Strategie)

#### 3.3 Description of PSA's offer

The PSA, which acts as a European educational network on the one hand and as a European network on the other, offers the professional painting trade the necessary information to master the challenges of the national and European market.

##### (1) PSA – European Education Network

Educational provision is the dynamic part of PSA. The educational possibilities of PSA are potentially unlimited. Courses and workshops that can be held online or in person or at national or European level for the different target groups can be found on the PSA platform with the launch of the PSA (after the end of the project).





## (2) PSA – European Network

The European network, which will be available to interested persons and companies with the launch of the PSA (after the end of the project), offers:

- Continuous support and advice for PSA members
- Presentation of PSA in an attractive environment (target group-oriented and image-promoting)
- Promotion of cooperation and acquisition of new PSA members (Europe-wide)
- Provision of well-founded industry information and expertise on various information channels
- Networking and regular exchange of experience (e.g. expert committees, forum)
- Promotion of education and training (education catalogue)
- Qualified advice on the identification of previously acquired competences, possible career paths and employment opportunities
- Qualified advice for start-ups
- Support in the implementation of educational offers nationally and in Europe
- Creation and maintenance of a database (e.g. education, law, technology, politics, information)
- Mediation (out-of-court mediation for members organised in the PSA)

## 3.4 Prerequisites for launch and actual launch

In a community, rules must be described and agreed that make the success of cooperation possible. The members of the community must be transparently informed about and agree to the tasks, rights and obligations in the PSA community.

The PSA community is based on a partnership-oriented business model and represents a cooperative and collaborative system based on multiplication and structural expansion.

For a successful start, the points listed here, which are described in the following chapters, must be determined in advance:

- Structure and organization of PSA
- Legal status
- Contract (contractual commitment of the partners)
- Personal
- Financing

The PSA community agrees that the actual launch of the PSA must be carried out preparatory tasks that go beyond the project in terms of time and content.

Accordingly, the PSA founding community assumes a realistic start on 1 October 2023.



## 4. Market Overview

### 4.1 Target groups

Tab. 2: Overview of target groups and examples of demand

Target group	Examples of demand for
Trainee	Additional qualifications, mobility, career planning
Teachers and trainers (Train the Trainer)	Innovations, technology, mobilities
Persons with a vocational qualification or equivalent skills (Level 3 and 4 EQF)	Further education up to level 6+, innovations, technology, mobilities
Master craftsmen or persons with equivalent skills (Level 6 EQF)	Network, training, innovations, technology, mobilities
Persons without formalized professional qualifications	Professional qualifications, additional qualifications, career planning, mobility
Newcomers from other craft businesses, industries or learning paths	Career planning, location of existing competencies, additional qualifications
Returnees	Innovations, technology, seminars (repetition), mobilities
Graduates of universities (e.g. Bachelor of Arts as future managers)	Additional qualifications in painting, innovation, technology
Enterprises (skilled trades, industry)	Development and employment of skilled workers
Professional associations and competent bodies (Chamber of Crafts, Chamber of Commerce, etc.)	Localization of competences with regard to national circumstances (support within the framework of recognition procedures)
Social partners (employee and employer representatives)	European directives (support for recruitment, development and recruitment)
Customers	Quality seals, specialist companies, experts, innovations

### 4.2 Competition (incl. strengths and weaknesses of competitor institutions)

The PSA will be a European, independent teaching and educational institution for the European (painting) craft. As an institution that enables the joint teaching, learning and joint development of the (painting) craft in Europe, the PSA as a whole has no competition.

Looking at the individual national educational institutions operating under the umbrella of the PSA, competitors can be identified.

It is important for the PSA educational institutions to communicate the special features and advantages of European cooperation in a modern way and with a lot of power.



Table 3: Overview of national competition (Annex 2)

Land	Organization	National competition	Strengths and weaknesses

## 5. Location

### 5.1 Location of the PSA headquarters

the location plays a rather subordinate role, since the PSA headquarters is not a production site. Especially in the digital age, the future success of PSA is fundamentally not dependent on location.

Only office space is required to carry out the tasks/activities of the PSA headquarters:

- Office for management and assistance
- Conference room for e.g. meetings of the founding community or the expert committees

An alternative to the classic office can be modern office concepts. Office space, individual workstations, conference rooms or even a representative business address are flexibly provided (co-working).

The PSA Founders' Association has decided that the PSA headquarters will be located in Brussels, Belgium.

#### Advantages of the Brussels location for the PSA headquarters

- European flair (attractiveness and advertising effectiveness)
- Proximity to interested political figures (crafts, education)
- Very good infrastructure (accessibility, transport connections, security of supply)

#### Disadvantages of the Brussels location for the PSA headquarters

- High costs (e.g. rent, equipment, staff, location costs such as trade tax rate)
- Limited choice of business premises
- Too little parking

### 5.2 The locations of the members of the founding community

(e.g. educational institutions) are known and are presented in the following table (Annex 3).

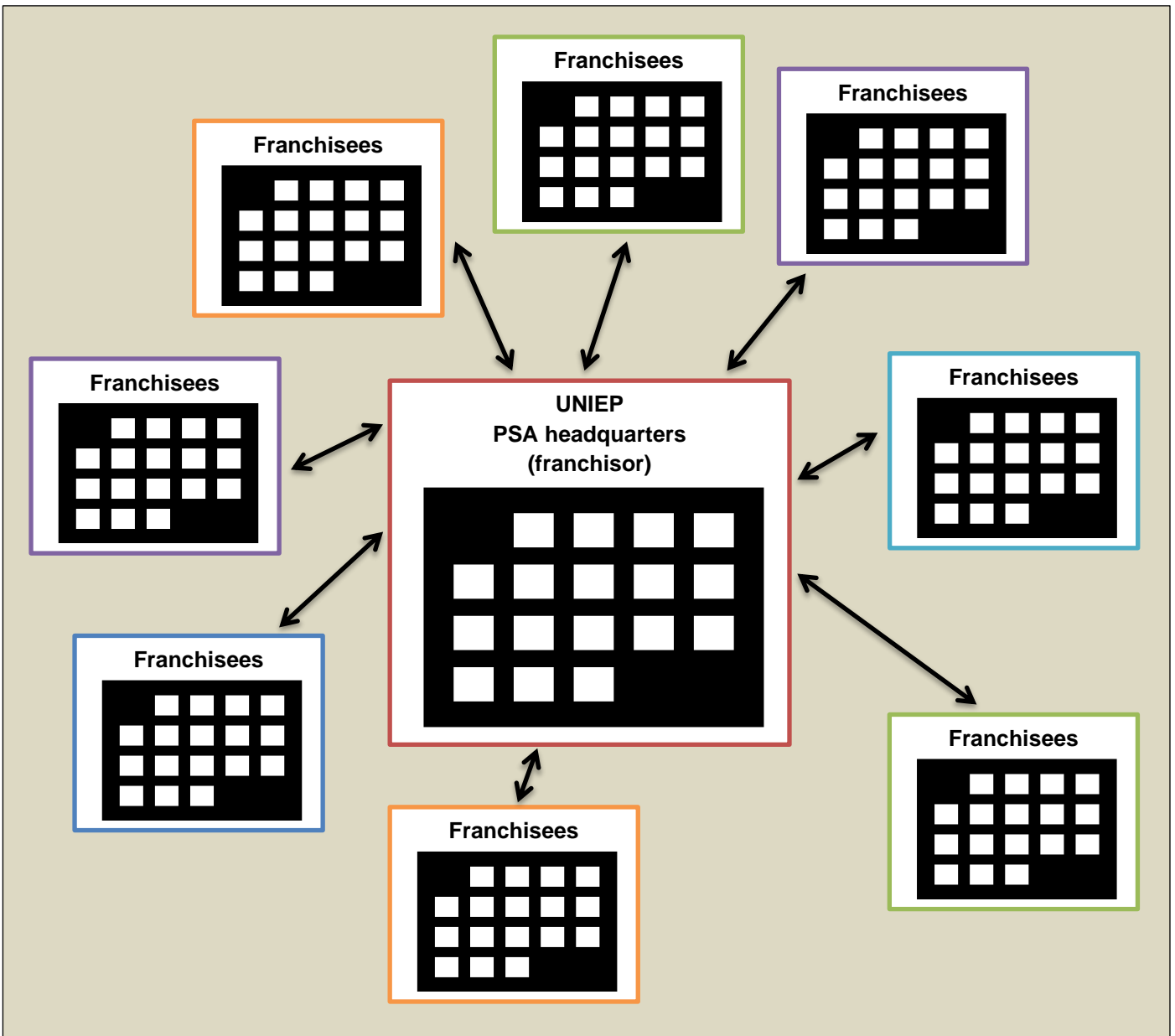
Tab. 4: Overview of locations of the founders' association (Annex 3)

Land	Organization	Location	Advantages of the location

## 6. Organization and staff

### 6.1 Organization

Fig. 2: The PSA organization



As a form of organization, the PSA offers a franchise system. This is an entrepreneurial network whose owner (the franchisor) licenses his rights to the brand name and business model to legally independent partners (the franchisees).



## 6.1.1 Characteristics of a franchise system

- Decentralized sales (franchisees know the local market/demand)
- Differentiation of services between franchisors and franchisees
- Franchisors and franchisees are independent organizations
- Vertical organizational structure
  - complementary division of labour
  - In-group specialization (each organization does what it does best)
  - Policy-like competence of the franchisor
  - Conduct of franchisees, which involves the implementation of the jointly agreed rules
- Corporate identity (uniform overall appearance strengthens the brand and image)
- Contractual commitment of the partners with the aim of sustainable cooperation
- Manual (Guide)

## 6.1.2 Prerequisites for the success of PSA as a franchise system

- Franchise agreement (with term, notice periods, etc.) and manual
- The franchisees have the right to use the franchisor's business model.
- The franchisor supports the franchisees with a tailor-made service package (e.g. equipment, advertising concept, central purchasing, training).
- The franchisor is constantly optimizing the developed business model in its own network.
- The various processes are standardized.
- The independent franchise partners take over the uniform implementation on site.
- Distribution of the common brand PSA.
- The target groups of PSA can rely on the quality typical of PSA at all franchise partners.
- The franchisees pay a one-time entrance fee and ongoing license and advertising fees for the franchisor's services.
- Through the division of labor between the system headquarters and the franchisees, synergies can be used to increase clout, improve market coverage and intensify customer loyalty.
- The PSA franchise system makes equal use of the clout and purchasing power of a head office as well as the flexibility and proximity of the local partners.

## 6.1.3 Structure of the PSA organisation

The structure of the PSA refers to the organisational structure of the PSA, which consists of the three building blocks "legal structure", "management structure" and "spatial structure".

The legal structure describes the legal form chosen for franchisors and franchisees (see point 6.1.4). Which locations (spatial structure) were chosen for the PSA and what distinguishes them is shown in chapter 5. In the above, therefore, only the management structure of the PSA is shown.



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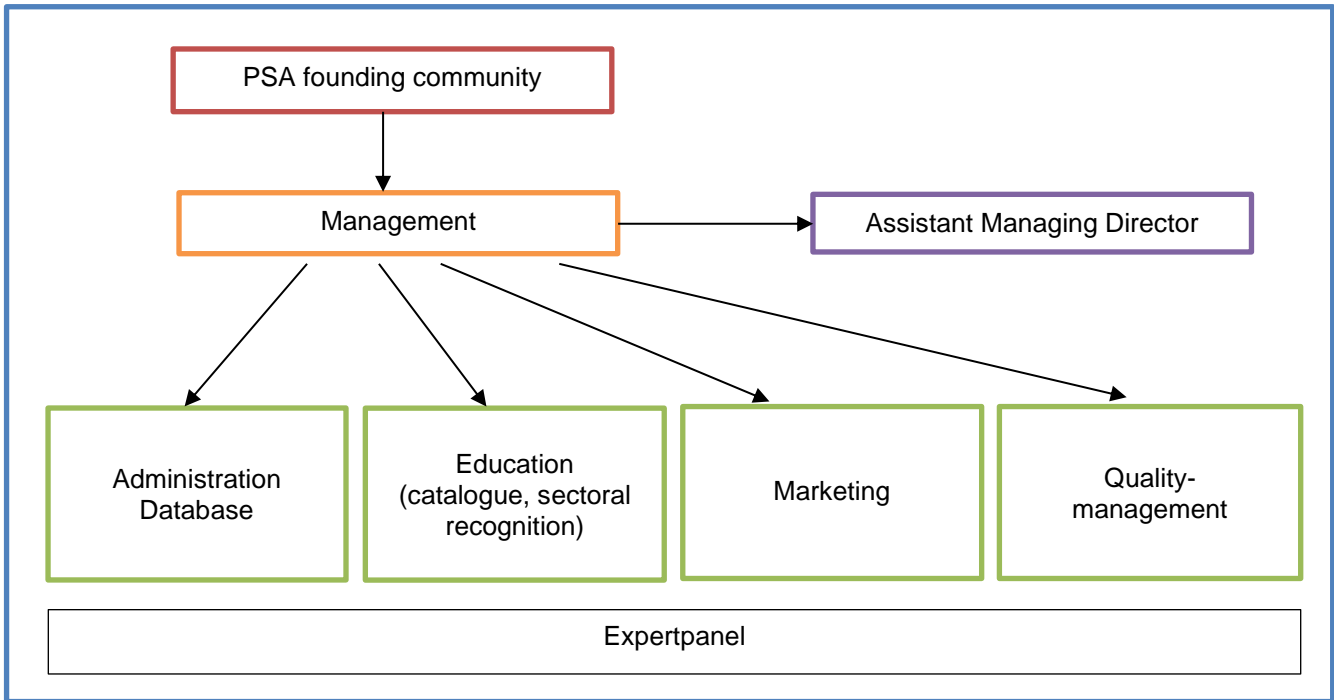
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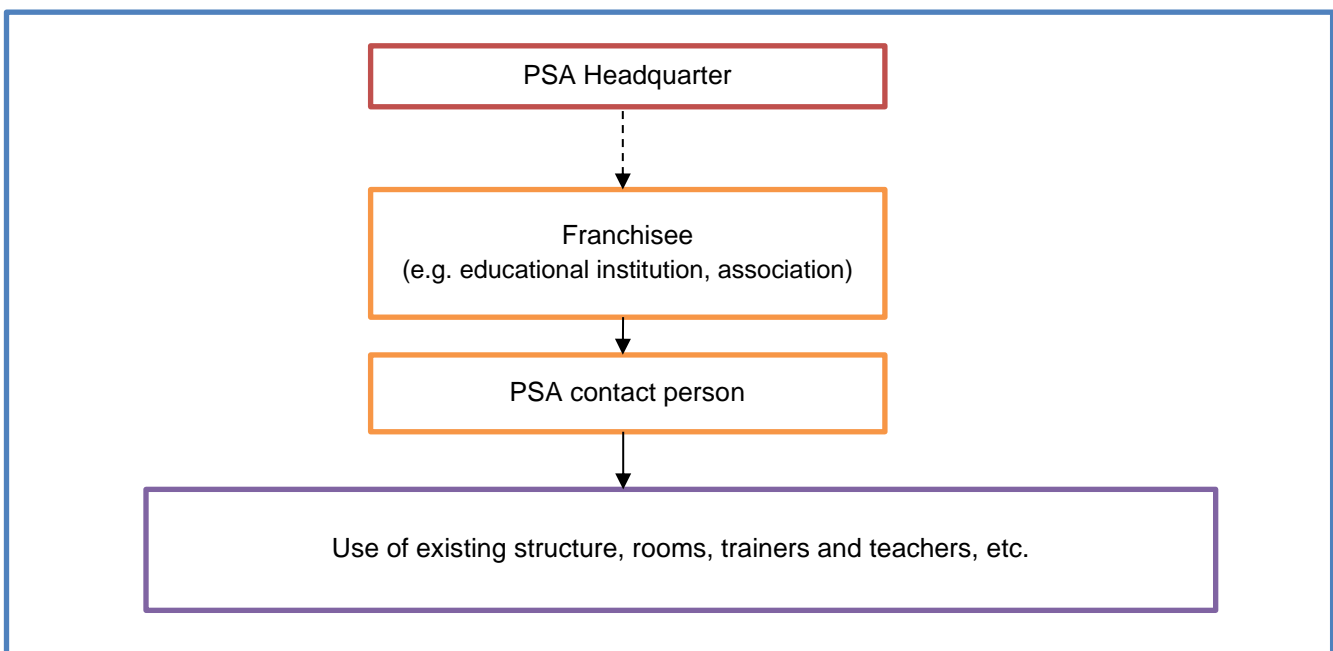
**6.1.3.1 Organization chart of PSA headquarters**

Fig. 3: Organization chart PSA headquarters



**6.1.3.2 PSA franchisee organization chart**

Fig. 4: Possible organization chart of PSA franchisees





## 6.1.4 Legal form

Franchisors and franchisees act legally as independent, self-responsible companies. This means that both parties have to think about their own legal form.

Table 5: Overview of the legal forms of the founding association (Annex 4)

Land	Organization	Legal form

## 6.1.5 Services provided by the PSA head office (franchisor)

The services of the PSA headquarters include in particular:

- the creation of acquisition, sales and organizational concepts,
- the construction of PSA,
- the "training" of existing and future members/partners,
- the ongoing active support of members/partners and
- the continuous development of PSA.

In addition to the franchise agreement, which should be drawn up with the help of a suitable lawyer, the PSA headquarters is responsible for the preparation of the PSA manual.

The contract regulates the applicable framework conditions for all members/partners. The handbook, in turn, serves as a guide to promote continuous partnership-based collaboration and avoid misunderstandings.

## 6.1.6 Services provided by PSA franchisees

The franchisee services include:

- the company's own labour and capital investment with regard to the implementation of PSA offers and
- the market and success information that he transmits to PSA Headquarter for professional evaluation.

The PSA system, like all franchise systems, represents an interesting type of self-employment, since the independent organization does not know, can and take responsibility for everything alone. Franchisees can concentrate fully on the implementation of PSA offers on site.

This results in a strong community under one brand umbrella, which is advantageous in many areas (e.g. marketing, sales, financing).

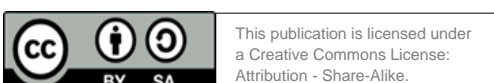
## 6.1.7. PSA vision and mission statement

### **QUALITY THROUGH PARTNERSHIP PSA is**

a fair and transparent business model. The PSA is characterized by a partnership at eye level and the respectful interaction between franchisor and franchisee.

### **COMMUNITY MAKES US STRONG**

The PSA business model can be sustainably multiplied in a community. Growth is possible faster and more



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comprehensively, as the participants work together systematically and constantly to perfect the business model. The protection of the brand and the permanent further development of the service package must be ensured.

## **CLEAR RULES FOR LASTING RELATIONSHIPS**

The basis for the sustainable success of franchisors and franchisees are unmistakably formulated rules of the game. The partners are committed to a binding, honest and long-term partnership and this results in a win-win situation: The PSA headquarters provides the framework conditions, the franchisee acts as his multiplier. The open, transparent and interactive interaction leads to the fact that everyone works together continuously on the further development of the system and the brand image.

## **OUR VISION AND MISSION: LEARNING AND WORKING TOGETHER IN EUROPE**

PSA stands on the one hand for the "nucleus" of a European educational network in the crafts, since the methods and principles of work are not limited to the painting trade. On the other hand, PSA is a European network, the "place" where the European (painting) craft meets.

## **6.2 Staff**

In order to realize PSA, it is necessary that in the short, medium and long term, the employees required in the organization are available in the right quality and quantity at the right time and in the right place.

Prerequisites for determining personnel requirements and recruiting are extensive job information (job descriptions) and requirement profiles for persons.

Job descriptions and requirement profiles are based on standardized criteria that enable decision-makers to make comparisons and make targeted decisions possible.

Taking into account the defined structure of the PSA, the PSA incubators agree on the bodies necessary to carry out the tasks.

### **6.2.1 Content and purpose of job descriptions**

Job descriptions are neutral job descriptions and are a helpful tool in personnel management. They describe bindingly the goals of the position in the organization, the requirements profile of the future job holders, the tasks, competencies and powers of employees.

Minimum content of a job description:

- Job title: Clear and meaningful name of the position (e.g. managing director)
- Where does integration take place within the organisation?
- Weekly qualification is necessary (professional experience, educational qualifications)
- Objectives (short-term and long-term objectives) and responsibilities of the body
- Functional and task description
- Requirement profile of the employee

Job holders know their tasks, competencies and powers, which goals must be achieved and what the job holders are responsible for.

In addition, job descriptions form the basis for job advertisements, employee planning, the hiring and induction of new employees, the creation of job references, etc.



## 6.2.2 PSA job descriptions

### (1) Management PSA headquarters – see Annex 5

#### Main tasks

- Formulation, description and sustainable implementation of measures to achieve all short-, medium- and long-term corporate objectives.
- Regular quality and success checks (Are the measures taken suitable for achieving the objectives?).
- Financial management and monitoring of current business and cost development with the corresponding key figures and analytical tools.
- Activities plans and measures to motivate and retain employees and franchisees.

#### Side quests

- Maintenance, development and monitoring of franchisees and cooperation partners
- Promotion, maintenance and measures to improve the company's image
- Development of concepts to improve workflows and quality assurance
- Maintenance and further development of educational offers
- Maintenance and further development of the network with our market partners

### (2) Assistant Managing Director PSA headquarters – see Annex 6

#### Main tasks

- Support of the management in organizational and administrative tasks.
- responsible for appointment coordination, external communication, travel organization and billing.
- Preparation and follow-up of meetings, minute keeping.
- Communication with interested persons.

#### Side quests

- Administration and filing
- Analysis and data evaluation
- Mail processing and billing
- Provision of important documents and materials such as presentations, speeches or other business documents

### (3) PSA contact person at the franchisee – see Annex 7

#### Main tasks

- Communication with PSA headquarters.
- Support of franchisees in organizational and administrative tasks.
- Monitoring the implementation of PSA rules.
- Organization of PSA offers.
- Preparation and follow-up of meetings, minute keeping.
- Communication with interested persons.





## Side quests

- Administration and filing
- Analysis and data evaluation
- Mail processing and billing
- Provision of important documents and materials such as presentations, speeches or other business documents

The **number of employees** assigned to the required positions depends on the organization itself, the actual tasks/activities and is based on modern workplace design and personnel deployment planning (part-time, full-time, job sharing, etc.).



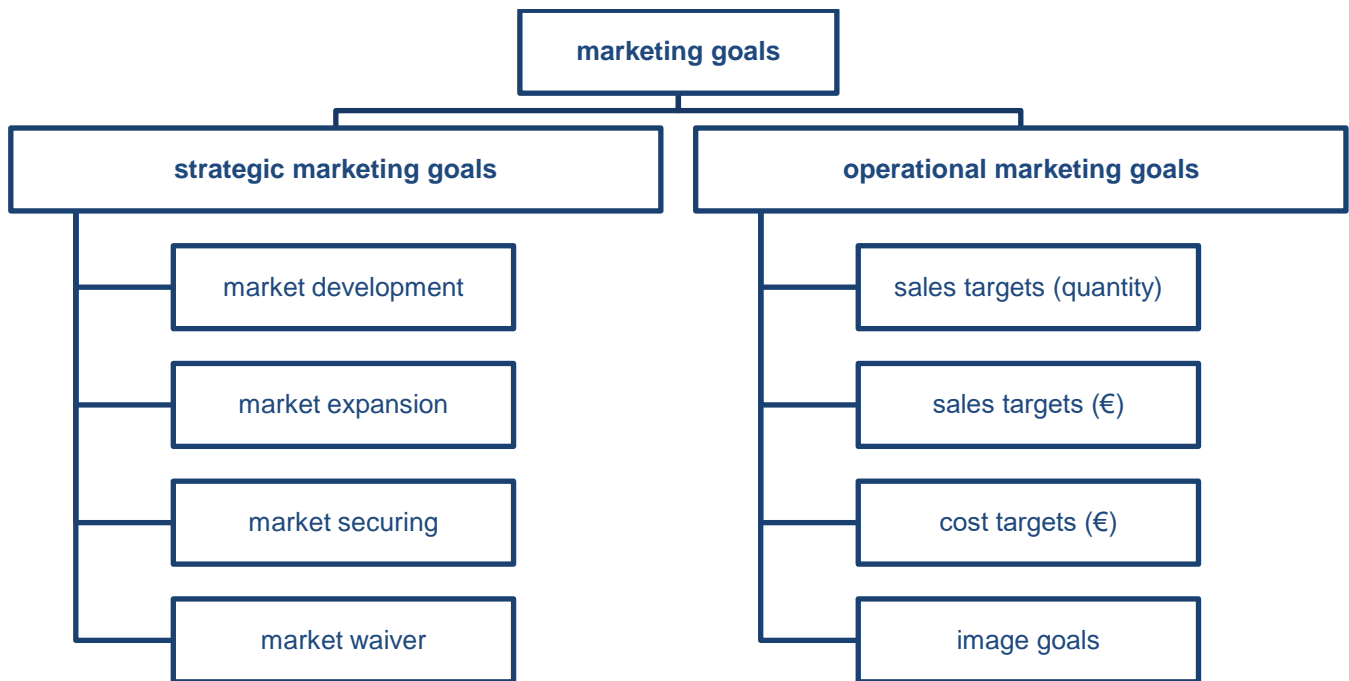
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## 7. Marketing

Marketing required in the PSA franchise system is by definition no different from so-called "normal" marketing. PSA marketing means that PSA acts on the basis of market needs. Marketing means more than advertising, it stands for the complete management according to market requirements and wishes (requirements) of the interested persons.

Fig. 5: Strategic and operational marketing goals



With regard to the strategic marketing goals, the PSA founding community pursues market development or market expansion.

From the point of view of PSA's European headquarters, this is a market development, since there is no such organisation for the painting trade at European level. Looking at the franchisees' point of view, it is more about market expansion.

With regard to the operational marketing goals, there is agreement within the PSA founding community. Chapter 8 quantifies sales, revenue and cost targets.

The primary goal of PSA is the satisfaction and retention of interested persons (target groups). The image of PSA plays an important role in achieving this objective. The image building takes place in the public by the opinion-forming groups (PSA target groups) and thus the PSA communication is a valuable instrument. In order to achieve a positive effect and create trust, communication must be convincing, credible, coherent and understandable.



## The benefits of PSA

### **OUR VISION AND MISSION: LEARNING AND WORKING TOGETHER IN EUROPE**

PSA stands on the one hand for the "nucleus" of a European educational network in the crafts, since the methods and principles of work are not limited to the painting trade.

On the other hand, PSA is a European network, the "place" where the European (painting) craft meets to learn with and in front of each other and to work together.

## 7.1 Marketing tools

The **marketing tools** are known under the abbreviation "4P":

- Product policy
- Pricing policy
- Communication policy (promotion)
- Distribution policy (Placement/Product Placement)

The special task of marketing is to recognize market trends as well as the needs and expectations of interested persons (target groups) and to create market analyses. The results of these analyses determine the orientation of the PSA and thus the marketing instruments.

For example, PSA offers (products/services) must be adapted to changing expectations.

The stipulations in the context of product and pricing policy also have an impact on the profitability criteria.

### 7.1.1 PSA Product policy

The PSA product policy pursues the goal of meeting the needs and wishes of the target groups with the products and services. This refers to all activities related to the selection and further development of products and services as well as their marketing. Product policy always takes into account the changing environment (e.g. trends, customer behaviour).

The PSA has a clearly defined range of services, whereby the services are dynamically and flexibly adapted to changing conditions.

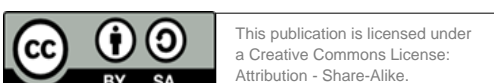
In particular, innovations, variations and improvements will be reflected in the offers, as the offers are market-relevant and usable.

The expansion of the range of services will also include offers beyond the painting trade at a later date.

### 7.1.2 PSA pricing policy

The PSA pricing policy or pricing results from the price expectations of the suppliers (PSA services) and the demand (target groups). PSA attaches great importance to quality orientation.

The price determination for the individual services of PSA (e.g. courses, workshops) takes place in the form of the surcharge calculation. The basis for the calculations is the respective annual financial statements (e.g. operating accounting sheet, BAB) from which the required overhead surcharge rates are taken. In addition, the surcharges for profit, discount, commission, discount or similar are required.



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Tab. 6.: Costing procedure for PSA quotations (e.g. courses)

			Surcharge in %	Unit price	Lump sum price
		External services (e.g. lecturers)		€	
1	=	External services			€
		Material-/Werkstoffkosten		€	
	+	Metal/materialoverheads	%	€	
2	=	Material/Werkstoffkosten			€
		Wages		€	
	+	Lohngemeinkosten	%	€	
3	=	Wage costs			€
4	=	Cost of goods manufactured (1-3)			€
	+	Verwaltungsgemeinkosten	%	€	
	+	Vertriebsgemeinkosten	%	€	
5	=	<b>Cost</b>			€
	+	Profit	%		€
6	=	Selling price			€
	+	Discount	%	€	
	+	Provision	%	€	
	+	Discount	%	€	
	=	<b>Offer price</b>			€

### 7.1.3 PSA Communication policy

Communication policy includes all communication activities that aim to shape or change the attitude of opinion-forming groups (PSA target groups).

In the first step, PSA will position itself in public with its own, unmistakable appearance with a high recognition value.

Here, the PSA start-up community draws on elements and tools developed in the project and already used in dissemination activities in the partner countries.

The PSA partners have already developed a corporate identity concept (CI) in the project and thus given the PSA a "face", an identity.

The CI includes the PSA appearance (corporate design), the PSA communication (corporate communication) and the PSA behavior (corporate behavior).

**The PSA corporate design (CD)** includes the uniform and consistent use of

- the name of the organization and the logo,
- fonts and colors,
- business papers and
- Templates for course and workshop offers, protocols and various advertising material (e.g. poster, flyer).



Tab. 7: Overview of existing CD elements

Name CD-Element	Figure CD Element

**Corporate Communication (CC)** basically includes the definition of the messages to be conveyed and the use of means:

- Classic advertising (e.g. flyers, brochures)
- Traditional press work (e.g. press releases)
- Communication with stakeholders (e.g. associations, politics)
- Public relations, PR (e.g. trade fair appearances, events)
- Digital instruments
  - Website (Homepage)
  - Suchmaschinenoptimierung (Search Engine Optimization, SEO)
  - Affiliate marketing (product is advertised on the partner's website)
  - Social Media (z. B. facebook, Instagram)
  - Online PR (press releases, blogs)
  - E-Mail-Marketing
  - Kundenbeziehungsmanagement (Customer Relationship Management, CRM)
  - Content marketing (the focus is not on the organization, but on useful information or knowledge)
  - E-commerce (online shop, e.g. to be able to obtain standards)
- *Table 8: Overview of available means of communication*

Name of means of communication	Illustration of means of communication

**Corporate Behaviour (CB)** describes the behaviour and appearance of all participants in the PSA, which contributes to a coherent convincing image, and includes

- price behaviour (e.g. pricing agreements (no dumping prices), against undeclared work),
- distribution behaviour (e.g. agreements on distribution channels) and
- social behaviour (e.g. dealing with partners and employees or involvement of PSA members in social projects).

The agreements reached jointly by the PSA community with regard to CI, CD, CC and CB are described in the PSA Manual.



## 7.1.4 PSA Distribution policy

The PSA distribution policy includes, in particular, decisions on direct sales promotion and promotions at the POS (point of sale). The most important criterion is the choice of distribution channels (e.g. e-commerce, franchise partners).

The PSA start-up association has opted for franchising as a form of distribution. Thus, a fundamental decision of the distribution policy has already been made: customer proximity on site by means of independent organizations that are contractually bound to the PSA headquarters and act uniformly as PSA.

In the first step, the target areas are the countries of the PSA founding community. In principle, the PSA is open to all interested and suitable organisations in Europe and internationally.



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## 8. Profitability calculation (forecast)

### 8.1 Costs of PSA formation

Entry into the PSA system is possible if financial resources are available for the following expenses:

- **Investments and start-up costs**  
(possible costs: consultations, notary fees, official approvals, establishment of the organization)
- **Start-up phase**  
(Reserve to bridge the start-up phase, in which experience has shown that comparatively little turnover can be generated)

### 8.2 PSA franchise fees

are fees payable to the PSA headquarters. A distinction is made between two types of fees:

- (1) **Entrance fee**  
(a one-time fee charged by the PSA headquarters)
- (2) **Ongoing fees**  
Turnover-related fee (usually: 1-15% of net sales, depending on the services of the head office and the industry)

The PSA Founders' Association opts for one of the **listed fee models**:

Turnover-related fee (usually: 1-15% of net sales, depending on the franchise system and the industry) + extra fee for advertising and marketing (billed according to actual expenditure).

or

An amount invested per month.

In addition to the description of the services of the PSA headquarters, the amount of the fees is contractually agreed and recorded.

Franchisees are entitled to proof of invoice and information.

### 8.3 Costs – Revenue – Profit

As with the structure of any company, the PSA headquarters is based on a calculation for the next 3-5 years.

#### 8.3.1 Costs

Table 9: Overview of the anticipated costs incurred in setting up the PSA and on an ongoing basis

	Task/Content	Cost (estimated)
PSA-Handbuch	<ul style="list-style-type: none"> <li>• Preparation of a manual for implementation (European incl. country-specific characteristics)</li> <li>• Implementation instructions/descriptions aligned with the factual framework relevant to the partner.</li> <li>• Guidelines for successful implementation in interested organisations outside the partner countries.</li> <li>• Know how-Transfer.</li> </ul>	5.000 – 15.000 €



<b>Franchisevertrag</b>	<ul style="list-style-type: none"> <li>Contractual agreements based on the manual.</li> <li>Elaboration or at least examination by a lawyer.</li> </ul>	6.000 – 15.000 €
<b>License sale and pre-contractual information</b>	<ul style="list-style-type: none"> <li>Investments in the new partner up to the actual signing of the contract: time, information (clarification of concept, guidelines, processes, business figures, etc.), legal protection, conclusion of (pre-)contracts.</li> </ul>	8.000 – 15.000 €
<b>Schulungskonzept</b>	<ul style="list-style-type: none"> <li>Creation of a training concept for new partners.</li> <li>Plan for personnel support (external trainers).</li> </ul>	?
<b>Personnel support at the PSA headquarters and/or at the franchisee</b>	<ul style="list-style-type: none"> <li>For the creation of the manual or the training concept or partner management</li> <li>Control panel</li> </ul>	?
<b>Office, seminar and workshop rooms</b>	<ul style="list-style-type: none"> <li>PSA-headquarter</li> <li>For implementation at the franchisee</li> </ul>	?
<b>Personal</b>	<ul style="list-style-type: none"> <li>PSA-Zentrale</li> <li>For implementation at the franchisee</li> </ul>	?
<b>Software</b>	<ul style="list-style-type: none"> <li>Tasks/services of the PSA headquarters</li> <li>Networking</li> <li>Optimization of the homepage</li> <li>Creation of partner subpages and franchise landing pages</li> <li>IT-Administration</li> </ul>	?

### 8.3.2. Calculation of PSA economy

Here, the PSA founding community develops a solid and sustainable concept. The basis for decisions is

- the profitability forecast (Annex 10),
- the cost plan (Annex 11),
- the liquidity forecast (Annex 12),
- the capital requirements calculation (Annex 13) and
- the financing plan (Annex 14).

### Result of the economic efficiency calculation (Fig. 6 Draft as of 30.03.2023)

The draft of the profitability calculation prepared within the framework of the project was discussed with all partners. The partners agree that this draft provides a realistic estimate and is suitable as a basis for the actual calculations, which will be carried out with experts during the start-up phase. In addition, current funding programs will be examined and included.



Fig. 6 Economic efficiency calculation Draft as of 30.03.2023

Economic efficiency calculation - draft (as of 30.03.2023)					
	1. Year	2. Year	3. Year	4. Year	5. Year
<b>Costs (estimated)</b>					
Formation costs	25.000,00 €	- €	- €	- €	- €
PSA Manual	10.000,00 €	2.500,00 €	2.500,00 €	2.500,00 €	2.500,00 €
Franchise agreement	15.000,00 €	5.000,00 €	3.000,00 €	3.000,00 €	3.000,00 €
License sale	12.000,00 €	5.000,00 €	5.000,00 €	5.000,00 €	5.000,00 €
Training concept	15.000,00 €	10.000,00 €	5.000,00 €	5.000,00 €	5.000,00 €
Personnel costs (head office)	80.000,00 €	120.000,00 €	120.000,00 €	120.000,00 €	130.000,00 €
Premises costs (head office)	18.000,00 €	18.000,00 €	18.000,00 €	20.000,00 €	20.000,00 €
Software	20.000,00 €	20.000,00 €	10.000,00 €	10.000,00 €	10.000,00 €
Advertising and travel expenses	5.000,00 €	5.000,00 €	5.000,00 €	7.000,00 €	7.000,00 €
Office (telephone, internet, office supplies)	2.500,00 €	2.500,00 €	2.500,00 €	3.000,00 €	3.000,00 €
Legal and consulting costs	2.000,00 €	5.000,00 €	5.000,00 €	5.000,00 €	5.000,00 €
Communication (advertising, PR)	20.000,00 €	20.000,00 €	15.000,00 €	20.000,00 €	20.000,00 €
<b>Subtotal costs</b>	<b>224.500,00 €</b>	<b>213.000,00 €</b>	<b>191.000,00 €</b>	<b>200.500,00 €</b>	<b>210.500,00 €</b>
<b>Revenue (estimated)</b>					
Entry fees (one-time €2,000 per partner)	50.000,00 €	50.000,00 €	50.000,00 €	50.000,00 €	50.000,00 €
Ongoing fees (200 €/partner/month)	60.000,00 €	120.000,00 €	150.000,00 €	160.000,00 €	180.000,00 €
Capital requirements (outside capital)	120.000,00 €	50.000,00 €	- €	- €	- €
<b>Subtotal turnover</b>	<b>230.000,00 €</b>	<b>220.000,00 €</b>	<b>200.000,00 €</b>	<b>210.000,00 €</b>	<b>230.000,00 €</b>
<b>Operating profit</b>	<b>5.500,00 €</b>	<b>7.000,00 €</b>	<b>9.000,00 €</b>	<b>9.500,00 €</b>	<b>19.500,00 €</b>

## 9. Risk and benefit aspects

### 9.1 For the franchisor

#### Benefits

- Dissemination of the business idea and (comprehensive) presence of the brand does not take place by franchisors themselves, but by the franchisees, who bear the entrepreneurial risk.
- Franchisees are independent organizations (with people with an entrepreneurial spirit).
- The risk of failure is spread over many shoulders.

#### Risks (disadvantages)

- Elaborate construction of the headquarters.
- No absolute control (trust towards partners is a prerequisite).
- Possible threat to the brand image by "black sheep".



## 9.2 For the franchisees

### Benefits

- Existing business idea and development of the brand with the support of the franchisor.
- Franchisees do not have to invest in corporate identity, marketing and advertising.
- Division of labour.
- Know-how network.
- Support in raising capital (e.g. existing business plan).

### Risks (disadvantages)

- Foreign business idea (not complete freedom of choice and self-realization).
- Franchise fees.
- "Black sheep" endanger the business model.

## 10. Documents

### 10.3 Draft franchise agreement

A draft of the franchise agreement is prepared within the framework of the PSA establishment by the Expert Committee Europe in cooperation with a specialist lawyer.

### 10.4 PSA manual (Franchise manual)

The PSA Handbook is developed by the Expert Panel Europe within the framework of the PSA foundation.



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## Annex 5

### Sample PSA Job Descriptions – Management PSA Headquarters

<b>Organization</b>	PSA Headquarters, Brussels		
<b>Name of body</b>	Management	<b>Department/Team</b>	
<b>Position</b>		<b>Powers</b>	
<b>Purpose of the body</b>	Management	<b>Relation to the goals of the organization</b>	
<b>Supervisor</b>		<b>Authorised to issue instructions to the body</b>	
<b>Proxy</b>		<b>Pay grade</b>	
<b>Main</b>	<b>Side quests</b>	<b>Leadership roles</b>	<b>Other contributions</b>
Management of the organization.	Support of partners.	Professional and supportive partner and consultant.	
Performance and result orientation.	Finding solutions.		
	Motivation of partners and teams.		
<b>Information obligations and information rights</b>		<b>Collaboration and communication</b>	
Weekly internal information meetings.		Internally with all departments/employees. Focus: Marketing, product development and IT.	
		Externally with stakeholders.	
<b>Decision-making powers</b>		<b>Responsibility</b>	
<b>Competencies</b>		<b>Personnel development measures</b>	
<ul style="list-style-type: none"> <li>• Pronounced ability to criticize and resilience</li> <li>• Empathy and ability to cooperate</li> <li>• A positive and respectful image of man</li> <li>• The capacity for appreciation and recognition</li> </ul>			
<b>Version</b>		<b>Last updated</b>	
<b>Created by</b>		<b>Other</b>	
<b>Supervisor's signature</b>		<b>Signature of the job holder</b>	
<b>Signature Human Resources Management</b>		<b>Signature of the Works Council</b>	



## Annex 6

### Sample PSA Job Description – Assistant Managing Director PSA Headquarters

<b>Organization</b>	PSA Headquarters, Brussels		
<b>Name of body</b>	Assistant Managing Director	<b>Department/Team</b>	
<b>Position</b>		<b>Powers</b>	
<b>Purpose of the body</b>		<b>Relation to the goals of the organization</b>	
<b>Supervisor</b>		<b>Authorised to issue instructions to the body</b>	
<b>Proxy</b>		<b>Pay grade</b>	
<b>Main</b>	<b>Side quests</b>	<b>Leadership roles</b>	<b>Other contributions</b>
<b>Information obligations and information rights</b>		<b>Collaboration and communication</b>	
<b>Decision-making powers</b>		<b>Responsibility</b>	
<b>Competencies</b>		<b>Personnel development measures</b>	
<b>Version</b>		<b>Last updated</b>	
<b>Created by</b>		<b>Other</b>	
<b>Supervisor's signature</b>		<b>Signature of the job holder</b>	
<b>Signature Human Resources Management</b>		<b>Signature of the Works Council</b>	



## Annex 7

### PSA job description – contact person at the franchisee

<b>Organization</b>	PSA Headquarters, Brussels		
<b>Name of body</b>		<b>Department/Team</b>	
<b>Position</b>		<b>Powers</b>	
<b>Purpose of the body</b>		<b>Relation to the goals of the organization</b>	
<b>Supervisor</b>		<b>Authorised to issue instructions to the body</b>	
<b>Proxy</b>		<b>Pay grade</b>	
<b>Main</b>	<b>Side quests</b>	<b>Leadership roles</b>	<b>Other contributions</b>
<b>Information obligations and information rights</b>		<b>Collaboration and communication</b>	
<b>Decision-making powers</b>		<b>Responsibility</b>	
<b>Competencies</b>		<b>Personnel development measures</b>	
<b>Version</b>		<b>Last updated</b>	
<b>Created by</b>		<b>Other</b>	
<b>Supervisor's signature</b>		<b>Signature of the job holder</b>	
<b>Signature Human Resources Management</b>		<b>Signature of the Works Council</b>	



**Annex 8**  
**Overview CD Elements**

Name CD-Element	Figure CD Element



**Annex 9**  
**Overview of available means of communication**

Name of means of communication	Illustration of means of communication



**Annex 10**  
**Sample Profitability Preview**

**Profitability Preview** (All amounts in Euros and without sales tax)

		Year 1	Year 2	Year 3	Year 4	Year 5
	<b>Expected sales</b>					
-	Cost of goods (not applicable to service providers)					
=	Gross profit					
+	Other income					
	<b>Expenses</b>					
-	Personnel costs including ancillary costs and including managing director's salary					
	Room costs					
	Operational taxes					
	Insurance, contributions					
	Car costs					
	Travel expenses					
	Repairs and maintenance					
	Leasing fees					
	Phone, fax, internet					
	Office supplies					
	Legal and consulting costs					
	Other expenses					
	Interest expenses					
	Depreciation					
=	<b>Total expenses</b>					
<b>=</b>	<b>Operating result</b>					

Source: [www.existenzgruender.de](http://www.existenzgruender.de)



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**Annex 11**  
**Sample Cost Plan**

## Kostenplan

Der Kostenplan ist die Grundlage für Ihre Rentabilitätsrechnung. Kalkulieren Sie Ihre monatlichen fixen und variablen Kosten.

	1. Monat	2. Monat	3. Monat	4. Monat	5. Monat	6. Monat	7. Monat	8. Monat	9. Monat	10. Monat	11. Monat	12. Monat
<b>Fixe Kosten</b>												
Miete/Pacht												
Personal (angestellt)												
Leasingraten												
Wartungsverträge												
Versicherungen												
Werbung/PR												
Telefon/Fax/Internet												
Büromaterial												
AfA (Abschreibung)												
<b>= Zwischensumme</b>												
<b>Variable Kosten</b>												
Strom/Wasser/Heizung												
Wareneinsatz												
Fremdleistungen												
Fracht und Versand												
Provisionen												
Garantieleistungen												
Aushilfen												
Beratung												
Reisekosten												
<b>= Zwischensumme</b>												
<b>= Endsumme</b>												

Source: [www.existenzgruender.de](http://www.existenzgruender.de)

## Annex 12

### Sample Liquidity Preview

## Liquiditätsvorschau

Können die laufenden Rechnungen für Versicherungen, Steuern oder Miete u.a. in den nächsten drei bis sechs Monaten bezahlt werden? Mit Hilfe einer Liquiditätsvorschau haben Sie immer den genauen Überblick. Darin halten Sie Ihre geplanten und zu erwartenden monatlichen Einnahmen und Ausgaben fest. Aus der Differenz der voraussichtlichen Einnahmen und Ausgaben ergibt sich der monatliche Überschuss (Überdeckung), den Sie zur Verfügung haben, um Ihre Rechnungen zu bezahlen. Ergibt sich ein Fehlbetrag (Unterdeckung) sollten Sie schnellstmöglich dafür sorgen, dass „Geld in die Kasse“ fließt.

### Verfügbare Mittel (pro Monat)

- Bestand an flüssigen Mitteln (Kasse, Bank)
- Zahlungseingänge  
(Umsatzerlöse, sonstige Einnahmen, Privateinlagen) inkl.  
Mehrwert- /Umsatzsteuer

### Ausgaben (pro Monat)

- Zahlungsausgänge
- Löhne, Gehälter
- Sozialabgaben
- Lieferanten
- Bareinkäufe
- Marketing
- Vertrieb
- Investitionen
- Kreditzinsen
- Kredittilgung
- Miete, Nebenkosten
- Mehrwert-/ Umsatzsteuer
- Versicherung
- Privatentnahmen
- Sonstige Ausgaben

**+/- Überschuss/Fehlbetrag vom Vormonat**

Source: [www.existenzgründer.de](http://www.existenzgründer.de)



**Annex 13**  
**Sample Capital Requirements Calculation**

Euro	
<b>Gründungskosten</b>	
Beratungen	
Anmeldungen/Genehmigungen	
Eintrag ins Handelsregister	
Notar	
Sonstige	
<b>Gesamt</b>	
<b>Kosten für Anlaufphase</b> (Ausgaben bis zum ersten Geldeingang aus Umsatz für bestimmten Zeitraum, z.B. 3 Monate)	
Personalkosten, inkl. eigenes Geschäftsführergehalt bei Kapitalgesellschaften (alle Kosten inkl. Lohnnebenkosten)	
Beratung	
Leasing	
Miete/Pacht	
Werbung	
Vertrieb	
Betriebliche Steuern	
Versicherungen	
Reserve für Startphase, Folgeinvestitionen und Unvorhergesehenes	
Sonstige	
<b>Gesamt</b>	
Unternehmerlohn (Bei Einzelunternehmen und Personengesellschaften zur Sicherstellung der privaten Lebenshaltungskosten)	
<b>Anlagevermögen</b>	
Patent-, Lizenz-, Franchisegebühren u.ä.	
Grundstücke/Immobilien einschl. Nebenkosten	
Produktionsanlagen, Maschinen, Werkzeuge	
Betriebs-, Geschäftsausstattung	
Fahrzeuge	
<b>Gesamt</b>	
<b>Umlaufvermögen</b>	
Material- und Warenlager, Roh-, Hilfs- und Betriebsstoffe	
<b>Kapitaldienst</b>	
Zinsen für Existenzgründungsdarlehen/Bankkredite	
Tilgung	
<b>Kapitalbedarf</b>	

Source: [www.existenzgruender.de](http://www.existenzgruender.de)



**Annex14**  
**Sample Financing Plan**

**Finanzierungsplan**

In Ihrem Kapitalbedarfsplan haben Sie ausgerechnet, wie viel Kapital Sie für Ihre Gründung und die Anlaufphase benötigen.  
In Ihrem Finanzierungsplan halten Sie fest, wie Sie die benötigte Summe finanzieren werden.

	Betrag in Euro	Zinsen p. a. %	Auszahlung %	Laufzeit (Jahre)		Anteil in %
				tilgungsfrei	Tilgung	
<b>Eigenkapital</b>						
Eigenes Geld						
Staatliche Zuschüsse (z. B. Gründungszuschuss der Arbeitsagentur)						
Familien-/Privatdarlehen						
Private oder öffentliche Beteiligungen (z. B. aus dem Mikromezzaninfonds Deutschland)						
<b>Fremdkapital</b>						
Staatliche Förderdarlehen						
ERP-Gründerkredit – StartGeld						
ERP-Gründerkredit – Universell						
ERP-Kapital für Gründung						
Hausbankdarlehen						
<b>= Summe Finanzierung</b>						
Betriebsmittel-/Kontokorrentkredit						
<b>= Gesamtsumme</b>						

Die Gesamtsumme muss Ihrem Kapitalbedarf entsprechen.

Source: [www.existenzgruender.de](http://www.existenzgruender.de)