

**A work project presented as part of the requirements for the Award of a
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FutureBOX.TV

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Abstract

Title: FutureBOX.TV

This project describes the business plan about the software solution FutureBOX.TV. This is a software that solution enables users to broadcast, manage and control (rich) media content globally on the web and/or over a network of digital signs. The Portuguese software company Viatecla is planning to launch this product initially in the Portuguese tourism sector with the focus on Travel agencies. This plan serves as a basis for a discussion.

Software, Digital Signage, IPTV, Business Plan

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Executive Summary

This business plan outlines the strategy for the launch of the complete software solution FutureBOX.TV in the Portuguese Tourism sector.

Viatecla is a Portuguese software house that is founded in 1996 and is specialized in developing software solutions for vertical markets.

The increasing popularity of the Internet makes traditional advertising methods (printed media, TV and radio) less effective to reach their target audience.

Furthermore companies have a smaller marketing budget due to the economic downturn. Inspired by these developments and Viatecla developed the Internet based software platform 'FutureBOX.TV'.

Viatecla gives with FutureBOX.TV a complete end-to-end software solution that gives clients the opportunity to broadcast, manage and control (rich) media content globally on the web and/or over a network of digital signs.

Viatecla has all the competences in house to deliver in collaboration with the client all the necessary Software, Services and Hardware to deliver, design, customize, maintain and support the whole end-to-end solution and its infrastructure.

Furthermore in the Tourism Sector Viatecla can be considered as a partner with technical and functional expertise with a proven track record among its client base.

With FutureBOX.TV Viatecla will therefore initially be active in the Portuguese Tourism sector with a focus on the subsector Travel Agencies.

Direct competition can be expected on global level from digital signage players like Scala.com and on national level from Edigma.com. Indirect competition can be expected from video posting websites like Youtube.com and Hulu.com. Substitutes can be all other forms of advertising and a new technology that can be seen, as a threat in the future is Microsoft 'Surface'.

Viatecla will differentiate itself by delivering a one-stop shop opportunity to its clients and exploit the status as being considered as a partner of excellence in the market niche of Portuguese Travel Agencies.

Viatecla made an initial investment of €30.000 to develop FutureBOX.TV. The growth forecasts predict a break-even within the 2nd year of operation. The NPV is positive and has a value of €645.839. The gross margins will be a high percentage of the sales of which the net profits will improve each year.

FutureBOX is not considered as a spinoff and the amount considered of share capital

is €150.000.

The FutureBOX.TV solution has the potential to grow in several sectors. If no sales in the Travel Agency are made during the first year the company will consider entering another target segment and/or sector with the solution.

1 Introduction

This business plan outlines the strategy for the launch of the product FutureBOX.TV into the Portuguese Tourism sector by Viatecla.

Viatecla is a Portuguese Software house that was founded in 1996 which main focus is delivering software solutions and value added services for vertical markets.

It is nowadays a player of reference in the vertical markets of Tourism and Media.

The company has 2 star products in its portfolio:

1: '*Scriptor Server*' a platform that supports companies that need to publish and share contents and transactional processes.

2: '*KeyforTravel*' a platform that was originally designed to support the management the complete business cycle for any tourism industry player.

To meet the growing needs in the market for more effective, attractive and less expensive advertising Viatecla developed the new product FutureBOX.TV.

This is an Internet based software platform that enables companies to broadcast and manage (rich) media content (pictures, video's, animations etc.) globally on the web and/or a network of digital signs (Plasma/LCD TV's etc).

Viatecla's focus is to deliver FutureBOX.TV as a complete end-to-end solution. This means it will provide all the necessary services and hardware to install, incorporate, support and maintain the complete solution. Distinguishing from other suppliers in the market who are only able to deliver part of the solution. With FutureBOX.TV

Viatecla will generate three forms of revenue:

1: *license fees* on the main FutureBOX.TV software application and software extensions.

2: *service fees* on professional services (Maintenance & Support, Customization & Development and Hosting).

3: *margins* on the delivered hardware goods (LCD/Plasma TV's etc.)

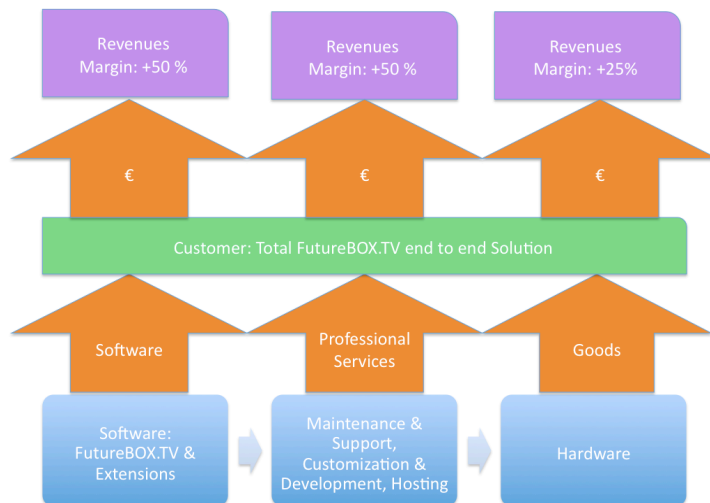


Figure 1: Business Model

The FutureBOX.TV solution has the potential to deliver added value in various sectors that want to improve their advertising and communication strategy. Viatecla considers launching FutureBOX.TV in the Portuguese Tourism sector that can be seen as one of the most important and biggest sectors in Portugal.

This sector is of special interest for Viatecla because it has a big client base in this market and is well recognized among the clients because of the high level of functional and technical expertise. The initial focus will lie to key Travel Agencies because they already expressed their needs to Viatecla for a product with features like FutureBOX.TV.

2. Business Description

2.1. Historical framework

Problem

Several developments in the market have, as result that more companies will reconsider the way they deploy their marketing and communication strategies. At first economic downturn forced that companies had to cut down their costs in several areas and also in their marketing expenditures.

Another tendency is the ‘paradigm shift’ in the world of advertising (Perez-Latre, 2007). The traditional advertising channels like television, radio and printed media are declining in popularity due to the increased use of Internet. As a result those former channels are becoming less effective for companies to reach their target audience.

Furthermore, due to technological developments emergent digital forms of advertising (i.e. Internet and Digital Signage) can deliver benefits (i.e. reduction in costs, global reach etc.) that they can compete with the traditional static forms of advertising.

Inspired by these developments Viatecla to decide to develop their innovative solution FutureBOX.TV.

2.2. Value proposition FutureBOX.TV

'The Internet based platform 'FutureBOX.TV' is a complete end to end software solution that gives clients the opportunity to broadcast, manage and control (rich) media content globally on the web and/or over a network of digital signs.'

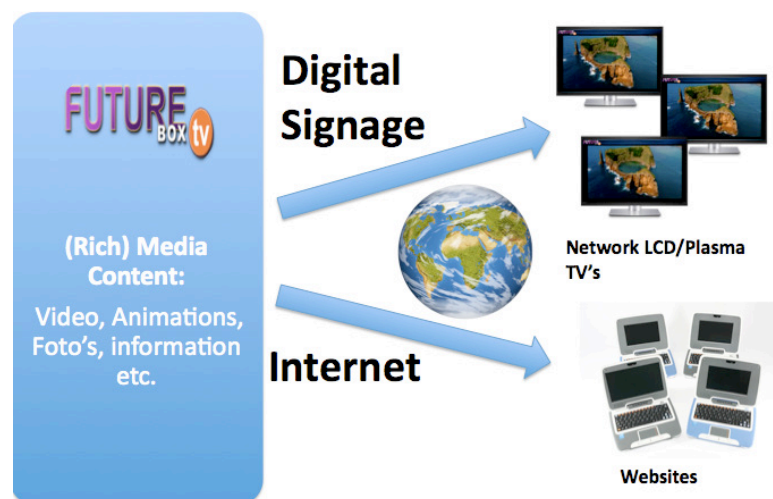


Figure 2. FutureBOX,TV solution

Internet Based: the platform can be accessed from everywhere.

Complete end-to-end solution: Unlike competitors delivers Viatecla the total solution. From installation, customization, design, maintenance, support, hosting and the necessary hardware.

Broadcast, manage ad control (rich) media content: media content can be any form of text, music, video, and photo's. Rich media (or interactive media) content means that it is possible to interact with the media.

Globally on the web: The platform is Internet based and content can thus be deployed on websites all over the world.

Globally on a network of digital signs: The platform is Internet based so content can thus be deployed on a network of digital signs all over the world (digital signage)

Digital signage: is advertising on a network of digital signs like TV’s, LCD/Plasma screens. A commonly used advertising method for travel agencies is a poster. The following table explains the benefits digital signage can deliver over static signage.

Table 1. Benefits Digital Signage over Static Signage

Static Signage (i.e. Poster)	Digital Signage (TV’s, LCD/Plasma)
Poster gets outdated	Content on screen can be changed/updated/reused easily and adapted specifically to context and audience
(Static)Media shown: text, photo’s	(Rich) Media shown: text, photos, videos, animations, music etc. According to Point of Sale International is a sign that moves 95% more effective to draw attention than a static sign.
Cheaper short run	Superior ROI in long run
Poster design, distribution, replacement costly in time, money and effort	Design, distribution and updating less costly in time, money and effort (if screens are connected to a network)
No interaction	Digital signs can interact with various technologies (i.e. connected to PC’s, networks)

Benefits Digital Signage with FBTV:

Control over Brand:

The solution can be used for the purpose of branding or creating an atmosphere or image a store seeks to promote. This could mean that the signage used by a travel agency could show images/videos/animations of different holiday destinations. This could promote the brand of the travel agency and could create an atmosphere that creates a desire to travel. Digital signage can also give a more professional look to the store.

Differentiation/attention: content shown on digital signs can be dynamic, as opposed to static signs like posters. Next to text and pictures it is also possible play video, music and other content to draw attention from customers to watch to the display.

Real time reaction to market stimuli: Travel Agencies have offers that change a lot over time. Information on printed signage gets therefore outdated soon. With digital signage agencies can update the content instantly without effort.

Save costs: In the long run digital signage is cheaper. It is for example cheaper to update regularly the content on a network of screens in travel agencies from one location (i.e. the head office) then to design, produce, distribute and replace the poster by every time the poster is out of date. The content displayed can be updated with much lower costs in time, effort and money. Plus both the screens and content can be

reused.

Generate revenues: Wide variety of messages/ advertisements can be showed on the same display. This gives room for advertising space for external clients from whom the clients can generate revenue (higher ROI).

Generate more sales: most of the purchase decisions of customers are made in store. This underlines the importance of encouraging customers with their purchase decision when they are in the store. Also a moving sign draws more attention compared with a static sign like a poster.

Increase perceived service level: On a digital sign it is possible to display content from multiple resources. Next to displaying the advertisements of the Travel Agency the displays can also be linked with information/news/weather forecasts etc. That content could be of value/personal interest of the customer. Combining relevant content and advertisement does not only have a positive influence on the perceived service level but it will also be more likely that the customer will continue to watch what is broadcasted on the screen.

2.3 Software, Services and Hardware

Viatecla delivers FutureBOX.TV as a complete end-to-end solution. Complete means that Viatecla can deliver the whole bundle of software, services and hardware necessary to deploy the FutureBOX.TV solution on a network of digital signs and/or website. Viatecla can deliver the complete offer while most of the competitors are just able to deliver part of the solution.

2.3.1 Software platform FutureBOX.TV

Scalability

- The number of displays that can be attached to a single FBTV solution is unlimited. This means that the FBTV solution is scalable and has the capacity to grow with the client's future requirements.

User Friendly

The software of the platform is designed in such way that a non-technical person can control most of the functionalities intuitively. There are no long training sessions needed to understand how the platform works.

Multipliable

The FBTV solution is multipliable. The same network of screens can be partly directed to customer while the other part can be used to communicate with

employees.

Communication with other systems

An example is that the system can for example communicate with the back office systems. If a travel agency has a last minute promotion that is going end, then the system can automatically promote the offer more on the screen in order to try to influence the customers.

2.3.2 Software extensions:

Auto content generator: is a software tool that creates automatically video content out of text, photo's and data. Clients save time in making videos.

Integration with MS Media Center: this tool makes it possible for clients to deploy video downloads for their customers for posterior visualization.

2.3.3 Services and Hardware:

Customization and development: Viatecla will review the marketing needs and objectives with their clients. It has extensive real-world experience in the tourism sector and understands what kind of services will work for Travel Agencies and the solution can be customized and developed according to the preferences of the client.(i.e. automatic communication with company specific back office functions, design of the interface with company logo etc.)

Maintenance and support: All services that ensure the continuation of the solution. (i.e. 24/7 support and helpdesk.)

Hosting: provides data centre space and connectivity for their client's websites.

Hardware: Viatecla can deliver the main hardware components LCD/Plasma Screens, Servers and other devices that are necessary to build the infrastructure.

2.4 Vision, Mission and Objectives

Vision: Viatecla wants to be the most admired partner and supplier of digital signage solutions on the global market.

Mission: is to keep a strong focus on developing agile, critical solutions to support customers' needs by deep awareness of their business models and rules. ViaTecla constantly invests in new solutions, having an internal department full-time focused on researching, testing, and deploying new products/modules to complement ViaTecla's offer, fulfilling Viatecla's customer and market needs.

Objectives: Viatecla wants FutureBOX.TV to be an additional star product within 1-3 years.

3 Business environment

The following external factors affect the ability of the FutureBOX.TV to survive and make profit.

Table 2. Macro analyse

Macro Factors Affecting the Business of FutureBOX.TV (Key Drivers)			
Political	Economical	Social	Technological
Governments Invests in Broadband connectivity	Global economic downturn	Consumers buy more on the internet	Equipment and infrastructure costs are dropping: cheaper LCD/Plasma's, lower cost Internet bandwidth
Reformations and new laws that promote economic growth and more efficiency	Globalization, increased competition	Customers are less Loyal to Brands	Improvement capacity in: computers, bandwidth
			Improvement video compression
			Increased functionalities electronic devises: LCD/Plasma's, mobile phones etc

3.1 Market Analysis

Internet connectivity world and Portugal:

Internet is a medium with through which companies can reach more and more people. Worldwide more and more people get connected to the Internet. Around 25,6% of the world population is connected through the Internet (Miniwatts Marketing Group, 2009). The economic downturn is an incentive to finance broadband connections to in order to ensure universal services. The Portuguese government invested €800 million to the private sector for the development of next generation networks (Zhen-Wei Qiang, 2009). The result of this investment in new fiber networks is: high-speed Internet, television and voices services. The new fiber networks increase the possibilities of richer media formats (i.e. online video).

Table 3. Internet Population Portugal (Miniwatts Marketing Group, 2009).

Population Portugal	Internet Users	Penetration	User growth 2000-2009	User Europe
10707924	4475700	41,8%	79,0%	1,1%

Advertising Market: Shift to online advertising

To analyze the market developments in the Portuguese advertising market we the global developments are considered parallel with the Portuguese developments. The developments are that the global economy is weakening. Regardless of the fact that the global ad market had an overall fall of 10,2% in 2009 the online advertising had a growth of 9,5% and the growth is expected to continue the coming years with 12% in 2010 and 13% in 2011 (ZenithOptimedia, 2009).

Digital Signage

Revenues generated by digital out of home advertising through digital signage are expected to grow from €160 million in 2007 to €626 million by 2012 (Létang & Gmbh, 2008).

Portugal and Tourism Sites

More than 1,8 million Portuguese visited tourism related websites in 2007 (Grupo Marktest a, 2008). And in 2008 more than 1,4 million Portuguese made use of social communities on the Internet (Grupo Marktest b, 2008).

4 Market specifics

4.1 Market segmentation: Company size, type and location

For the first year of operation Viatecla will focus on Portuguese companies in the tourism sector. This choice makes sense as Viatecla's office is based in Alameda and the management of Viatecla has already built up key client contacts in this sector. Next to that the management has built up extensive technical and functional knowledge of the sector.

Expected is that mainly larger clients will be able to afford a FutureBOX.TV solution and that they will profit from the solution in terms of costs and benefits achieved.

The FutureBOX.TV solution can be of tremendous value for travel agencies to deal with the highly competitive environment and the low margins in the concentrated market. Travel agencies have in proportion high marketing costs. Next to reducing their costs they can at the same time increase their marketing power to cope with the

highly concentrated marketed of travel agencies.

Therefore the main focus of this business plan will lie on the advantage the FBTV solution can deliver to Travel Agencies in Portugal.

4.2 Target segment

Viatecla's strategy is to target first: One of the travel agencies out of the top 25 because they are most likely able to afford the FutureBOX.TV solution.

4.3 Market trends Portuguese Travel Agencies

The market of Portuguese Travel agencies can be characterized as a concentrated market. Such markets are characterized by a large number of competitive companies operating in an industry. The implications of such concentrated markets are a high degree of competition, low profit margins and in such markets there is a big threat of mergers and acquisitions.

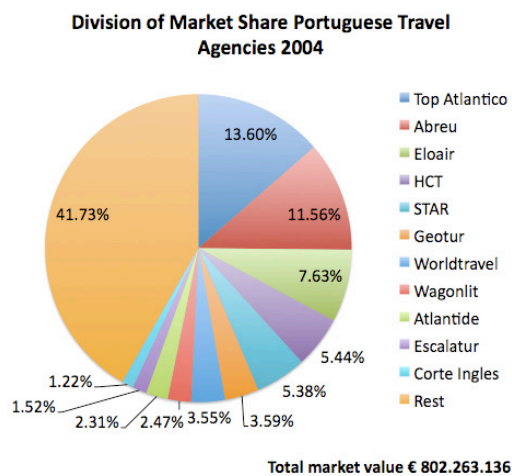


Figure 3. Market share Travel agencies (Barros & Matias, 2006)

4.4 Quantity/financial value/market share

At the Portuguese Association of Travel Agencies there were 362 agencies in 2004. Among those agencies there was a group of 25 travel agencies that hold 68,6% of the market share (Barros & Matias, 2006). The five travel agencies: Top Atlântico,

Abreu, Eloair, HCT and Star represent 46,6% of the market share (Barros & Matias, 2006). They together had a Sale of €547140 million and had 1514 employees/workers (Barros & Matias, 2006) In January 2008 Eloair and HCT merged together to a new brand called Go4travel. Go4travel consists in total out of 111 agencies.

4.5 Market Needs

The needs in the market:

- A product that can strengthen their brand
- A product that helps to differentiate
- A product that can reduce costs of advertising in time, effort and money
- A product that can generate additional revenues
- A product that can increase the service level
- A product that improves quality of communication
- (Internet access and physical, targeted)

*Viatecla will **customize** and **develop** the FutureBOX.TV solution according to the clients needs so as to further strengthen the brand of the client. (i.e. the FBTV interface can be customized in the style, colors and brand name of the whole company)

* Viatecla is aware of the fact that every client has different kind of specific needs that can not yet fulfilled by the solution. For those clients Viatecla will and can **develop** new client specific functionalities/features.

Speed, efficiency, cost savings, additional revenues

* The FBTV solution will allow clients to save time and effort in designing, creating, updating and distributing media content. In this way they can react faster to market stimuli.

* The FBTV solution will allow clients to generate new revenues from external parties that use the solution as an advertising channel (i.e. pre, post or overlay advertisements)

* The FBTV solution will help create environments/websites that are valued and recognized more by customers.

* The FBTV solution will allow clients to broadcast content that is more rich and up

to date and therefore will be more valued which increases the perceived service level.

- * Managers will have the ability to update media content in real time from one central location.

- * Manager will have the ability to communicate messages with their employees/staff more easily. (i.e. aligning employees with educative video content on screen)

- * Companies/managers will be with one FBTV infrastructure to communicate targeted message to specific playback devices in both Corporate/Internet structure.

- * The FBTV solution will allow clients to adapt messages/content according to context /audience in real-time.

Competition

Viatecla delivers total solution from begin to end both IPTV and Digital Signage FutureBOX.TV is a multifunctional product that can be used to deliver digital signage and/or Internet television at the same time. Competition can therefore be expected from a wide range of companies and the competition can lie in different aspects of the service. For the reason that FutureBOX.TV is an Internet based software platform the competition can be considered global as well. The main list of competitors is the following:

Global digital signage players: Scala.com, Cisco.com, Enqii.com. Scala.com is the global leader in the industry and issued more than 100.00 licences. Scala.com has a global focus and didn't enter Portugal yet. Focus of Scala is global and sector wide but doesn't have a focus on Portugal yet. But a player like Scala has the (financial) resources, experience to be able to enter the Portuguese market at an time.

Main National player: Edigma.com(45 employees). This player recently won a digital signage award. This is therefore a well-experienced player on the Portuguese market and forms a threat for Viatecla. It is not focused on the tourism sector yet. It has a lot of experience with deploying digital signage solutions but doesn't have the level of knowledge about the tourism sector like Viatecla does. This player is also not able to deliver the complete end-to-end solution like Viatecla does.

Video sharing websites: You tube, hulu.com etc. are video posting sites that that compete just with a part of the FutureBOX.TV solution. Potential clients can use You Tube for free to post videos. Don't offer the advantages that the whole FBTV solution

delivers in terms of managing, controlling and creating content etc. The functionality compared to a FutureBOX.TV solution is quite limited. Creating and managing content via website like youtube does not give the benefits of the complete end-to-end digital signage solution like FutureBOX.TV does. Although a player like Youtube, is financially strong and should be watched closely.

Substitutes: Obviously, all other forms of (traditional) advertising can be considered as substitute products for FutureBOX.TV.

New technology: A new upcoming technology that can be expected as a substitute in the future for FutureBOX.TV is Microsoft's Surface (<http://www.microsoft.com/surface/>). This multitouch computer is also focused on improvement of communication but is not expected to be a threat in the near future.

Porters 5 forces

1. Supplier Power:

Low. Viatecla doesn't deal with a lot of suppliers because the biggest part of the FutureBOX.TV solution is a service. For the hardware parts the suppliers are not very concentrated and the switching costs are therefore low.

2. Buyer Power:

Medium. Travel agencies are concentrated and can therefore have quite a lot of power to drive down the price. But for clients that have already products like KeyForTravel from Viatecla it can be costly to switch to another supplier because Viatecla already understands their business very well.

3. Competitive Rivalry:

worldwide high/Portugal travel agencies low FutureBOX.TV is widely applicable and Viatecla can get competition from different forms of advertising, websites and digital signage providers. There are competitors that can offer the same product like Scala.com. But FutureBOX.TV is a total solution that gets more effective and attractive when implemented well. None of the competitors has the same level of technical and functional knowledge in the sector of the Travel Agencies.

4. Threat of Substitution:

Medium: FutureBOX.TV is a solution that makes it easier to advertise and communicate with (rich) media. This means that all other kinds of media can be a

substitute for the products of Viatecla. The traditional printed media can substitute FutureBOX.TV but doesn't deliver all the benefits that FutureBOX.TV delivers and is moreover more costly in the long run. I.e. Youtube.com deliver video advertising for free but the suppliers don't have control over the video, the Youtube brand will be displayed and there are limitations in the size(quality) of the video. The new technology of Windows will be a threat of substitution in the future but that technology is still to disruptive now.

5. Threat of New Entry:

For newcomers it is not easy to enter the market because they need to invest in technology and knowledge in order to be able to compete.

Although the software of FutureBOX.TV is not patented.

On the other hand can the established reputation and client contacts in the tourism sector work as a barrier for entry for competitors.

Substitutes

Obviously, all other forms of advertising vehicles can be considered as substitute products for FutureBOX.TV. So the traditional printed signage vehicles can all substitute the FutureBOX.TV solution. But if the clients are big enough in size then the cost of a FBTV solution will outweigh the costs.

Substitute: New Technology

In terms of a new upcoming technology there is a substitute coming from Microsoft with their product Microsoft Surface. But this technology is still substantially more expensive then the FBTV solution.

Microsoft Surface technology is at this moment also too disruptive to be implemented at fast pace. But expect is that the technology can pose a threat in the near future.

SWOT ANALYSIS



Figure 4. SWOT analyse

Viatecla is a financially healthy firm with access to several resources that nurture innovation. FutureBOX.TV seems to fit really well with the market developments and needs. But a weakness is that Viatecla can be considered as a relatively small player in the software market and is planning to enter a new market: digital signage market, which is a complex market. To overcome both weaknesses Viatecla should perform a pilot first with FutureBOX.TV to overcome most hurdles and can learn lessons in the for them new market. Furthermore it can communicate the experience out of the tourism sector with the other products out of their portfolio. It can also consider a partnership with a player that has complementary skills in for example the digital signage market.

The threat of uncertainty in which direction the market will develop in forms of technological standards can form a threat in the future for Viatecla. But the FutureBOX.TV is based on their own in house software product Scriptor Server and based on an open model. This means that Viatecla can adapt with their technology to changing standards in the market.

There is always the possibility of the danger of a takeover of the product line or the whole company.

5 Competitive Strategy

In the following part topics regarding strategy will be discussed.

5.1 Competitive Edge of Viatecla

The biggest strength and competitive edge of Viatecla in the Tourism Sector is that Viatecla can be considered as a partner of excellence in the Tourism Sector with successful implementation of the products KeyforTravel and Scriptor Server.

Viatecla worked together with Portuguese top reference players in the Tourism Sector. This will have a positive influence on the reputation and credibility in attracting clients in this sector.

The Tourism sector can be considered as a very complex sector to understand. Therefore Viatecla's extensive technical and practical knowledge of this sector makes them for clients in the Tourism Sector an attractive partner to cooperate and to do business with.

Since Viatecla has already a lot experience in working together with the big players in the Tourism Sector(Travel Agencies) they also gained experience in working with the decision makers at the higher level in those companies.

All of the above can be considered as a competitive advantage over the potential competitors. Therefore Viatecla will rely upon building on those strengths.

5.2 Growth Strategy, a Pilot

In depth knowledge and understanding about the clients in the Tourism Sector maximize the chances of successful implementation of the projects of the new FutureBOX.TV solution. Therefore Viatecla wants to have a Portuguese travel agency of a well-known brand as a launching customer for a pilot.

Once the pilot has gone well at the travel agency other companies out of the tourism sector will follow. In a later stage also companies of other sectors and other parts of the world will follow too.

5.3 Positioning

Viatecla will position themselves as a partner of excellence for large and medium sized companies who are interested in the FBTV solution. In the tourism sector Viatecla already has a well-established reputation with the other software products.

Important is that the application of the FBTV platform has to fit the existing infrastructures that are existent in the market in order to enter those markets effectively. The management team of Viatecla has strong networks in the Tourism industry and a few selected companies (Travel Agencies) will be approached to act as launching customers for a pilot. The selected clients will be familiar already with other products of Viatecla.

The focus will lie on understanding their needs and how Viatecla can translate those needs in the FBTV solution.

Successful implementation will be Viatecla's visiting card for other clients in the tourism sector and later for clients in other sectors.

5.4 Pricing Strategy

Taking into consideration the client needs, an average FBTV solution is relatively expensive. The price therefore reflects the superior quality and potential value of the offer. The licensee fee for the core platform of an FBTV solution will be set on 30.000€. The Customization and Development services will be around the 15000€. The monthly maintenance and hosting services will run around 500€/month and 2000€/month respectively. As previously stated the hardware parts to deliver the FBTV solution are produced outside Viatecla and will be ordered from external partners. Viatecla will sell the LCD/Plasma screens with a margin of 24% resulting in an average price of 570€ a screen. Viatecla will sell the servers and additional devices with a margin of 25% which results in the average prices of 500€/server and 100€/additional devices respectively.

6 Marketing and Sales Strategy

6.1 Marketing Strategy

Viatecla will position themselves as a partner of excellence for large and medium sized companies who are interested in the FBTV solution. In the tourism sector Viatecla already has a well-established reputation with the other software products. Important is that the application of the FBTV platform has to fit the existing infrastructures that are existent in the market in order to enter those markets effectively. The management team of Viatecla has strong networks in the Tourism

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Successful implementation will be Viatecla's visiting card for other clients in the tourism sector and later for clients in other sectors.

6.2 Direct Marketing

By using direct marketing, Viatecla will target first potential clients out of the existing client base in the tourism sector with whom the Management already has contact on decision maker level. The goal of this strategy of this approach is to minimize the risk and maximize the sales potential. Viatecla will use the names of companies that purchased the KeyforTravel solution in the past. These companies will be contacted with the question if they are interested in the FBTV solution.

Second, other potential clients that will be approached by direct marketing are prospects (no former clients) that are analyzed first by Viatecla on their expected need/benefit for a FBTV solution. This analysis will be based on market research through the Internet. The tactic to approach these prospects will be to contact i.e. sales managers first to determine whether the company really has the profile or characteristics of having a need/benefit of using a FBTV solution. If that's the case then Viatecla will ask for contact information of upper or middle level management. Then Viatecla will try to establish to organize a face-to-face meeting with the managers with decision power (CEO, CFO etc.) where Viatecla will present the FBTV solution(or proposal) directed on the prospective client needs.

Considering the price of a FBTV solution platform, Viatecla expects that only Medium to Large sized organizations will be able to afford to buy the FBTV solution so that the benefits outweigh the costs.

Fairs: Other channels Viatecla uses to approach/reach prospective clients is by visiting fairs. The upcoming fair Viatecla will visit is the Travel Technology Show in London on 10th and 11th of February 2010 in London. On this fair Viatecla will present her travel related solution and will use the fair to come in contact with prospective clients and suppliers.

Internet: Furthermore Viatecla has a product demonstration of the FBTV solution on mediapreview.tv. Here prospective clients can contact Viatecla via the contact information if they are interested in the solution.

Sales forecast: A sale of a FBTV solution can consist out of several parts. The minimum requirement to be able to run an FBTV solution is the software of the FBTV core platform. The licensee fee for the software of the FBTV core platform equals 30000€. The payment of this fee is a one-time payment. All the other parts: software extensions, additional services and hardware are optional. The software extensions equal on average 7500€.

The additional service Customization and Development equals 15000€.

The both above are one-time payments. The other services are paid on a monthly basis from the beginning and are 500€ a month for maintenance and hosting are 2000€ a month. Screens, 500€ a server and 100€ for other devices (like cables etc.)

How and out of which parts a sale of a FBTV solution is constituted is depended on the Clients needs. A client can for example choose to use the FBTV solution only for Internet purposes. In this way the client will not need the hardware parts. Or it can already possess the hardware parts and will not need them to buy those again.

So, there are multiple combinations possible in which the sales of a FBTV solution can be constituted.

Therefore three possible scenarios of specific clients forecast the sales of the FBTV solution of the first year. They are created to give an estimation that reflects the sales of the fist year.

Expected Sales year 1	Scenario 1	Scenario 2	Scenario 3
FBTV			
Month	6	10	12
License fee FBTV solution core platform	1	1	1
Software extensions	2	2	1
Service: Customization& Development	1	1	0
Maintenance	1	1	1
Hosting	1	1	0
Goods: LCD/Plasma Screens	4	8	0
Servers	2	2	0
Other devices	1	2	0

Scenario 1: The first sale in month 6 consists out of 1 FBTV licensee fee for the core platform and 2 software extensions. And 1 customization and development service. This totals $30.000+(2 \times 7.500=15000)+15.000=60.000\text{€}$. The sales mentioned here are one-time payments. The other sales 1 Maintenance (500€) and 1 Hosting (2000€) will be paid on a monthly basis and will generate a revenue of 2500€ a month for this sale. The 4 plasma/LCD screens and the 2 servers and 1 other devices will generate a one time revenue of 3380€ for this specific sale.

Scenario 2: The first part of the sale in month 10 is constituted the same as the sale in month 6 and will generate also a one-time payment of 60000€. This client decides to have the same maintenance and hosting contracts. Therefore from month 10 on the revenues generated out of the maintenance and hosting services of the 2 sales in month 6 and 10 are 5000€ a month.

Difference is that this client needs the double amount of screens (8) and the double amount of other devices (2) and needs 2 servers. That is a total amount of 5760€ on goods.

Scenario 3: The client of scenario 3 also needs the core licensee fee and 1 software extension. But this client wants only to subscribe for a monthly maintenance service and doesn't want to make use of the Customization and Development and Hosting service. This client could be an example of a client who uses the FBTV solution for his Internet website because he doesn't order any hardware.

The monthly services (maintenance and hosting) provide only a part of the revenue Viatecla will receive for the other services but they will sustain the cash flow on a monthly basis.

The sales of the goods and services of the FBTV solution are expected to grow 100%, 50%, 50%, 33,3% respectively. In quantities the sales are expected to grow from 3 units the first year to 18 units the fifth year.

Expected Sales	Year				
	1	2	3	4	5
FutureBOX.TV quantities	3	6	9	14	18

The more services needed by a client the closer to a project perspective the more software as a service (SAS). We consider the beginning of FBTV more on the side of

Project perspective. Later as the products get more and more standardized it will shift more to the SAS perspective.

7 Processes and operations

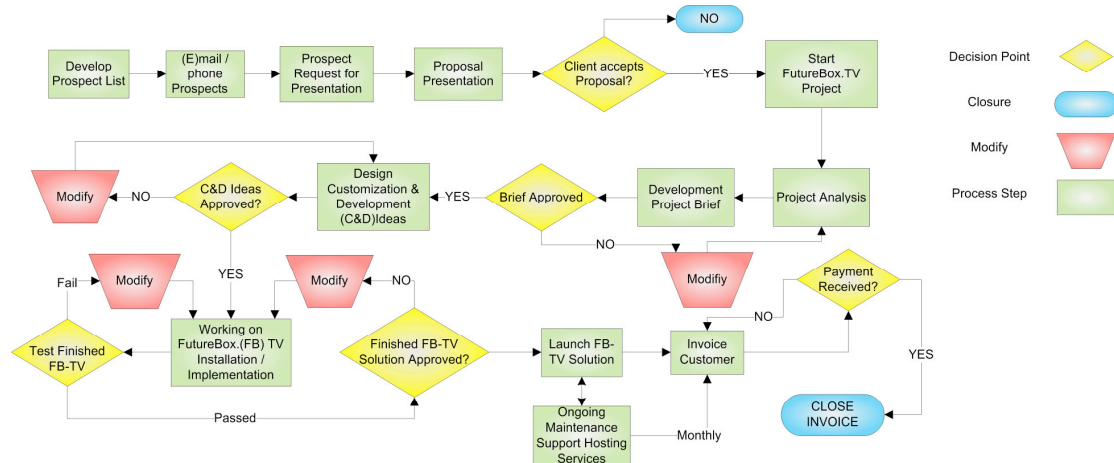


Figure 5. Operational process FutureBOX.TV

Develop prospect list: The management develops a list with prospects to approach.

e-mail/mail or phone prospects: The commercial department approaches the prospects if they are interested in the FutureBOX.TV solution.

Prospect requests for presentation: prospect makes appointment

proposal presentation: commercial department holds FutureBOX.TV proposal presentation for client.

Client accepts proposal Client accept or rejects the proposal. Acceptance means start of the project.

Start FutureBOX.TV project: Viatecla realizes that the business for each client is unique, therefore before they start with a FutureBOX.TV project it is important to understand the clients business, the needs and what the client wants to achieve with the business with the help a FutureBOX.TV solution.

Project analysis: FutureBOX.TV software team analyzes together with the client the scope of the project and the technical requirements.

Development project brief: Product manager FutureBOX.TV develops project brief for client

Brief approved: Client can accept the project brief or if not a reanalysis will be done

of the project in order to develop a new project brief.

Design development and customization ideas: The FutureBOX.TV software team customizes functionalities of the FutureBoX.TV solution in according with the needs of the client. Or the labs team is requested to develop new functionalities created specifically for the client.

Customization and development ideas approved: Client can accept the ideas or if the client reject the ideas then the ideas will be modified.

Working on FutureBOX.TV installation/implementation: Project manager and FutureBOX.TV software team install and implement the whole solution and infrastructure.

Test of finished FutureBOX.TV Solution: The whole solution is tested if it is performing well. If not modifications will be made until it works.

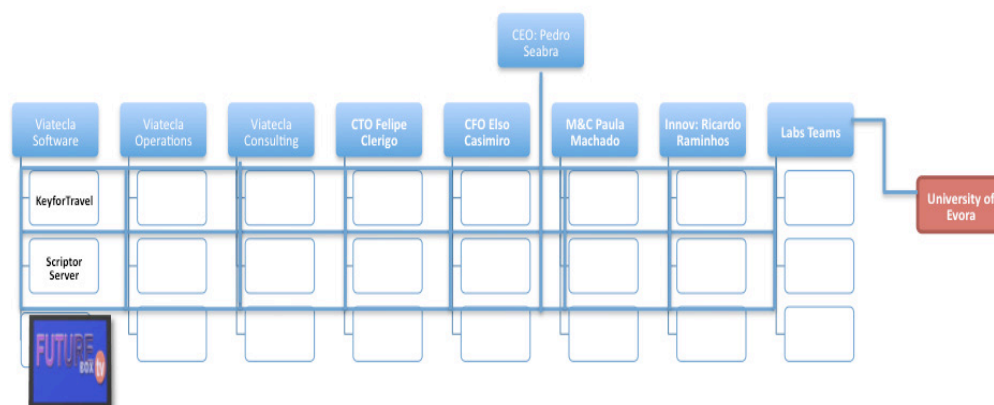
Finished FutureBOX.TV solution approved?: Client has opportunity to approve the solution if not modification will be made until it works and the client is satisfied.

Launch FutureBOX.TV solution: Launch of the solution

Ongoing Maintenance & Support / Hosting services: If the client opted for maintenance and support and/or hosting services then those will be performed on an ongoing basis by the Viatecla operations unit.

Viatecla works closely together with their clients at all stages of the design process of a FutureBOX.TV project. Clients are kept completely informed and have the opportunity to test the functionalities of the FutureBOX.TV solution, ask questions, give feedback and also request for changes at all stages of the design process. **8**

8 Organization design



Viatecla is a matrix organization. This allows organization members of Viatecla to share information more easily across boundaries and the other hand it also allows for specialization. This means that the whole organization is and/or was transversally involved in the FutureBOX.TV product.

9 Management structure and processes

Responsibilities: CTO Felipe Clerigo, Innovation manager Ricardo Raminhos, the University of Evora and the Labs team were responsible for the project of developing FutureBOX.TV. Now the project moved into the product phase and is ready for launch. They are also responsible for the development of new clients specific functionalities (Development Services) in a FutureBOX.TV solution.

CEO Pedro Seabra is responsible to align Viatecla internally and externally with the strategic vision and guiding other officers in the organization towards the central communication. He is together with the Marketing & Communication department responsible for the development of the prospect list.

CFO Elsa Casimiro is responsible for managing the financial risks of the whole organization. She will be responsible for the financial planning, record keeping and reporting of the FutureBOX.TV results to CEO Pedro Seabra.

Viatecla Software is responsible for the deployment and development of FutureBOX.TV. In the first year there will be a full time devoted product manager and partly involved web designers and developers. Viatecla software is responsible for the whole FutureBOX.TV projects and works closely together with Viatecla consulting to make decisions over the customizations and development services.

Viatecla consulting is responsible for helping clients achieve their business goals with the FutureBOX.TV solution. Because every client is unique a thorough analysis is needed to ensure that the FBTV solution is optimally implemented. Their main role is giving advice and aligning the FutureBOX.TV solution with the clients needs and objectives.

Viatecla operations are responsible for the maintenance & support and hosting services for the FBTV solution. They are responsible for the operational part.

Salaries: Viatecla is a matrix organization which means that a multiple organization members are involved in the product FutureBOX.TV . To measure an employees involvement in a FutureBOX.TV project Viatecla uses the Full-time equivalent (FTE). This method is also used to make the estimations of the salaries in the financial model. The salaries are averaged over the main functions Management, Technical, Commercial, Maintenance & Support and others (R&D). The management is an average of the salaries of the management responsible for the strategic decisions and the management with operational functions. It is therefore lower then expected. In the end of the first year 2010 it is expected that the total FTE will be 5,8. This is almost equivalent of 6 people working full time. At the end of 2014 the FTE will be 12,3.

Year	2010	2011	2012	2013	2014
Total: FTE (last day of the year)	5,8	8,3	9,85	11,10	12,3

Average monthly Salaries according to FTE

Management: 2500 euro

Technical: 1300 euro

Commercial: 1400 euro

Maintenance and support: 1100 euro

others: 2000 euro **Risks**

10 Human resources Management

FutureBOX.TV is a new product in a well-established organization where the HRM practices are already implemented.

To attract the most talented students from engineering and computer science field Viatecla developed a trainee program. In this program the best students from engineering and computer science universities have the opportunity to apply their knowledge in real world cases.

To retain the best employees and to increase the (core) competences of the workforce several training programs are available to develop both their hard and soft skills. gained from Training modules about for example new cutting edge technologies and business models keep the workforce dynamic and are decisive in answering the

customer's needs.

As incentive and to ensure productivity in the organization the compensation package is tied to the overall performance of the organization. Therefore 5% of the salaries are tied to the amount of revenues of Viatecla.

11 Implementation plan

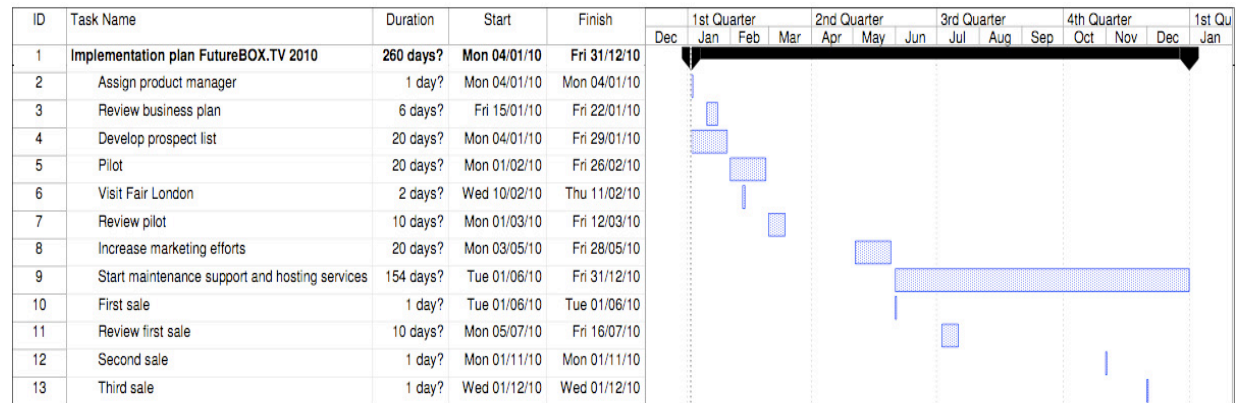


Figure 7. Implementation plan

On the 4th January 2010 Viatecla will assign a product manager to be the main responsible for the product FutureBOX.TV. On this day the FutureBOX.TV will move from the project phase and will be part of the product portfolio. On the 15th of January the business plan will be reviewed which will for the basis of were to enrol the first pilot. After a month the pilot will be reviewed in order to share the lessons learned. On the day of the first sale which is on the first of June the also the maintenance and support services will be put in place. An important factor is that also the first sale will be reviewed in order to learn lessons in order to improve the performance in future projects.

If none of the projected sales are made at the Travel Agencies then Viatecla will try to enter another segment and/or sector. FutureBOX.TV is a product of tremendous potential and can be of value in various sectors. Therefore Viatecla will not sell the solution to other companies as an exit strategy.

12 Risks analysis

There are a number of factors that could influence the success of FutureBOX.TV. The most important ones are summarized here, plus the steps that Viatecla will take to minimize them.

Technical feasibility

It is unclear in what direction exactly the technical standards used in the Digital Signage Industry and on the Internet. At this moment there are a lot of different standards used in the industry. Not all the standards can communicate with other applications with as risk for the client that they can invest in an expensive solution that in the future may get outdated/less flexible because it cannot communicate with other systems.

Solution: Viatecla has an open model based system that is flexible for adaption that might be unsuspected in the industry.

Demand side: Implementation of FutureBOX.TV may be too disruptive for certain customers. The employees can have little or no experience in working with the FutureBOX.TV platform and /or the companies may have difficulty to integrate the technology both at the level of infrastructure and product portfolio.

Solution to tackle problem: when Viatecla ventures FutureBOX.TV into a new sector, they will select a launching customer first to do a pilot. They will select the launching customer with care(background knowledge, their drive to innovate, etc) and Viatecla will develop the design and development in close collaboration with the client ensuring a smooth introduction into their shops/companies.

Advantage is that the FBTV is build on Scriptor Server. This technology is very easy and friendly in usage. Next to that it is an in house product of Viatecla so they have in depth knowledge about the functioning of the product and can customize and develop the platform according to the customers needs (no external party necessary) .

Regarding to the first pilot: Viatecla will select a Portuguese Travel agency. Viatecla has a lot of background knowledge of this sector and a lot clients and knowledge about their client. In this way Viatecla has a good overview what kind of needs there are in the tourism sector.

Big player enters the market: A big player like Scala.com enters the market.

Solution to tackle the problem: choose niche market that is difficult to serve for new players in the market (Tourism Market) .

Or look for a partnership to have access to more resources to be able to equip the company for the competition.

13 Financial Plan

Viatecla expects strong revenue numbers for year 1 that will grow progressively through year 5. The gross margins will be a high percentage of the sales of which the net profits will improve each year.

Investment

For the development of the FutureBOX.TV solution an investment of €30000 is made. The payback period is within 2 years. In the financial projection are the depreciation costs of the exiting infrastructure not related to the FutureBOX.TV project because they are considered depreciated.

The NPV is positive and has a value of €645 839. The capital opportunity cost rate is 10%. According to the financial projections Viatecla should accept the project because the IRR is greater than the discount rate.

Project Profitability Analysis				
Capital opportunity cost (rate)				10%
Net present value				645,839
Internal Profitability (Rate)				141%
Payback Period	Nº Years:	1	Nº Months:	12

Income statement

The main costs are the labour costs. At the same time the main revenues can mainly be attributed to the services. Viatecla has a net profit of €18556 the first year which gives an indication of the operating success of the company.

Income Statement						Un: Eur
Go to Original web version	Year 1	Year 2	Year 3	Year 4	Year 5	
COSTS						
COGS	7,360	14,911	22,658	34,429	46,504	
Outsourced services	19,314	19,175	19,539	20,204	20,572	
Labor costs	121,300	162,082	167,159	171,745	176,410	
Depreciation	11,655	11,905	13,060	3,330	3,660	
Provisions	6,917	10,367	15,753	23,936	32,332	
Sundry taxes	0	0	0	0	0	
Other operational costs	0	0	0	0	0	
(A)	166,546	218,441	238,168	253,645	279,477	
Depre. & Prov. of Financial Investment & Appl.	0	0	0	0	0	
Cash discounts conceded	0	0	0	0	0	
Financial and interest charges	0	0	0	0	0	
(C)	166,546	218,441	238,168	253,645	279,477	
Costs and extraordinary losses	0	0	0	0	0	
Costs of previous years	0	0	0	0	0	
(E)	166,546	218,441	238,168	253,645	279,477	
Income tax	7,038	19,122	54,838	113,096	170,123	
(G)	173,584	237,563	293,006	366,740	449,600	
REVENUES						
Sales of goods and products	9,140	18,518	28,138	42,755	57,751	
Services	183,000	269,458	409,441	622,148	840,354	
In-house Corporate Works	0	0	0	0	0	
Subsidies	0	0	0	0	0	
Other revenues	0	0	0	0	0	
Production variation	0	0	0	0	0	
(B)	192,140	267,976	437,579	664,901	898,105	
Profit/loss from exchange differences	0	0	0	0	0	
Cash discount obtained	0	0	0	0	0	
Other interest & Fin. Earnings	0	0	0	0	0	
(D)	192,140	267,976	437,579	664,901	898,105	
Extraordinary Gains & Earnings	0	0	0	0	0	
Earnings from previous years	0	0	0	0	0	
(F)	192,140	267,976	437,579	664,901	898,105	
OPERATIONAL EARNINGS (B-A)	28,594	69,535	199,411	411,257	618,628	
FINANCIAL EARNINGS (D-B)-(C-A)	0	0	0	0	0	
CURRENT EARNINGS	28,594	69,535	199,411	411,257	618,628	
EARNINGS BEFORE TAXES	28,594	69,535	199,411	411,257	618,628	
NET PROFIT	18,556	50,413	144,573	298,161	448,505	

Working Capital

We see here a negative amount, which indicates that Viatecla has sufficient funds available to finance current business operations (increase in liquidity).

Working capital					
Go to Original web version	Year 1	Year 2	Year 3	Year 4	Year 5
Operations needs					
Inventories	0	0	0	0	0
Receivables	142,512	86,393	131,274	199,470	269,431
Others	0	0	0	0	0
Total	142,512	86,393	131,274	199,470	269,431
Operations resources					
Payables	0	1,491	2,266	3,443	4,650
Public Administration	15,995	27,585	68,017	133,438	197,824
Others (including outsourcing)	1,931	1,918	1,954	2,020	2,057
Total	17,926	30,994	72,237	138,901	204,531
Working Capital	124,586	55,399	59,037	60,569	64,897
Go to Original web version					

Financing plan

FutureBOX is not considered as a spinoff and will be launched soon as a product within the Viatecla structure. The amount considered of share capital is €150000. This amount is chosen to overcome the cash need plus a margin. Viatecla will not take a bank loan to finance the FutureBOX.TV project.

14 Conclusion

This business plan was an outline for the launch of the software platform FutureBOX.TV into the Portuguese tourism sector. After analyzing the financial results we can conclude that project can be considered as promising (a positive NPV, a payback period within 2 years etc.) even though the sales projections are based on a relatively conservative scenario. The financial projection is because of that not reflecting the real potential that can be expected from such an innovative product as FutureBOX.TV. But that is mainly due to the fact that in this case only the launch in the subsector of the travel agencies is projected. Therefore the real project can be regarded as more promising.

Crucial steps for Viatecla will be the pilot that is expected the first of February as well as the first sale in June. Here Viatecla will be challenged if they are really able to deliver the end-to-end solution. If they are then they have a big advantage over most competitors who deliver just part of the solution. If not then I would recommend Viatecla to look for a partnership with a big digital signage player like Scala.com. Scala.com offers a partnership programme through which Viatecla can grow with FutureBOX.TV too.

Another partnership that I would like to recommend in any case is a partnership with an advertising agency. In this way Viatecla will be able to deliver high quality content to their clients making their end-to-end solution really complete.

Annexes

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Financial model

Assumptions

Go to Original web version	Year 1	Year 2	Year 3	Year 4	Year 5
<u>Growth Rate of Sales Quantities</u>					
<i>Goods</i>					
LCD/Plasma Screens	----	100.0%	50.0%	50.0%	33.3%
Servers	----	100.0%	50.0%	50.0%	33.3%
Other devices	----	100.0%	50.0%	50.0%	33.3%
<i>Services</i>					
License Fee FBTV	----	100.0%	50.0%	50.0%	33.3%
License Fee Software extensions	----	100.0%	50.0%	50.0%	33.3%
Customization and development	----	100.0%	50.0%	50.0%	33.3%
Maintenance	----	100.0%	50.0%	50.0%	33.3%
Hosting	----	100.0%	50.0%	50.0%	33.3%
<u>Growth Rate of Sales Prices</u>					
<i>Goods</i>					
LCD/Plasma screens	----	1.3%	1.3%	1.3%	1.3%
Servers	----	1.3%	1.3%	1.3%	1.3%
Other devices	----	1.3%	1.3%	1.3%	1.3%
<i>Services</i>					
License Fee FBTV	----	1.3%	1.3%	1.3%	1.3%
License Fee Software extensions	----	1.3%	1.3%	1.3%	1.3%
Customization and development	----	1.3%	1.3%	1.3%	1.3%
Maintenance	----	1.3%	1.3%	1.3%	1.3%
Hosting	----	1.3%	1.3%	1.3%	1.3%
<u>Growth Rate of Purchase Quantities</u>					
<i>Raw materials</i>					
Raw Material A	----	0.0%	0.0%	0.0%	0.0%
Raw Material B	----	0.0%	0.0%	0.0%	0.0%
Raw Material C	----	0.0%	0.0%	0.0%	0.0%
<i>Goods</i>					
LCD/Plasma screens	----	100.0%	50.0%	50.0%	33.3%
Servers	----	100.0%	50.0%	50.0%	33.3%
Other devices	----	100.0%	50.0%	50.0%	33.3%
<u>Growth Rate of Purchase Prices</u>					
<i>Goods</i>					
LCD/Plasma screens	----	1.3%	1.3%	1.3%	1.3%
Servers	----	1.3%	1.3%	1.3%	1.3%
Other devices	----	1.3%	1.3%	1.3%	1.3%
<u>Growth Rate of Outsourced Services (except last 3 ones)</u>					
<u>Salaries Growth Rate</u>					
Management	----	1.3%	1.3%	1.3%	1.3%
Technical	----	1.3%	1.3%	1.3%	1.3%
Commercial	----	1.3%	1.3%	1.3%	1.3%
R&D	----	1.3%	1.3%	1.3%	1.3%
Others	----	1.3%	1.3%	1.3%	1.3%
<u>Social Welfare Rate</u>					
	23.75%	23.75%	23.75%	23.75%	23.75%
<u>Average Payment Time in days (0-360) for inventories</u>					
	30	30	30	30	30
<u>Average Payment Time in days (0-360) for outsourced services</u>					
	30	30	30	30	30
<u>Average Collection Time in days (0-360)</u>					
	90	90	90	90	90
<u>Average Inventory Rotation in days</u>					
	0	0	0	0	0
<u>VAT on Purchase of Inventories</u>					
	20.0%	20.0%	20.0%	20.0%	20.0%
<u>VAT on Purchase of Outsourced Services</u>					
	20.0%	20.0%	20.0%	20.0%	20.0%
<u>VAT on Sales of Products, Goods and Services</u>					
	20.0%	20.0%	20.0%	20.0%	20.0%
<u>VAT Difference</u>					
	60	60	60	60	60
<u>Income tax rate</u>					
	27.5%	27.5%	27.5%	27.5%	27.5%
<u>Provision For Bad Debts (% of sales)</u>					
	3.0%	3.0%	3.0%	3.0%	3.0%

Sales of goods and services

Go to Original web version	Year 1												Total	Year 2	Year 3	Year 4	Year 5		
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12							
Un: Eur																			
Sales																			
Goods																			
Quantities																			
LCD Plasma Screens	0	0	0	0	0	4	0	0	0	8	0	0	12	24	36	54	72		
Servers	0	0	0	0	0	2	0	0	0	2	0	0	4	8	12	18	24		
Other devices	0	0	0	0	0	1	0	0	0	2	0	0	3	6	9	14	18		
Unit Sales Price																			
LCD Plasma Screens	570.0	570.0	570.0	570.0	570.0	570.0	570.0	570.0	570.0	570.0	570.0	570.0	570.0	---	577.4	584.9	592.5	600.2	
Servers	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	---	506.5	513.1	519.8	526.5	
Other devices	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	---	101.3	102.6	104.0	105.3	
Goods sales																			
LCD Plasma Screens	0	0	0	0	0	2280	0	0	0	4560	0	0	6,840	13,658	21,057	31,996	43,218		
Servers	0	0	0	0	0	1000	0	0	0	1000	0	0	2,000	4,062	6,157	9,356	12,657		
Other devices	0	0	0	0	0	100	0	0	0	200	0	0	300	608	924	1,400	1,896		
Sub-total	0	0	0	0	0	3,380	0	0	0	5,760	0	0	9,140	18,518	28,138	42,755	57,751		
Total Sales of Goods and Products	0	0	0	0	0	3,380	0	0	0	5,760	0	0	9,140	18,518	28,138	42,755	57,751		
Sales of Services																			
Quantities																			
License Fee FBTV	0	0	0	0	0	1	0	0	0	1	0	1	3	6	9	14	18		
License Fee Software Extensions	0	0	0	0	0	2	0	0	0	2	0	1	5	10	15	23	30		
Customization and Development	0	0	0	0	0	1	0	0	0	1	0	0	2	4	6	9	12		
Maintenance	0	0	0	0	0	1	1	1	1	2	2	3	11	22	33	50	66		
Hosting	0	0	0	0	0	1	1	1	1	2	2	2	10	20	30	45	60		
Unit Sales Price																			
License Fee FBTV	30000.0	30000.0	30000.0	30000.0	30000.0	30000.0	30000.0	30000.0	30000.0	30000.0	30000.0	30000.0	---	30,380.0	30,785.1	31,185.3	31,590.7		
License Fee Software Extensions	7500.0	7500.0	7500.0	7500.0	7500.0	7500.0	7500.0	7500.0	7500.0	7500.0	7500.0	7500.0	---	7,587.5	7,696.3	7,796.2	7,897.7		
Customization and Development	15000.0	15000.0	15000.0	15000.0	15000.0	15000.0	15000.0	15000.0	15000.0	15000.0	15000.0	15000.0	---	0.0	0.0	0.0	0.0		
Maintenance	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	---	506.5	513.1	519.8	526.5		
Hosting	2000.0	2000.0	2000.0	2000.0	2000.0	2000.0	2000.0	2000.0	2000.0	2000.0	2000.0	2000.0	---	0.0	0.0	0.0	0.0		
Service Sales																			
License Fee FBTV	0	0	0	0	0	30,000	0	0	0	30,000	0	30,000	90,000	182,340	277,066	421,001	568,661		
License Fee Software Extensions	0	0	0	0	0	15,000	0	0	0	15,000	0	7,500	37,500	75,975	115,444	175,417	236,942		
Customization and Development	0	0	0	0	0	15,000	0	0	0	15,000	0	0	30,000	0	0	0	0		
Maintenance	0	0	0	0	0	500	500	500	500	1,000	1,000	1,500	5,500	11,143	16,932	25,728	34,751		
Hosting	0	0	0	0	0	2,000	2,000	2,000	2,000	4,000	4,000	4,000	20,000	0	0	0	0		
Total Service Sales	0	0	0	0	0	62,500	2,500	2,500	2,500	65,000	5,000	43,000	189,000	269,458	409,441	622,146	840,354		
Total	0	0	0	0	0	65,880	2,500	2,500	2,500	70,760	5,000	43,000	192,140	287,976	437,579	664,901	898,105		

Cost of Goods Sold And Raw Materials

Go to Original web version	Year 1												Total	Year 2	Year 3	Year 4	Year 5			
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12								
Un: Eur																				
Goods																				
Quantities																				
LCD/plasma Screens	0	0	0	0	0	4	0	0	0	8	0	0	12	24	36	54	72			
Servers	0	0	0	0	0	2	0	0	0	2	0	0	4	8	12	18	24			
Other devices	0	0	0	0	0	1	0	0	0	2	0	0	3	6	9	14	18			
Unit Purchase Price																				
LCD/plasma Screens	460.0	460.0	460.0	460.0	460.0	460.0	460.0	460.0	460.0	460.0	460.0	460.0	---	466.0	472.0	478.2	484.4			
Servers	400.0	400.0	400.0	400.0	400.0	400.0	400.0	400.0	400.0	400.0	400.0	400.0	---	405.2	410.5	415.8	421.2			
Other devices	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	---	81.0	82.1	83.2	84.2			
Purchase cost																				
LCD/plasma Screens	0	0	0	0	0	1,840	0	0	0	3,680	0	0	5,520	11,184	16,993	25,821	34,878			
Servers	0	0	0	0	0	800	0	0	0	800	0	0	1,600	3,242	4,926	7,484	10,110			
Other devices	0	0	0	0	0	80	0	0	0	160	0	0	240	486	739	1,123	1,516			
Sub-total	0	0	0	0	0	2,720	0	0	0	4,640	0	0	7,360	14,911	22,658	34,429	46,504			
Total	0	0	0	0	0	2,720	0	0	0	4,640	0	0	7,360	14,911	22,658	34,429	46,504			

Outsourced Supplies and Services

Un: Eur

Go to Original web version	Year 1												Total	Year 2	Year 3	Year 4	Year 5	
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12						
Energy	50	50	50	50	50	50	50	50	50	50	50	50	50	600	608	616	624	632
Water	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5	102	103	105	106	107
Rentals	25	25	25	25	25	25	25	25	25	25	25	25	25	300	304	308	312	316
Cars	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Headquarters	125	125	125	125	125	125	125	125	125	125	125	125	125	1,500	1,520	1,539	1,559	1,580
Insurance (liability)	200	200	200	200	200	200	200	200	200	200	200	200	200	2,400	2,431	2,463	2,495	2,527
Fuel	50	50	50	50	50	50	50	50	50	50	50	50	50	600	608	616	624	632
Communications	95	95	95	95	95	95	95	95	95	95	95	95	95	1,140	1,155	1,170	1,185	1,200
Representation costs	20	20	20	20	20	20	20	20	20	20	20	20	20	240	243	246	249	253
Travelling, board and lodging	30	30	30	30	30	30	30	30	30	30	30	30	30	360	365	369	374	379
International partnership	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Commercials	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Royalties	30	30	30	30	30	30	30	30	30	30	30	30	30	360	365	369	374	379
Tools and Consumables	120	120	120	120	120	120	120	120	120	120	120	120	120	1,440	1,459	1,478	1,497	1,516
Technical publications	15	15	15	15	15	15	15	15	15	15	15	15	15	180	182	185	187	190
Office material	5	5	5	5	5	5	5	5	5	5	5	5	5	60	61	62	62	63
Legal expenses	5	5	5	5	5	5	5	5	5	5	5	5	5	60	61	62	62	63
Cleaning	10	10	10	10	10	10	10	10	10	10	10	10	10	120	122	123	125	126
Security Costs	11	11	11	11	11	11	11	11	11	11	11	11	11	132	134	135	137	139
Maintenance and Repair of Equipment	40	40	40	40	40	40	40	40	40	40	40	40	40	480	486	493	499	505
Equipment transportation costs	5	5	5	5	5	5	5	5	5	5	5	5	5	60	61	62	62	63
Specialised Works	50	50	50	50	50	50	50	50	50	50	50	50	50	600	608	616	624	632
Chartered Accountant Costs	40	40	40	40	40	40	40	40	40	40	40	40	40	480	486	493	499	505
Other Outsourced Services	100	100	100	100	100	100	100	100	100	100	100	100	100	1200	1,216	1,231	1,247	1,264
Comissions Paid	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub-contracts	450	450	450	450	450	450	450	450	450	450	450	450	450	5,400	5,000	5,000	5,000	5,000
Advertising costs	125	125	125	125	125	125	125	125	125	125	125	125	125	1,500	1,600	1,800	2,300	2,500
Total	1610	1610	1610	1610	1610	1610	1610	1610	1610	1610	1610	1610	1610	19314	19,175	19,539	20,204	20,572

Order of importance of FBTV is now 5% of Viatacla's total portfolio.....so assumption is to take 5% of total

Gross salaries

Go to Original web version	Month 1			Month 2			Month 3			Month 4			Month 5			Month 6			Month 7			Month 8					
	Hc.	MGS	Total	Hc.	MGS	Total	Hc.	MGS	Total	Hc.	MGS	Total	Hc.	MGS	Total	Hc.	MGS	Total	Hc.	MGS	Total	Hc.	MGS	Total			
Management	0.30	2,500	750	0	2,500	0	0	2,500	0	0	2,500	0	0.10	2,500	250	0.00	2,500	0	0	2,500	0	0	2,500	0	0	2,500	0
Technical	2.00	1,300	2,600	0	1,300	0	0	1,300	0	0	1,300	0	0.00	1,300	0	0.30	1,300	390	0	1,300	0	0	1,300	0	0	1,300	0
Commercial	0.50	1,400	700	0	1,400	0	0	1,400	0	0	1,400	0	0.10	1,400	140	0.00	1,400	0	0	1,400	0	0	1,400	0	0	1,400	0
Maintenance & Support	0.00	1,100	0	0	1,100	0	0	1,100	0	0	1,100	0	0.00	1,100	0	0.50	1,100	550	0	1,100	0	0	1,100	0	0	1,100	0
Others(R&D)	0.50	2,000	1,000	0	2,000	0	0	2,000	0	0	2,000	0	0.00	2,000	0	0.70	2,000	1,400	0	2,000	0	0	2,000	0	0	2,000	0
Total	3.30	8,300	5,050	0	8,300	0	0	8,300	0	0	8,300	0	0	8,300	390	2	8,300	2,340	0	8,300	0	0	8,300	0	0	8,300	0

Go to Original web version	Month 9			Month 10			Month 11			Month 12			Year 2			Year 3			Year 4			Year 5		
	Hc.	MGS	Total	Hc.	MGS	Total	Hc.	MGS	Total	Hc.	MGS	Total	Hc.	RB	Total	Hc.	RB	Total	Hc.	RB	Total	Hc.	RB	Total
Management	0	2,500	0	0.0	2,500	0	0	2,500	0	0	2,500	0	0.0	2,500	0	0.05	2,500	125	0.00	2,500	0	0.05	2,500	125
Technical	0	1,300	0	0.05	1,300	65	0	1,300	0	0	1,300	0	1.0	1,300	1,300	0.50	1,300	650	0.25	1,300	325	0.25	1,300	325
Commercial	0.15	1,400	210	0.0	1,400	0	0	1,400	0	0	1,400	0	0.5	1,400	700	0.25	1,400	350	0.25	1,400	350	0.25	1,400	350
Maintenance & Support	0	1,100	0	0.2	1,100	220	0	1,100	0	0	1,100	110	0.5	1,100	550	0.25	1,100	275	0.25	1,100	275	0.15	1,100	165
Others (R&D)	0	2,000	0	0.3	2,000	600	0	2,000	0	0	2,000	0	0.5	2,000	1,000	0.50	2,000	1,000	0.50	2,000	1,000	0.50	2,000	1,000
Total	0.15	8,300	210	0.55	8,300	885	0	8,300	0	0	8,300	110	2.50	8,300	3,550	1.55	8,300	2,400	1.25	8,300	1,950	1.20	8,300	1,965

Remarks : The column "HC." is filled in only when a new worker is employed

The gross salary is per head. From the second year onwards is per head and per year.

Legend : Hc. = Headcount; MGS = Monthly Gross Salary; AGS = Annual Gross Salary

Labour costs

Go to Original web version	Month 1			Month 2			Month 3			Month 4			Month 5			Month 6			Month 7			Month 8		
	MGS	SWC	Total	MGS	SWC	Total	MGS	SWC	Total	MGS	SWC	Total	MGS	SWC	Total	MGS	SWC	Total	MGS	SWC	Total	MGS	SWC	Total
Management	750	178	928	750	178	928	750	178	928	750	178	928	1,000	238	1,238	2,000	475	2,475	1,000	238	1,238	1,000	238	1,238
Technical	2,600	618	3,218	2,600	618	3,218	2,600	618	3,218	2,600	618	3,218	2,600	618	3,218	5,590	1,328	6,918	2,990	710	3,700	2,990	710	3,700
Commercial	700	166	866	700	166	866	700	166	866	700	166	866	840	200	1,040	1,680	399	2,079	840	200	1,040	840	200	1,040
Maintenance & Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	550	131	681	550	131	681	550	131	681
Others (R&D)	1,000	238	1,238	1,000	238	1,238	1,000	238	1,238	1,000	238	1,238	1,000	238	1,238	3,400	808	4,208	2,400	570	2,970	2,400	570	2,970
Total	5,050	1,199	6,249	5,050	1,199	6,249	5,050	1,199	6,249	5,050	1,199	6,249	5,440	1,292	6,732	13,220	3,140	16,360	7,780	1,848	9,628	7,780	1,848	9,628

Go to Original web version	Month 9			Month 10			Month 11			Month 12			Total Year 1			Year 2			Year 3			Year 4			Year 5		
	MGS	SWC	Total	MGS	SWC	Total	MGS	SWC	Total	MGS	SWC	Total	RB	SWC	Total	RB	SWC	Total	RB	SWC	Total	RB	SWC	Total	RB	SWC	Total
Management	1,000	238	1,238	1,000	238	1,238	2,000	475	2,475	1,000	238	1,238	13,000	3,068	16,068	14,182	3,368	17,550	14,491	3,442	17,933	14,680	3,486	18,166	14,996	3,561	18,557
Technical	2,990	710	3,700	3,055	726	3,781	6,110	1,451	7,561	3,055	726	3,781	39,780	9,448	49,228	44,626	10,599	55,225	45,856	10,891	56,747	46,777	11,110	57,887	47,710	11,331	59,042
Commercial	1,050	249	1,299	1,050	249	1,299	2,100	499	2,599	1,050	249	1,299	12,250	2,909	15,159	15,591	3,703	19,294	16,144	3,834	19,978	16,704	3,967	20,671	17,271	4,102	21,373
Maintenance & Support	550	131	681	770	183	953	1,540	366	1,906	880	209	1,089	5,390	1,280	6,670	13,030	3,095	16,125	13,475	3,200	16,675	13,925	3,307	17,232	14,271	3,389	17,660
Others (R&D)	2,400	570	2,970	3,000	713	3,713	6,000	1,425	7,425	3,000	713	3,713	27,600	6,555	34,155	43,546	10,342	53,888	45,112	10,714	55,826	46,699	11,091	57,789	48,306	11,473	59,778
Total	7,990	1,898	9,888	8,875	2,108	10,983	17,750	4,216	21,966	8,985	2,134	11,119	98,020	23,260	121,300	130,975	31,107	162,082	135,078	32,061	167,159	138,784	32,961	171,745	142,553	33,856	176,410

Legend : AGS = Annual Gross Salary; SWC = Social Welfare Costs; MGS = Monthly Gross Salary

Auxiliary Calculations

Un: Eur

Go to Original web version	Year 1												Total	Year 2	Year 3	Year 4	Year 5	
	1	2	3	4	5	6	7	8	9	10	11	12						
Inventories (excl. VAT)																		
<i>Raw materials</i>																		
At the beginning of period	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Purchases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Consumption	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
At the end of the period	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<i>Goods</i>																		
At the beginning of period	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Purchases	0	0	0	0	0	2,720	0	0	0	4,640	0	0	7,360	14,911	22,658	34,429	46,504	46,504
Consumption	0	0	0	0	0	2,720	0	0	0	4,640	0	0	7,360	14,911	22,658	34,429	46,504	46,504
At the end of the period	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Suppliers (of Inventories)																		
Inventory at the end of the period (raw materials)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Inventory at the end of the period (goods)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Payments of purchases during the period	0	0	0	0	0	0	3,264	0	0	0	5,568	0	8,832	16,402	26,415	40,137	54,597	54,597
Suppliers account at beginning of period	0	0	0	0	0	0	3,264	0	0	0	5,568	0	0	0	1,491	2,266	3,443	3,443
Suppliers account at end of period	0	0	0	0	0	3,264	0	0	0	5,568	0	0	0	1,491	2,266	3,443	4,650	4,650
Suppliers (of Outsourced Services)																		
Suppliers account at beginning of period	0	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	0	1,931	1,918	1,954	2,020	2,020
Purchases of outsourced services	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	23,177	23,010	23,447	24,245	24,687	24,687
Suppliers account at end of period	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,918	1,954	2,020	2,057	2,057
Payment of outsourced services during the period	0	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	21,245	23,024	23,410	24,179	24,650	24,650
Receivables																		
Receivables at the beginning of period	0	0	0	0	0	0	79,056	82,056	85,056	9,000	90,912	93,912	0	142,512	86,393	131,274	199,470	199,470
Sales of products, goods and services	0	0	0	0	0	79,056	3,000	3,000	3,000	84,912	6,000	51,600	230,568	345,571	525,095	797,882	1,077,726	1,077,726
Receivables at the end of the period	0	0	0	0	0	79,056	82,056	85,056	9,000	90,912	93,912	142,512	142,512	86,393	131,274	199,470	269,431	269,431
Collection during the period	0	0	0	0	0	0	0	0	79,056	3,000	3,000	3,000	88,056	401,690	480,214	729,685	1,007,765	1,007,765
State (VAT)																		
Deductible VAT	322	322	322	322	322	866	322	322	322	1,250	322	322	5,335	6,817	8,439	10,927	13,415	13,415
Collected VAT	0	0	0	0	0	13,176	500	500	500	14,152	1,000	8,600	38,428	57,595	87,516	132,980	179,621	179,621
VAT to be paid/recovered	-322	-322	-322	-322	-322	12,310	178	178	178	12,902	678	8,278	33,093	50,778	79,076	122,054	166,206	166,206
VAT final balance	----	----	----	----	----	----	----	----	----	----	----	----	8,956	8,463	13,179	20,342	27,701	27,701
VAT paid/recovered in the period	----	----	-322	-322	-322	-322	-322	12,310	178	178	178	12,902	24,137	51,271	74,360	114,891	158,847	158,847
Salaries																		
Salaries paid during the period	6,249	6,249	6,249	6,249	6,732	16,360	9,628	9,628	9,888	10,983	21,966	11,119	121,300	162,082	167,159	171,745	176,410	176,410
Income tax																		
Net earnings before tax	----	----	----	----	----	----	----	----	----	----	----	----	25,594	69,535	199,411	411,257	618,628	618,628
Income tax on current year earnings	----	----	----	----	----	----	----	----	----	----	----	----	7,038	19,122	54,838	113,096	170,123	170,123
Payment of income tax in the year	----	----	----	----	----	----	----	----	----	----	----	----	----	7,038	19,122	54,838	113,096	113,096

Investment Plan

Go to Original web version	Year 1												Total	Year 2	Year 3	Year 4	Year 5
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12					
Tangible Fixed Assets																	
1) Land and Preparatory Works	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2) Buildings and Other Constructions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3) Equipment	3,500	0	0	0	0	0	0	0	2,000	0	0	0	0	5,500	1,000	0	2,000
. Production Equipment	3,000	0	0	0	0	0	0	0	2,000	0	0	0	0	5,000	1,000	0	2,000
- Hardware	2,000	0	0	0	0	0	0	0	2,000	0	0	0	0	4,000	1,000	0	2,000
- Others	1,000	0	0	0	0	0	0	0	0	0	0	0	0	1,000	1,000	200	3,000
. Non Productive Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- Ambient/Quality/Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- Hardware (protective tools)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- Others	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
. Social	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
. Furniture and Administrative eq.	500	0	0	0	0	0	0	0	0	0	0	0	0	500	0	0	0
4) Tools	200	0	0	0	0	0	0	0	0	0	0	0	0	200	0	0	0
5) Transport and Handling eq.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6) Others	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Tangible Fixed Assets	3,700	0	0	0	0	0	0	0	2,000	0	0	0	0	5,700	1,000	0	2,000
Intangible Assets																	
1) Incorporation Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2) Studies and Analysis	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2500	0
3) Intellectual Property Rights	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4) Technical Assistance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5) Software	0	0	0	0	0	1000	0	0	0	0	0	0	0	1,000	0	1000	0
6) Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7) Research and Development	30000	0	0	0	0	0	0	0	0	0	0	0	0	30,000	0	0	0
8) Others	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Intangible Assets	30000	0	0	0	0	1000	0	0	0	0	0	0	0	31,000	0	3,500	0

Tangible Fixed Assets	5,700	1,000	0	2,000	0
Accumulated Tangible Fixed Assets	5,700	6,700	6,700	8,700	8,700
Intangible Assets	31,000	0	3,500	0	1,000
Accumulated Intangible Assets	31,000	31,000	34,500	34,500	35,500

Depreciation and Provisions

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Go to Original web version	%	Year 1	Year 2	Year 3	Year 4	Year 5
Tangible Fixed Assets						
1) Land and preparatory works	10.00%	0	0	0	0	0
2) Buildings and other constructions	10.00%	0	0	0	0	0
3) Production Equipment	25.00%	1,375	1,625	1,625	2,125	2,125
4) Tools	25.00%	50	50	50	50	50
5) Transport and handling equipment	25.00%	0	0	0	0	0
6) Others	25.00%	0	0	0	0	0
Sub-total		1,425	1,675	1,675	2,175	2,175
Intangible Assets						
1) Incorporation expenses	33.00%	0	0	0	0	0
2) Studies and analysis	33.00%	0	0	825	825	825
3) Intellectual property rights	33.00%	0	0	0	0	0
4) Technical assistance	33.00%	0	0	0	0	0
5) Software	33.00%	330	330	660	330	660
6) Training	33.00%	0	0	0	0	0
7) Research and Development	33.00%	9,900	9,900	9,900	0	0
8) Others	33.00%	0	0	0	0	0
Sub-total		10,230	10,230	11,385	1,155	1,485
Total Depreciation		11,655	11,905	13,060	3,330	3,660

Annual Depreciation	11,655	11,905	13,060	3,330	3,660
Accumulated Depreciation	11,655	23,560	36,620	39,950	43,610

Provisions

Provisions for bad debts	6,917	10,367	15,753	23,936	32,332
Accumulated provisions for bad debts	6,917	17,284	33,037	56,973	89,305

Financing Plan

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Go to Original web version	Year 1												Total	Year 2	Year 3	Year 4	Year 5
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12					
Own Capital																	
Share Capital	150,000	----	----	----	----	----	----	----	----	----	----	----	150,000	----	----	----	----
Capital Increases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub-total	150,000	0	0	0	0	0	0	0	0	0	0	0	150,000	0	0	0	0
Medium/Long term Payables																	
Bank Loans	0	----	----	----	----	----	----	----	----	----	----	----	0	0	0	0	0
Shareholders Loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Others	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub-total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Short term payables																	
Bank Loans	0	----	----	----	----	----	----	----	----	----	----	----	0	0	0	0	0
Shareholders Loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Others	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub-total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Financing	150,000	0	0	0	0	0	0	0	0	0	0	0	150,000	0	0	0	0

Balance Sheet

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Go to Original web version	Year 1	Year 2	Year 3	Year 4	Year 5		Year 1	Year 2	Year 3	Year 4	Year 5
ASSETS						EQUITY					
1. GROSS NET ASSETS						9. Share capital	150,000	150,000	150,000	150,000	150,000
Financial assets	0	0	0	0	0	10. Reserves	0	0	0	0	0
Tangible assets	5,700	6,700	6,700	8,700	8,700	11. Retained profits	0	18,556	68,969	213,541	511,702
Intangible assets	31,000	31,000	34,500	34,500	35,500	12. Net profit	18,556	50,413	144,573	298,161	448,505
Fixed assets in progress	0	0	0	0	0	13. Total Equity	168,556	218,969	363,541	661,702	1,110,207
2. PROVISIONS & DEPRECIATIONS	-11,655	-23,560	-36,620	-39,950	-43,610	(13=9+10+11+12)					
NET FIXED ASSETS	25,045	14,140	4,580	3,250	590	LIABILITIES					
3. CURRENT ASSETS						14. MED. & LONG TERM LIABILITIES					
Fin. & Semi-Fin Goods	0	0	0	0	0	Bank loans	0	0	0	0	0
Raw materials	0	0	0	0	0	Shareholders loans	0	0	0	0	0
Products & work in progress	0	0	0	0	0	Other loans	0	0	0	0	0
	0	0	0	0	0		0	0	0	0	0
4. ACC. RECEIVABLES M/L TERM	0	0	0	0	0	15. CURRENT LIABILITIES					
5. ACC. RECEIV. SHORT TERM						Bank loans	0	0	0	0	0
Clients	142,512	86,393	131,274	199,470	269,431	Suppliers	0	1,491	2,266	3,443	4,650
Taxes	0	0	0	0	0	Taxes	15,995	27,585	68,017	133,438	197,824
Other receivables	0	0	0	0	0	Shareholders loans	0	0	0	0	0
Bad debts provisions	-6,917	-17,284	-33,037	-56,973	-89,305	Other creditors	1,931	1,918	1,954	2,020	2,057
	135,595	69,109	98,237	142,497	180,126		17,926	30,994	72,237	138,901	204,531
6. CASH AND BANKS						16. ACCRUALS & Deferments					
Cash	25,842	166,714	332,961	654,857	1,134,022	Accruals in costs	0	0	0	0	0
Bank deposits	0	0	0	0	0	Anticipated income	0	0	0	0	0
	25,842	166,714	332,961	654,857	1,134,022		0	0	0	0	0
7. ACCRUALS & DEFERMENTS						17. Total Liabilities	17,926	30,994	72,237	138,901	204,531
Accruals in income	0	0	0	0	0	(17=14+15+16)					
Deferred Costs	0	0	0	0	0	18. Total Liabilities + Equity	186,482	249,962	435,778	800,603	1,314,738
	0	0	0	0	0	(18=13+17)					
8. Total Assets	186,482	249,962	435,778	800,603	1,314,738						
(8=1+2+3+4+5+6+7)											

Income Statement

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Go to Original web version	Year 1	Year 2	Year 3	Year 4	Year 5
COSTS					
COGS	7,360	14,911	22,658	34,429	46,504
Outsourced services	19,314	19,175	19,539	20,204	20,572
Labor costs	121,300	162,082	167,159	171,745	176,410
Depreciation	11,655	11,905	13,060	3,330	3,660
Provisions	6,917	10,367	15,753	23,936	32,332
Sundry taxes	0	0	0	0	0
Other operational costs	0	0	0	0	0
(A)	166,546	218,441	238,168	253,645	279,477
Depre. & Prov. of Financial Investment & Apli.	0	0	0	0	0
Cash discounts conceded	0	0	0	0	0
Financial and interest charges	0	0	0	0	0
(C)	166,546	218,441	238,168	253,645	279,477
Costs and extraordinary losses	0	0	0	0	0
Costs of previous years	0	0	0	0	0
(E)	166,546	218,441	238,168	253,645	279,477
Income tax	7,038	19,122	54,838	113,096	170,123
(G)	173,584	237,563	293,006	366,740	449,600
REVENUES					
Sales of goods and products	9,140	18,518	28,138	42,755	57,751
Services	183,000	269,458	409,441	622,146	840,354
In-house Corporate Works	0	0	0	0	0
Subsidies	0	0	0	0	0
Other revenues	0	0	0	0	0
Production variation	0	0	0	0	0
(B)	192,140	287,976	437,579	664,901	898,105
Profit/loss from exchange differences	0	0	0	0	0
Cash discount obtained	0	0	0	0	0
Other interest & Fin. Earnings	0	0	0	0	0
(D)	192,140	287,976	437,579	664,901	898,105
Extraordinary Gains & Earnings	0	0	0	0	0
Earnings from previous years	0	0	0	0	0
(F)	192,140	287,976	437,579	664,901	898,105
OPERATIONAL EARNINGS (B-A)	25,594	69,535	199,411	411,257	618,628
FINANCIAL EARNINGS (D-B)-(C-A)	0	0	0	0	0
CURRENT EARNINGS	25,594	69,535	199,411	411,257	618,628
EARNINGS BEFORE TAXES	25,594	69,535	199,411	411,257	618,628
NET PROFIT	18,556	50,413	144,573	298,161	448,505

Treasury budget

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Go to Original web version	Year 1												Total	Year 2	Year 3	Year 4	Year 5	
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12						
Operations income																		
Sales of goods and services	0	0	0	0	0	0	0	0	79,056	3,000	3,000	3,000	88,056	401,690	480,214	729,685	1,007,765	
VAT	0	0	322	322	322	322	322	0	0	0	0	0	1,610	0	0	0	0	
Other income																		
Share capital	150,000	----	----	----	----	----	----	----	----	----	----	----	150,000	----	----	----	----	
Capital increases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Shareholders loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Short term bank loans	0	----	----	----	----	----	----	----	----	----	----	----	0	0	0	0	0	
Medium/Long term loans	0	----	----	----	----	----	----	----	----	----	----	----	0	0	0	0	0	
Other income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total income	150,000	0	322	322	322	322	322	0	79,056	3,000	3,000	3,000	239,666	401,690	480,214	729,685	1,007,765	
Operations disbursements																		
Suppliers	0	0	0	0	0	0	3,264	0	0	0	5,568	0	8,832	16,402	26,415	40,137	54,597	
Personnel	6,249	6,249	6,249	6,249	6,732	16,360	9,628	9,628	9,888	10,983	21,966	11,119	121,300	162,082	167,159	171,745	176,410	
Other creditors (incl. outsourcing)	0	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	1,931	21,245	23,024	23,410	24,179	24,650	
Income Tax	----	----	----	----	----	----	----	----	----	----	----	----	0	7,038	19,122	54,838	113,096	
VAT	----	----	0	0	0	0	0	12,310	178	178	178	12,902	25,747	51,271	74,360	114,891	158,847	
Other disbursements																		
Investment in fixed assets	33,700	0	0	0	0	1,000	0	0	2,000	0	0	0	36,700	1,000	3,500	2,000	1,000	
Payment of short term bank loans	----	----	----	----	----	----	----	----	----	----	----	0	0	0	0	0	0	
Payment of medium/long term bank loans	----	----	----	----	----	----	----	----	----	----	----	0	0	0	0	0	0	
Payment of medium/long term shareholders loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Payment of short term shareholders loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Payment of other Medium/Long term payables	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Payment of other short term payables	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total disbursements	39,949	8,181	8,181	8,181	8,663	19,291	14,823	23,869	13,997	13,092	29,643	25,952	213,824	260,818	313,966	407,790	528,599	
Cashflow	110,051	-8,181	-7,859	-7,859	-8,342	-18,969	-14,501	-23,869	65,059	-10,092	-26,643	-22,952	25,842	140,872	166,248	321,895	479,166	
Cash at beginning of period	0	110,051	101,870	94,011	86,152	77,811	58,841	44,340	20,471	85,530	75,437	48,794	0	25,842	166,714	332,961	654,857	
Cash at end of period	110,051	101,870	94,011	86,152	77,811	58,841	44,340	20,471	85,530	75,437	48,794	25,842	25,842	166,714	332,961	654,857	1,134,022	

Working capital

Go to Original web version	Year 1	Year 2	Year 3	Year 4	Year 5
Operations needs					
Inventories	0	0	0	0	0
Receivables	142,512	86,393	131,274	199,470	269,431
Others	0	0	0	0	0
Total	142,512	86,393	131,274	199,470	269,431
Operations resources					
Payables	0	1,491	2,266	3,443	4,650
Public Administration	15,995	27,585	68,017	133,438	197,824
Others (including outsourcing)	1,931	1,918	1,954	2,020	2,057
Total	17,926	30,994	72,237	138,901	204,531
Working Capital	124,586	55,399	59,037	60,569	64,900
Working capital variation	-	-69,187	3,638	1,532	4,331

Free cash-flow

Go to Original web version	Year 1	Year 2	Year 3	Year 4	Year 5
EBIT (Earnings Before Interest and Taxes)	25,594	69,535	199,411	411,257	618,628
Depreciation	11,655	11,905	13,060	3,330	3,660
Provisions	6,917	10,367	15,753	23,936	32,332
Potencial cash flow from operations before interest and taxes	44,166	91,807	228,223	438,523	654,619
Financial earnings from operation	0	0	0	0	0
Financial costs	0	0	0	0	0
Income tax (IRC)	7,038	19,122	54,838	113,096	170,123
Net earnings	18,556	50,413	144,573	298,161	448,505
Potential Cash-Flow from operations	37,128	72,685	173,385	325,428	484,497
Investment/divestment in Working Capital	124,586	-69,187	3,638	1,532	4,331
Operational Cash-Flow	-87,458	141,872	169,748	323,895	480,166
Investment/Divestment in fixed Capital	36,700	1,000	3,500	2,000	1,000
Free Cash-Flow	-124,158	140,872	166,248	321,895	479,166

Net present value

Go to Original web version	Year 1	Year 2	Year 3	Year 4	Year 5
Capital opportunity cost (rate)	10%	10%	10%	10%	10%
Discount factor	0.9091	0.8264	0.7513	0.6830	0.6209
Present value of free cash flow	-112,871	116,423	124,904	219,859	297,524
Net present value	645,839				

Internal Profitability (Rate)

Go to Original web version
<i>Internal Rentability (Rate)</i>
141%

Payback Period

Go to Original web version	Year 1	Year 2	Year 3	Year 4	Year 5
<i>Present Cash-Flow</i>	-112,871	116,423	124,904	219,859	297,524
<i>Accumulated Present Cash-Flow</i>	-112,871	3,552	128,456	348,315	645,839
Payback Period		Nº Years:	1	Nº Months:	12

Project Profitability Analysis

Go to Original web version	
Capital opportunity cost (rate)	10%
Net present value	645,839
Internal Profitability (Rate)	141%
Payback Period	Nº Years: 1 Nº Months: 12