AFRICA MEDICAL EQUIPMENT FACILITY

FINANCIAL MANAGEMENT COMPONENT

GUIDE FOR FILLING BUSINESS PLANNING TEMPLATE

IFC | International Finance Corporation
WORLD BANK GROUP

Creating Markets, Creating Opportunities

Business Plan Template

SECTION	KEY ELEMENTS					TARGET OUTPUT
MARKET OVERVIEW	Geographic and Demographic Information		Key Market Trends and Gaps		Competition	General information on your industry that will allow your company to highlight its growth opportunities
COMPANY OVERVIEW	Company Background and History	Target Customers and Value Proposition	Ownership and Management Structures	Financial Performance	SWOT Analysis	Information on your company's background and value proposition that can be used by external stakeholders to learn more about your business
EXPANSION PLAN	Company Objectives and Planned Activities		Projected Performance		Financing Needs	Information on your company's short to medium term objectives and its plans to achieve them.

Market Overview- Geographic and Demographic Information

IFC | International Finance Corporation
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Creating Markets, Creating Opportunities

SECTION	KEY ELEMENTS			TARGET OUTPUT
MARKET OVERVIEW	Geographic and Demographic Information	Key Market Trends and Gaps	Competition	General information on your industry that will allow your company to highlight its growth opportunities

The company's geographic and demographic information identify where your company's focus lies and give an indication of the potential demand for your services.

STEP | SNAPSHOT

1

Target Market

Areas Served	Population Served	Demographic Information

INSTRUCTIONS AND NOTES

Define target market

1. Define the main geographies served by your company and provide information on the population served. This gives an indication of the total market size and potential demand for your company's services.
2. Provide a breakdown of the demographics of the population served to the extent that such information is available. This can include information on the different age groups, gender breakdowns, income groups and population growth rates which will allow you to further define your market

NOTE: Information for this section can be derived from sources such as national statistics and reports from international organizations.

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Market Overview- Key Market Trends and Gaps

SECTION	KEY ELEMENTS			TARGET OUTPUT
MARKET OVERVIEW	Geographic and Demographic Information	Key Market Trends and Gaps	Competition	General information on your industry that will allow your company to highlight its growth opportunities

The key trends and gaps in your market indicate where the market is heading and the needs that that have not yet been adequately addressed. This highlights where the best opportunities may lie in the short to medium term.

STEP | SNAPSHOT | INSTRUCTIONS AND NOTES

Step 2

Snapshot: Key Trends and Gaps

Key Industry Trends	Key Market Gaps	Current Available Alternatives

Identify key trends and gaps

1. List the key industry trends and gaps that are most relevant to your market and identify the current alternatives that are being used to fill these gaps. Doing so will allow you to clearly highlight the different opportunities in your market.

Step 3

Snapshot: Insurance Coverage

NHIF Coverage	Private Insurance or Other Schemes	Uninsured Population

Insurance coverage

2. Estimate the portion of the population served that are covered by NHIF, private insurance or are uninsured. This will allow you to identify the main funding sources for your company's services in your target market

NOTE: Such information can be derived from your own knowledge of the market, various research reports, online sources, surveys, and discussions with your current customers etc.

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Market Overview- Competition

SECTION	KEY ELEMENTS			TARGET OUTPUT
MARKET OVERVIEW	Geographic and Demographic Information	Key Market Trends and Gaps	Competition	General information on your industry that will allow your company to highlight its growth opportunities

The overview of the competitive landscape in your market identifies the key competitors who are providing similar services or providing different solutions that address the same problems or needs as your company

STEP   SNAPSHOT

4

| 1/4 | Competitor 1 | Logo |

Background Info

Background	Company Size
Key Strengths	Target Regions and Customers
Insurance Partners	Price Information

Services Offered

Physician Clinic	Ear, Nose and Throat surgery	Lab	
Pediatric and Children Clinic	Inpatient Services	Physician Clinic	
Gynecology Clinic	ICU	Pediatric and Children Clinic	
Orthopedic Clinic	Dialysis		
Surgical Clinic	X-ray		
General Surgery	CT- Scan		
Caeserean Surgery	MRI		
Orthopedic Surgery	Ultrasound		
Obestrics and Gynaecology Surgery	Pharmacy		

▪ Service Currently Offered
▪ Service Not Offered

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INSTRUCTIONS AND NOTES

Identify competition

1. Select the most important competitors who either offer similar services or different services that address the same customer needs. For each competitor, provide background information that can include their size and capacity, key strengths, target customers, most important partners etc. This will help map your competition in the market.

2. For each competitor, identify the main services offered by their company by highlighting them in the table in dark grey. This will allow you to identify the main differences in service offering between your company and your competitors' and indicate what can be promoted as advantages for your company.

NOTE: Such information can mainly be derived from your own knowledge of the market and by conducting basic research in your market

Company Overview- Company Background and History

SECTION	KEY ELEMENTS	TARGET OUTPUT

COMPANY OVERVIEW	Company Background and History	Target Customers and Value Proposition	Ownership and Management Structures	Financial Performance	SWOT Analysis	Information on your company's background and value proposition that can be used by external stakeholders to learn more about your business

The company's background and history provide general information on the company's main services offered and the key milestones have been reached so far

STEP	SNAPSHOT	INSTRUCTIONS AND NOTES
5	**Company Mission** / **Company Background** — Location, Insurance Partners, Size, Capacity	**Provide information on the company background** 1. Define your mission statement by clearly and concisely identifying the main problems that your company aims to solve and how it plans to do so 2. Identify the most important milestones that your company has achieved since its establishment. 3. Provide background information that will help external stakeholders understand your company's main activities and business.
6	**Services Offered** — Physician Clinic, Ear, Nose and Throat surgery, Lab; Pediatric and Children Clinic, Inpatient Services, Physician Clinic; Gynecology Clinic, ICU, Pediatric and Children Clinic; Orthopedic Clinic, Dialysis; Surgical Clinic, X-ray; General Surgery, CT-Scan; Caeserean Surgery, MRI; Orthopedic Surgery, Ultrasound; Obestrics and Gynaecology Surgery, Pharmacy. Service Currently Offered / Service Not Offered	**Provide information on the services offered** 1. Identify the main services offered by the company by highlighting them in dark grey.

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Company Overview- Target Customers and Value Proposition

SECTION	KEY ELEMENTS					TARGET OUTPUT
COMPANY OVERVIEW	Company Background and History	Target Customers and Value Proposition	Ownership and Management Structures	Financial Performance	SWOT Analysis	Information on your company's background and value proposition that can be used by external stakeholders to learn more about your business

Defining your target customers means identifying the key characteristics that make up your company's main customer groups. This will help you to identify your target market more clearly and define the main reasons why customers choose your services

STEP | SNAPSHOT

5

Customer Segment 1

Demographic Information

Region		Occupation	
Gender		Income Group	
Age Group		Insurance Type	

Key Pains and Priorities

Key Needs	
Key Priorities	

INSTRUCTIONS AND NOTES

Identify target customers

1. Identify common characteristics of your current customer base. This includes demographic characteristics such as gender, age group, income group, occupation etc. This will help your company narrow its target market and identify the most important groups to focus on.

2. Identify more personal attributes for each of your target customer groups. This can include the key needs that they are addressing by accessing your services and the most important factors they prioritize and value. Examples can include, but are not limited to, factors such as service price, quality, personalization of care etc. Doing this will help your company define how your customers benefit from your services and allow you to focus on promoting these benefits.

<u>NOTE:</u> Such information can be derived by analyzing the characteristics of your current customer base.

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Company Overview- Target Customers and Value Proposition

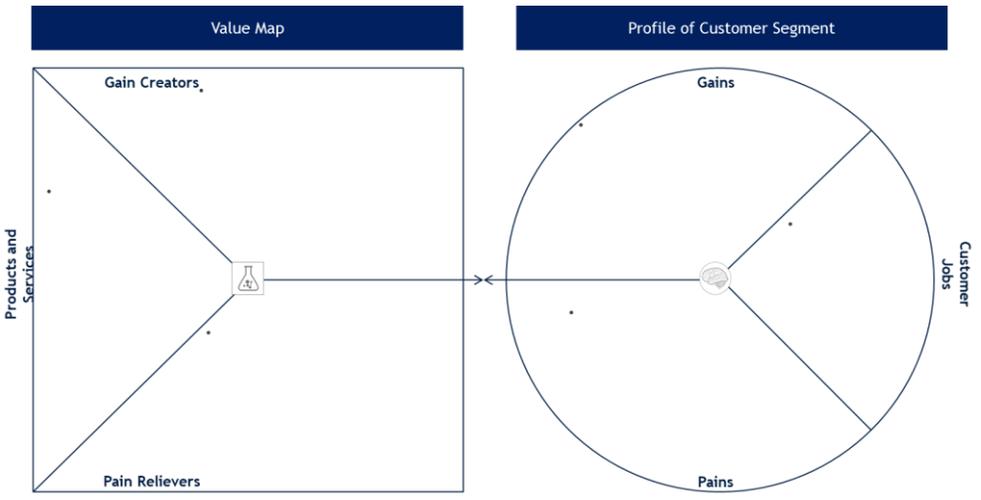| SECTION	KEY ELEMENTS					TARGET OUTPUT
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STEP | SNAPSHOT

6

Value Map

Gain Creators

Products and Services

Pain Relievers

Profile of Customer Segment

Gains

Customer Jobs

Pains

INSTRUCTIONS AND NOTES

Identify company value proposition

1. Identify the customers jobs for your target segments. These are tasks or needs that your customer is aiming to fulfill by accessing your services. Jobs can be functional, social, or emotional. By identifying them, you will be able to define the main reasons each customer segment is accessing your services.

2. Identify the pains of each customer segment. These are mainly the problems that prevent your customers from completing their jobs. Examples could include a lack of information, solutions that are too costly or difficult to access, incorrect treatments etc.

3. Identify the gains for each customer segment. These are the concrete benefits and aspects that encourage your customers to access your services. It is important to note that gains are not necessarily the opposite of customer pains. They can be small or large factors that make your customers happy.

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Company Overview

SECTION	KEY ELEMENTS	TARGET OUTPUT

COMPANY OVERVIEW

Company Background and History	Target Customers and Value Proposition	Ownership and Management Structures	Financial Performance	SWOT Analysis

TARGET OUTPUT: Information on your company's background and value proposition that can be used by external stakeholders to learn more about your business
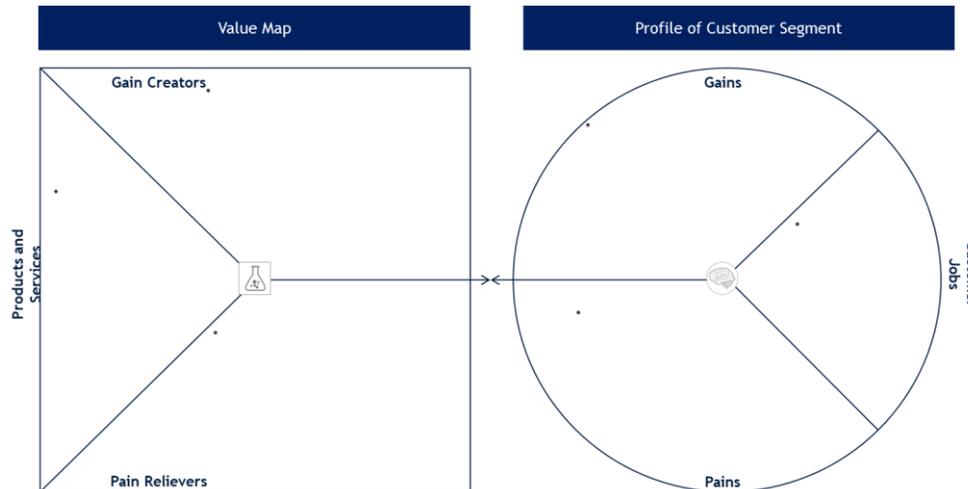
Defining your target customers means identifying the key characteristics that make up your company's main customer groups. This will help you to identify your target market more clearly and define the main reasons why customers choose your services

STEP | SNAPSHOT

6

Value Map

Gain Creators

Products and Services

Pain Relievers

Profile of Customer Segment

Gains

Customer Jobs

Pains

INSTRUCTIONS AND NOTES

Identify company value proposition cont'd

1. List the main services that your company offers.
2. Identify the pain relievers from your services. These are the main factors that allow your services minimize pains that your customers care about. Pain relievers should be linked to the customer pains identified in step 2.
3. Identify gain creators. These are the main factors that maximize the benefits your customers get from accessing your services. Examples can include saved time, money, faster or more effective treatment etc.

Slide Number in BP Template: 11

Company Overview- Ownership and Management Structures

SECTION	KEY ELEMENTS	TARGET OUTPUT
COMPANY OVERVIEW	Company Background and History / Target Customers and Value Proposition / **Ownership and Management Structures** / Financial Performance / SWOT Analysis	Information on your company's background and value proposition that can be used by external stakeholders to learn more about your business

Defining the ownership and management structure provides important information that allows external stakeholders to get know your company better. It provides an indication of how your company is run and highlights the key qualifications of the management team that will support your company in reaching its objectives

STEP

SNAPSHOT

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INSTRUCTIONS AND NOTES

Define ownership and governance structure

1. Identify your company's legal structure by highlighting the correct choice in dark grey in the template provided.
2. List the names of the owners and their respective ownership stakes.
3. If applicable, list the members of your company's board of directors.
4. Create bios for your management team to demonstrate to external stakeholders their key qualifications that will enable the company to achieve its objectives.

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Company Overview- Financial Performance

SECTION	KEY ELEMENTS	TARGET OUTPUT
COMPANY OVERVIEW	Company Background and History · Target Customers and Value Proposition · Ownership and Management Structures · Financial Performance · SWOT Analysis	Information on your company's background and value proposition that can be used by external stakeholders to learn more about your business

Providing information on your past financial performance is vital for any external stakeholder interested in providing funding for your company. This allows external stakeholders to develop a better understanding of your company's performance to date and assess how realistic your forecasts and projections are

STEP

SNAPSHOT

8

Profit and Loss Statement

Item	Year 1	Year 2	Year 3
Revenues	$$	$$	$$
Cost of Goods Sold	$$	$$	$$
Gross Profit	$$	$$	$$
Selling, General and Administrative Expenses	$$	$$	$$
EBITDA	$$	$$	$$
Financing Costs	$$	$$	$$
Taxes	$$	$$	$$
Net Profit	$$	$$	$$

Key Highlights

- Revenue Growth Rate
- Net Profit Margin
- EBITDA Margin
- Operating Costs as a % of Revenues

INSTRUCTIONS AND NOTES

Financial performance

1. Provide the key financial information from your company's profit and loss statement over the past 3 years. This is important information to include for external stakeholders aiming to learn about your company's background.
2. Define the most important highlights that you would like your external stakeholders to know about your company's financial performance. This is done to support any case that you are trying to build for potential funding.

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Company Overview- SWOT Analysis

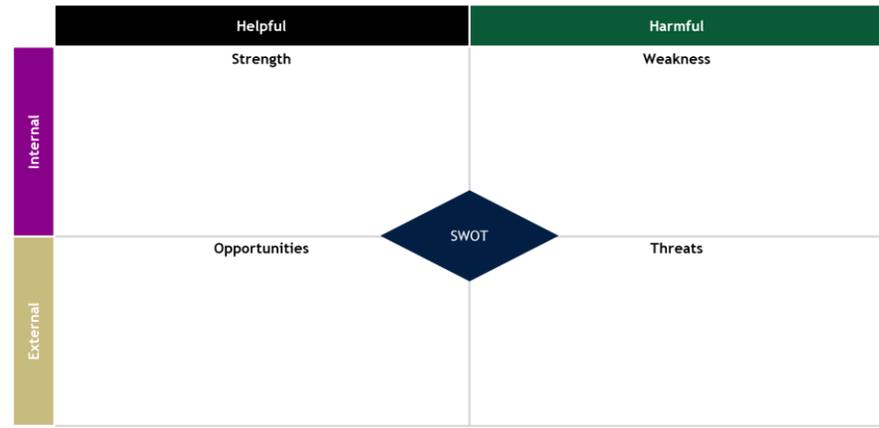| SECTION	KEY ELEMENTS					TARGET OUTPUT
COMPANY OVERVIEW	Company Background and History	Target Customers and Value Proposition	Ownership and Management Structures	Financial Performance	SWOT Analysis	Information on your company's background and value proposition that can be used by external stakeholders to learn more about your business

The SWOT Analysis will provide internal and external stakeholders with an overview of your company's competitive position by analyzing its core strengths and weaknesses and highlighting the external factors that may pose opportunities or threats going forward. This will support your company in its strategic planning process and allow it to link the internal and external factors that influence your business.

STEP | SNAPSHOT

9

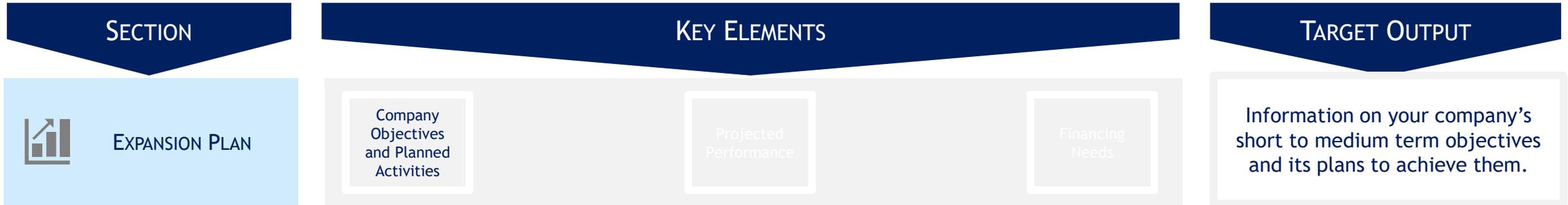|	Helpful	Harmful
Internal	Strength	Weakness
External	Opportunities	SWOT	Threats

INSTRUCTIONS AND NOTES

SWOT analysis

1. Summarize your company's key strengths. These are the main factors or issues that your company excels at, and which separate you from your competition. Strengths can include anything from having a strong reputation in the market to offering services that your competitors do not. Examples of important questions to ask when summarizing your strengths are:
   - What are we doing well?
   - What are our most important advantages?
   - What do we have that our competitors don't?

2. Summarize your company's main weaknesses. These are the areas where your business needs to improve to remain competitive. Weaknesses can include anything from a weak brand name

SECTION	KEY ELEMENTS	TARGET OUTPUT
EXPANSION PLAN	Company Objectives and Planned Activities / Projected Performance / Financing Needs	Information on your company's short to medium term objectives and its plans to achieve them.

Your company's objectives provide internal and external stakeholders with a clear understanding of what the company is aiming to achieve in the short to medium term and the direction that it will take to do so. Clearly defined objectives will help create alignment within your company and with external stakeholders

STEP   SNAPSHOT

10

Company Objectives

1 Objective 1 Description

2 Objective 2 Description

3 Objective 3 Description

Planned Activities

Commercial   Operational   Organizational

INSTRUCTIONS AND NOTES

Define your company's objectives

To produce successful objectives, the following factors should be taken into consideration:

Specific and Measurable

- Objectives should be clear and unambiguous in their formulation. Considering factors such is who is involved in achieving each objective, what needs to be accomplished, where this needs to be accomplished, when this needs to be accomplished and why this needs to be accomplished can help you in defining more specific objectives

- Objectives should include criteria that measure progress towards their achievement. To do so, it is important to consider how much or how many of a certain factor are needed and what milestones may indicate if your company is making progress in achieving each objective.

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Expansion Plan- Company Objectives and Planned Activities

SECTION	KEY ELEMENTS	TARGET OUTPUT
📊 EXPANSION PLAN	Company Objectives and Planned Activities / Projected Performance / Financing Needs	Information on your company's short to medium term objectives and its plans to achieve them.

Your company's objectives provide internal and external stakeholders with a clear understanding of what the company is aiming to achieve in the short to medium term and the direction that it will take to do so. Clearly defined objectives will help create alignment within your company and with external stakeholders

STEP | SNAPSHOT

10

Company Objectives

1. **Objective 1** Description

2. **Objective 2** Description

3. **Objective 3** Description

Planned Activities

🤝 **Commercial**   ⚙️ **Operational**   🗂 **Organizational**

INSTRUCTIONS AND NOTES

Define your company's objectives Cont'd

To produce successful objectives, the following factors should be taken into consideration:

Achievable

- Objectives should be achievable and attainable to support your company in identifying ways to reach them. To do so, it is important to consider if your company has the resources and capabilities to achieve each objective and, if not, what is missing

Timely and Realistic

- Objectives should be realistic and relevant to your company's context. To do so, it is important to consider if the objective is reachable given the company's resources and if you can commit to achieving it

- Objectives should be time-bound including a start and target date which mean that deadlines are set for their achievement.

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Expansion Plan- Projected Performance

SECTION	KEY ELEMENTS			TARGET OUTPUT
EXPANSION PLAN	Company Objectives and Planned Activities	Projected Performance	Financing Needs	Information on your company's short to medium term objectives and its plans to achieve them.

Your projected performance gives external stakeholders insights on your company's expected financial performance after considering the factors included in the market and company overviews. The information included in this section should be derived from your financial projections model and should be realistic considering your company's current performance

STEP

SNAPSHOT

11

Item	Year 1	Year 2	Year 3	Year 4	Year 5
Revenues	$$	$$	$$	$$	$$
Cost of Goods Sold	$$	$$	$$	$$	$$
Gross Profit	$$	$$	$$	$$	$$
Selling, General and Administrative Expenses	$$	$$	$$	$$	$$
EBITDA	$$	$$	$$	$$	$$
Financing Costs	$$	$$	$$	$$	$$
Taxes	$$	$$	$$	$$	$$
Net Profit	$$	$$	$$	$$	$$

INSTRUCTIONS AND NOTES

Projected performance

1. Provide your company's projected financial performance for the upcoming 5 years including the revenues, cost of goods sold, gross profit, selling general and administrative expenses, EBITDA, financing costs, taxes, and net profit.

NOTE: The values should be taken from the provided financial planning and forecasting tool. For information on how to use the tool to derive such figures, please refer to the financial planning and forecasting tool guide.

Expansion Plan- Financing Needs

SECTION	KEY ELEMENTS			TARGET OUTPUT
EXPANSION PLAN	Company Objectives and Planned Activities	Projected Performance	Financing Needs	Information on your company's short to medium term objectives and its plans to achieve them.

Your financing needs inform external stakeholders of the gaps in your financing that need to be addressed to achieve your objectives. They should clearly illustrate how much funding your company will need, what the funds will be used for and your expected contribution.

STEP | SNAPSHOT

INSTRUCTIONS AND NOTES

11

Financing Needs

Year 1

Total Amount Needed

% External funding   % Company resources

Year 2

Total Amount Needed

% External funding   % Company resources

Purpose

Define your company's financing needs

1. Define the purpose that the finance is needed for
2. Determine the total amount needed
3. Determine the percentage that would be obtained from the company resources and the percentage that would be obtained from external