US Business Plan(サンプル雛形)

1. Executive Summary

会社の概要をまとめてください。
事業計画書の目的に見合う様な要点を記載

1.1 Objectives

米国での事業目的
“Popularization of professional service” in US markets. In detail:

1. For non-Japanese-affiliated companies in the US, by offering our product and service, we will provide ——— solution.
2. For Japanese-affiliated companies in the US, we will further promote our product, and provide out-sourcing solution for implementation support and maintenance.
3. By increasing knowledge and experience in US market, we will contribute to the development of new global product.

1.2 Mission

事業ミッション

In order to respond not only to -----------, but also to the need for value change of various corporate activities information, our mission is “Popularization of professional service”. As the achievement, we will strive for the realization of the followings.

1. We will offer professional service with high quality and low cost in the area which requires expertness and deep experiences for all companies.
2. We will innovate service business by raising the level of service and production to the highest level in the world with ---------- education.
3. We will implement group management by balancing variety and expertness, and achieve corporate alliances with edged brand companies.

2. Company Summary

2.1 Description of Business

事業の概要

----------US plans to have __ different business lines. The first line would be marketing the Parent’s ----------- products and services in the U.S. The second would be providing ---------- to help its customers reengineer their existing business processes and improve operational efficiency. Lastly, it is to develop global products in the U.S in the leading market of global software industry, to examine their global marketability.

2.2 Description of Products and Services

商品説明

1. -------------- Services

--------- plans to initially provide its users with --------------- services through making alliances with local partners. However, assuming the Company would successfully launch its operations in the U.S., it would consider acquiring a --------------, in order to secure quality of services.

2. Maintenance

Maintenance service is one of the Parent's competitive advantages in Japanese market. The Parent has approximately __ staff with expertise in -----------. The Company intends to hire local staff in order to provide maintenance services on site for the benefit of U.S. users

3. Global Support

The company positions itself that it is necessary to promote global support activity to respond to customers' requests for global support. The company aims for the creditability from customers, high profit margin, and enhancement of productivity of support activity. Also, the company will be able to establish its image as "the company which is able to handle global support". The company plans to offer the support according to customers' business schedules regardless of time zones by both online and onsite.

2.3 Company Ownership

2.4 Start-Up Summary

1. 雇用の予定（あるか）

2. 幹部

---- President & CEO,
----, CFO
---, Secretary
Sales Manager (To be hired locally in the US)

3. 準備資金とその出先

The Parent plans to make an initial investment of U.S. $____million in the US Office during 20____-20____ in order to sustain existing operations. Towards the ---- stage, the Parent company plans to invest an additional equity of U.S. $____million. The Parent company will be fully responsible for the -, loans, and cash advance for the Company.

In order to maintain a conservative capital structure, the Company would pay back its loan principal whenever it would have extra cash in hand. During the submitted projection period, the Company's cumulative loan balance from the Parent would reach U.S. $ ------ million at its peak.

3. Market Analysis Summary市場分析

3.1 Target Market and Geographic Focus

The Company is to target___ types of customers; one would be U.S. subsidiaries of Japanese companies with global stature. The other target would be U.S. local companies which have many overseas subsidiaries. As it may take time for the Company as a new market entrant to increase its awareness with potential U.S. customers, it would initially focus on Japanese affiliated U.S. entities by jointly approaching to both Japanese parents and U.S. subsidiaries.

Based on our preliminary research, many U.S. subsidiaries of Japanese manufacturing companies, the Parent's core users in Japan, are based in mid-West.

With respect to potential U.S. customers, the Company's geographic focus may vary based on industry segmentation. For instance, --------- industry is in ____州, and chemical industry is in the ____エリアor ____州. Initially, the Company intends to sustain its broad strategy of assorted industries.

3.2 Competition Analysis競合分析

1. Products 商品

The Company will not directly compete with global vendors which have developed and have been marketing products with similar functions. Those global vendors typically sell their competitive products as part of ------------ which is used by major global corporations. However, it is not an adequate solution to small-and mid-sized companies in terms of its affordability.

The ------------ markets in which the Company will compete are not dominated by a ------- company or a small number of companies. A substantial number of companies offer services which are competitive with services offered by the Company. Such firms include -------------- firms that may have greater financial resources than the Company and, in some cases, may have greater capacity to perform services similar to those provided by the Company. In addition, the increased importance of offshore labor centers has brought a number of foreign-based firms into competition with the Company. Offshore --------- selling directly to end-users have captured an increasing share of awards as they compete directly with U.S. domestic suppliers of these services.

More recently, the accelerating demand for --------- services, commonly referred to ------------, is continuing to alter the landscape of competition. New entrants to our markets are offering service models that change the decision criteria and contracting expectations of our target market. The Company will respond to these changing market conditions with new offerings that are intended to position the Company favorably.

The Company's ability to obtain business depends upon its ability to offer better strategic concepts and technical solutions, better value, a prompt response, more flexibility, better quality, a higher level of experience, or a combination of these factors. The Company's management believes that the Company will be positioned to compete effectively in those markets by a combination of its own products and the full spectrum of ------------- services it will provide, including ------------- services

3.2 Marketing Strategy販売戦略

1. ---- Analysis

2. Price

The ultimate goal is to provide its customers with low cost solutions at similar level of quality.

3. Strategic Acquisition

A target company would be an ----- service company which may have specialty in installing business software applications of global vendors such as -----. We believe this potential acquisition is crucial for the Company to accelerate building up the localization. For the purpose of securing local staff who has experiences in sales and implementation of the product, the ideal target company would have $---- million sales and $-----million profit per year, and also, have ---- local employees.

4. Strategic Alliances

The Parent's management team recently visited the U.S. to meet with several possible business partners for the Company which would jointly market the ------ products. While those companies have their own products, they have not been marketed in Japan. Hence, the Parent intends to make reciprocal arrangements with them by which the Parent as an exclusive agent would introduce their products into Japanese market in exchange for selling its products in the U.S.

4. Financial Plan 財務諸表

4.1 Revenue

Target would be ____% of the Parent's consolidated revenue to generate in the U.S.

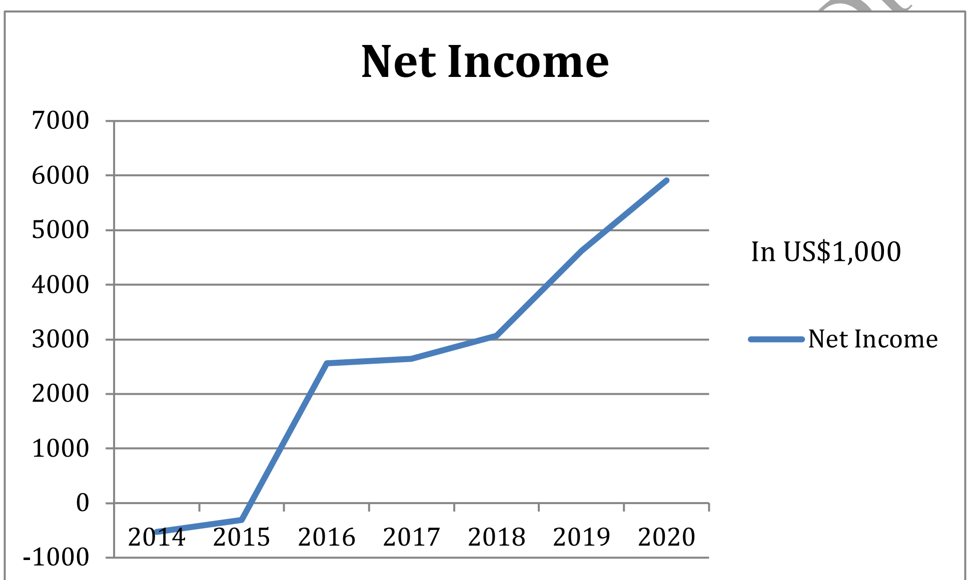
market by 20__. Based on profit and loss statement in Page 12 below, from 20__, the Company projects the profitability, and the profit will increase throughout its operation.

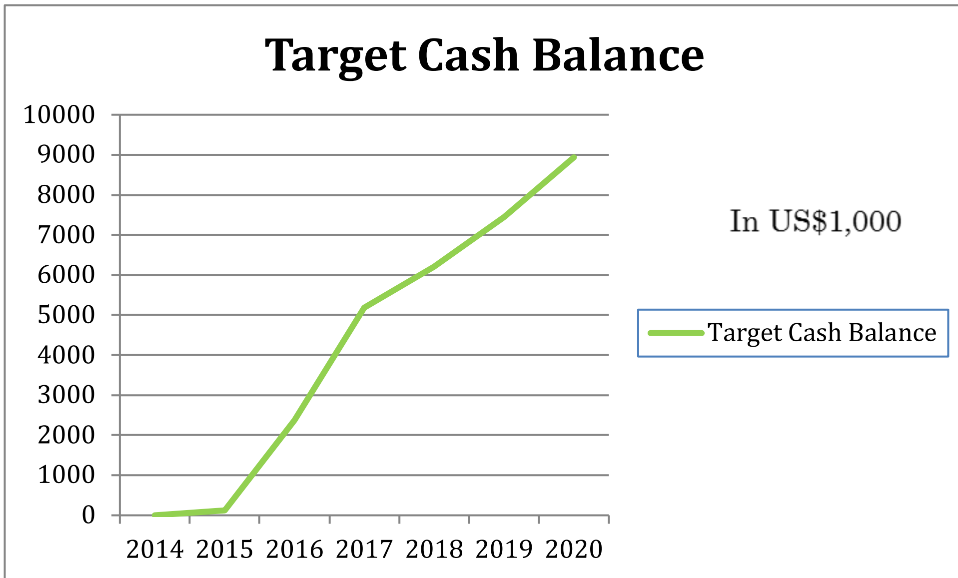
4.2 Cost Estimate

HR cost was computed based upon an assumed annual base salary and cash incentive according to each person's position within the Company's organization, and the number of employees in respective positions.

Sales and Marketing expense was assumed to be __% of annual revenue.
R&D expense would increase up to __% of annual revenue.
General and Administration cost would decrease to __% of annual revenue.

4.3 Financial Projection




Target Cash Balance
10000
9000
8000
7000
6000
5000
4000
3000
2000
1000
0
2014 2015 2016 2017 2018 2019 2020
In US$1,000
Target Cash Balance

Profit / Loss

In US$1,000	2014	2015	2016	2017	2018	2019	2020	Remarks
Revenue								
Japanese Affiliated Custome	0	1,000	4,000	10,000	15,000	18,000	21,600	
US Customers	0	0	15,000	31,500	34,650	41,580	49,896	Acquisition in 1H 2016
Total Revenue	0	1,000	19,000	41,500	49,650	59,580	71,496	
Cost								
HR Cost								
Executives								
Number	1	2	4	4	5	6	6	
Amount	100	350	863	1,238	1,538	1,838	1,838	
Managers								
Number	1	2	11	22	26	31	37	Average Base US$120K/person + 30% Bonus
Amount	78	180	1,404	3,393	4,029	4,803	5,733	
Staff								
Number	1	3	39	84	100	120	144	
Amount	0	210	1,530	6,762	8,074	9,673	11,591	Average US$70K/person + 15% Bonus
Total HR Cost								
Number	3	7	53	110	131	157	187	
Amount	178	740	3,796	11,393	13,640	16,314	19,162	
SG&A Expense								
General Administration	300	444	7,600	15,012	15,694	17,368	20,717	
Sales & Marketing	50	100	2,850	6,225	7,448	8,937	10,724	
R&D	0	0	950	4,150	7,448	8,937	10,724	
Total SG&A Expense	350	544	11,400	25,387	30,589	35,242	42,166	
Total Cost	528	1,284	15,196	36,780	44,230	51,556	61,328	
Operating Profit	-528	-284	3,804	4,720	5,420	8,024	10,168	
Operating Margin	-	-28.4%	20.0%	11.4%	10.9%	13.5%	14.2%	
Financing Cost (Loan Interes	0	-23	-90	-315	-315	-315	-315	U.S. Prime Lending Rate + 1.0% = 4.5%
Pre-Tax Income	-528	-307	3,714	4,405	5,105	7,709	9,853	
Cumulative Pre-Tax Income	-528	-835	2,880	7,285	12,390	20,099	29,953	
Income Tax	0	0	1,152	1,762	2,042	3,084	3,941	Marginal Tax Rate = 40%; Loss Carry Forward up to 7 Years
Net Income	-528	-307	2,562	2,643	3,063	4,626	5,912	

Cash Flow

In US$1,000	2014	2015	2016	2017	2018	2019	2020	Remarks
Beginning Balance	150	447	349	2,617	5,365	5,510	6,753	
Operating Cash Inflow	0	650	12,700	33,625	46,798	56,105	67,325	
Operating Cash Outflow	-453	-1,248	-13,432	-35,877	-46,653	-54,861	-64,959	
Investment (Acquisition)	0	0	-13,500	0	0	0	0	Target Annual Revenue = US$30 million; EBITDA = US$2.25million
Net Cash Flow	-303	-151	-13,883	365	5,510	6,753	9,120	
Equity Injection by Parent	750	0	15,000	0	0	0	0	
Borrowing from Parent	0	500	1,500	5,000	0	0	0	Cumulative Loan Balance in 2017 is assumed to be US$7million
Ending Balance	447	349	2,617	5,365	5,510	6,753	9,120	
Target Cash Balance	0	125	2,375	5,188	6,206	7,448	8,937	Monthly Revenue x 1.5