



Staatlich anerkannte, private  
**Fachhochschule des  
Mittelstands (FHM)**



## **MOVIDIS – Lecture: Company Founding**

5/5 (SS 2022)

# Organizational Information

Nr.	date	time
1	16.02.2022	3 pm – 4:30 pm
2	16.03.2022	3 pm – 4:30 pm
3	13.04.2022	3 pm – 4:30 pm
4	11.05.2022	6 pm – 7:30 pm
<b>5</b>	<b>01.06.2022</b>	<b>6 pm – 7:30 pm</b>

Beside those live-sessions we can arrange individual sessions (if you want):

MS-Teams-Link:

[https://teams.microsoft.com/l/meetup-join/19:meeting\\_NmM0ZjFmNGYtMGlxOS00MzQzLWE0ZTEtMTVhMmQ2Mjl4NWQz@thread.v2/0?context={%22Tid%22:%225bf0da95-0f18-4542-9d8d-44c524396b7f%22,%22Oid%22:%22707784c7-d4a3-46e4-b470-856728c77c6f%22}](https://teams.microsoft.com/l/meetup-join/19:meeting_NmM0ZjFmNGYtMGlxOS00MzQzLWE0ZTEtMTVhMmQ2Mjl4NWQz@thread.v2/0?context={%22Tid%22:%225bf0da95-0f18-4542-9d8d-44c524396b7f%22,%22Oid%22:%22707784c7-d4a3-46e4-b470-856728c77c6f%22})

Prof. Dr. Ralf Brüning  
[bruening@fh-mittelstand.de](mailto:bruening@fh-mittelstand.de)  
Skype: [bruening-1](#)

Your Business Ideas???

Any Questions to the lecture notes &  
chapters in moodle?

## 4 Cost planning & accounting, calculation & pricing



**Use cases:** Estimation of market potential / market volume

Show a plausible course of action how you could:

- determine the **market potential / market volume** for **baby diapers** in your country!
- determine the **market potential / market volume** for **your business idea**!

Then discuss procedures (and results)!

## 4 Cost planning & accounting, calculation & pricing



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### Exercise:

How are your approaches to pricing, cost planning and quantity planning?

# Structure / Chapters:

- **CHAPTER 1:** Introduction: basics of entrepreneurship & business planning
- **CHAPTER 2:** Business idea, business- and revenue model / management (Modules 1-3)
- **CHAPTER 3:** Market research, Marketing concept & sales forecast (Modules 4-6)
- **CHAPTER 4:** Cost planning & accounting, calculation & pricing (Modules 7-10)
- **CHAPTER 5: Financial planning & risk-management (Modules 11-14)**

# 5 Financial planning



## Financial planning

3-5 year planning regarding:

- *Price and sales planning (from marketing plan)*
- *Procurement and production planning*
- *Personnel planning*
- **Investment and depreciation planning**
- **Planning of profit & loss**
- **Liquidity planning**

**Basis: results from the previous areas!**

# 5 Financial planning



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Financial planning is a core part of every business start-up

Central questions:

- Is the planned project realistic?
- Is the company profitable, i.e. is it operating at a profit or a loss?
- How high is the capital requirement and can the project be financed?
- What is the implementation schedule for the next 3-5 years?

**Note:** document all assumptions, estimates and sources!



# 5 Financial planning



## Financial planning

### a) Investment and depreciation planning

- All **investments** must be taken into account in **liquidity planning**
- The annual **depreciation** is taken into account in the **profit & loss planning**
- The losses in value **are not** taken into account in the liquidity planning

### Key questions:

- **What** does the short-term investment plan look like?
- **Which** investments will still have to be made in the future?
- **When** and to what extent will these investments occur?
- **What** is the annual depreciation?

# 5 Financial planning

## a) Investment and depreciation planning

Planperiode	1. Jahr													2. Jahr					3. Jahr				
	1	2	3	4	5	6	7	8	9	10	11	12	Σ	I	II	III	IV	Σ	I	II	III	IV	Σ
(1) Investition 1																							
(2) Abschreibung																							
(3) Investition 2																							
(4) Abschreibung																							
(5) Investition 3																							
(6) Abschreibung																							
(7) Investition 4																							
(8) Abschreibung																							
(9) Investition 5																							
(10) Abschreibung																							
(11) Investition 6																							
(12) Abschreibung																							
(13) Investition 7																							
(14) Abschreibung																							
(15) Investition 8																							
(16) Abschreibung																							
(17) Investition 9																							
(18) Abschreibung																							
(19) Investition 10 etc.																							
(20) Abschreibung																							
(21) <b>Summe Investitionen:</b> (1)+(3)+(5)+(7)+(9)+(11)+(13) +(15)+(17)+(19)																							
(22) <b>Summe Abschreibungen:</b> (2)+(4)+(6)+(8)+(10)+(12)+(14) +(16)+(18)+(20)																							

# 5 Financial planning

## Depreciation planning

- on tangible and intangible consumer goods
- Economic goods <250 € are treated like consumables
- Assets < € 1,000 can be written off immediately
- Assets > € 1,000 are depreciated over the expected period of use (usually linear)

# 5 Financial planning



## Financial planning

### b) Plan profit & loss account

- Calculation of **expenses and income** (including costs of private life)
- In particular: material and personnel costs (market research, estimates, etc.)
- Consideration of **depreciation, but not capital expenditure**

### Key questions:

- **How** are sales, expenses and income likely to develop?
- **When** and in **what amount** are earnings expected?

# 5 Financial planning



## b) Plan profit & loss account

in Tausend Euro	Planperiode	1. Jahr												2. Jahr					3. Jahr					
		1	2	3	4	5	6	7	8	9	10	11	12	Σ	I	II	III	IV	Σ	I	II	III	IV	Σ
(1) <b>Umsatzerlöse</b>		0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Produkt 1/Markt 1																								
Produkt 2/Markt 2 etc.																								
(2) <b>(+/-) Bestandsveränderungen (Achtung: vor Eingabe bitte ...)</b>		0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Produkt 1/Markt 1																								
Produkt 2/Markt 2 etc.																								
(3) <b>(+) Aktivierte Eigenleistungen</b>		0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Anlage 1																								
Anlage 2 etc.																								
(4) <b>Betriebsleistung: (1)+/-(2)+(3)</b>		0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
(5) <b>(+) Sonstige betriebliche Erträge</b>		0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Lizenzgebühren																								
sonstiges																								
(6) <b>Betriebsertrag: (4)+(5)</b>		0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
(7) <b>(-) Materialaufwand/Fremdleistung</b>		0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Vorprodukt 1																								
Vorprodukt 2 etc.																								
(8) <b>(-) Personalaufwand</b>		0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Löhne und Gehälter																								
Soziale Abgaben																								
(9) <b>(-) Abschreibungen ((22) aus Invest- u. AfA-Plan!)</b>		0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
(10) <b>(-) Zinsaufwand ((29) aus Zins- u. Tilg.-Plan!)</b>		0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
(11) <b>(-) Sonstiger betrieblicher Aufwand</b>		0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Mieten																								
Heiz-/Nebenkosten																								
Bürobedarf																								
Telefon, Fax, Internet, Porto																								
Kfz-Kosten																								
Werbe-/Reisekosten																								
Reparatur/Instandhaltung																								
Versicherungen/Leasing																								
Steuer-/Rechts-/Unternehmensberatung																								
sonstiger Aufwand																								
(12) <b>Betriebsaufwand: (7)+(8)+(9)+(10)+(11)</b>		0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
(13) <b>Betriebsergebnis: (6)-(12)</b>		0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
(14) <b>(+) Außerordentliche Erträge</b>		0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Öffentliche Zuschüsse, Zinserträge etc.																								
(15) <b>(-) Außerordentliche Aufwendungen</b>		0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Sonderabschreibungen etc.																								
(16) <b>Gewinn &amp; Verlust vor Steuern: (13)+14)-(15)</b>		0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
(17) <b>Steuern auf Erträge</b>		0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Jahresüberschuss/-fehlbetrag:(16)-(17)</b>		0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0

# 5 Financial planning

## Financial planning

### c) Liquidity planning

- The **actual time of payment** is decisive for liquidity planning
- **Depreciation, provisions and own work** capitalized **do not** belong in liquidity planning
- **Total deposits > Total withdrawals**, with calculated deficits, capital must be added!

### Key questions:

- **How** will your liquidity develop in the short and medium term?
- **When** do you expect excess payments?



# 5 Financial planning



## Financial planning requirements as part of the business plan:

- Assumptions and, if applicable, sources of the underlying information / approaches
- As **realistic as possible** and from **"one piece"**:
  - Investment and depreciation plan
  - Plan profit & loss
  - Liquidity planning
- You **do not** have to show in detail:
  - separate interest and repayment plan
  - separate key figures



# 5 Financial planning

## Financial planning -> Typical mistakes:

- Unrealistic sales development with "dream numbers"
- To forget important types of costs e.g. travel expenses, marketing and research
- Disproportionate capital requirements
- Too high personnel costs often lead to bankruptcy
- Additional costs are associated with employee growth, such as space for employees, setting up a workplace, technical equipment -> additional capital requirements beyond the personnel costs
- Costs that are calculated too low often lead to the founders being overburdened, leaving no time for important things

# 5 Risk-Management

## External factors = Opportunity (O) or Threat (T)

- Influence and affect every company, organization and individual.
- Whether these factors are connected directly or indirectly to an opportunity (O) or
- threat (T), it is important to note and document each one.
- Are typically things you or your company do not control

### Examples for external factors:

- Market trends (new products, technology advancements and shifts in audience needs)
- Economic trends (local, national and international financial trends)
- Funding (donations, legislature and other sources)
- Demographics
- Relationships with suppliers and partners
- Political, environmental and economic regulations
- ...

# Review: business plan



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Adjusted scope recommendation:

## Contents:

- |                                       |                   |
|---------------------------------------|-------------------|
| 1. Executive summary                  | approx: 1 page    |
| 2. Product or service idea            | approx: 3 pages   |
| 3. Founding team                      | approx: 0,5 pages |
| 4. Industry and market                | approx: 4 pages   |
| 5. Marketing planning                 | approx: 3 pages   |
| 6. Business system and organization   | approx: 4 pages   |
| 7. chances and risks                  | approx: 1 page    |
| 8. Financial planning (3-5 year plan) | approx: 4 pages   |

-> Questions about the overview content-chapters???

## Important information for your exam:



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Deadline for the (latest) delivery of your business plan:

31. of July 2022

via E-Mail to

[ralf.bruening@fh-mittelstand.de](mailto:ralf.bruening@fh-mittelstand.de)

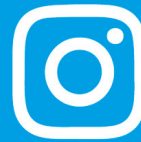
**AND** at the same time to:

[pruefung@fh-mittelstand.de](mailto:pruefung@fh-mittelstand.de)



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