

	Positive	Negative
Internal	Strengths	Weaknesses
External	Opportunities	Threats

	Year -1	Year 1	Year 2	Year 3
	€	€	€	€
Sales Revenue				
Product/Service 1				
Product/Service 2				
...				
Product/Service n				
Total Sales Revenue [J]	€ -	€ -	€ -	€ -
Direct cost of Sales				
Product/Service 1				
Product/Service 2				
.....				
Product/Service 4				
Total Cost of Sales [K]	€ -	€ -	€ -	€ -
Gross Profit [L=J-K]	€ -	€ -	€ -	€ -
Operating Expenses				
Sales and Marketing				
Advertising				
Direct marketing				
Other expenses (specify)				
Total Sales and Marketing Expenses [M]	€ -	€ -	€ -	€ -
Research and Development				
Technology licenses				
Patents				
Other expenses (specify)				
Total Research and Development Expenses [N]	€ -	€ -	€ -	€ -
General and Administrative				
Wages and salaries				
Outside services				
Meals and entertainment				
Rent				
Telephone				
Utilities				
Depreciation				
Insurance				
Repairs and maintenance				
Other expenses (specify)				
Total General and Administrative Expenses [O]	€ -	€ -	€ -	€ -
Total Operating Expenses [P=M+N+O]	€ -	€ -	€ -	€ -

Income from Operations [Q=L-P]	€ -	€ -	€ -	€ -
---------------------------------------	-----	-----	-----	-----

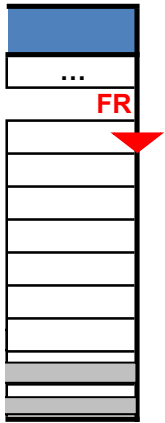
Other Income [R]				
-------------------------	--	--	--	--

Taxes				
Taxes				
Total Taxes [S]	€ -	€ -	€ -	€ -

Net Profit [T=Q+R-S]	€ -	€ -	€ -	€ -
-----------------------------	-----	-----	-----	-----

INCUBATION TIME												
Months		1	2	3	4	5	6	7	8	9	10	11
Task	MILESTONES / MEETINGS	KO						MTR				
Task 1	e.g Design studies ...	▼						▼				
Task 2	e.g Design experiments ...											
Task 3	e.g Engineering design ...											
Task 4	e.g Performance analysis ...											
Task 5	e.g Market studies ...											
Task 6	e.g Business Plan ...											
Task 7	e.g IPR studies ...											
...	e.g Management ...											

KO= Kick Off
MTR= Mid Term Rev
FR= Final Review



iew

