

## BUDGETTING

- Methodology
- Case

### Why bother

- Quantify scenarios *Get an overview of economics*
- Quantify perspectives *Get people involved*
- Determine cash requirements *Get your venture funded -*
- Cash flow management *- and managed.*  
by budget supervision
- Tuning the start-up strategy *- by balancing perspective against financing model*

## BUDGETTING PROCEDURE

*Precondition for budgetting:*

**Market analysis and business model finalized**

1. Market penetration scenario established -> **sample**
2. Estimate company operations as a function of 1)
3. Establish budgets on transactions<sup>1</sup> in sales and company operations

**Budget on transactions in sales and company operations**

**=> Your CASHFLOW BUDGET excl. investments**

1) Transaction = money being moved in or out of the company's bank account

## CASHFLOW BUDGET

### CIMITYM

*Cash Is More Important Than Your Mother (Ken Morse, MIT)*

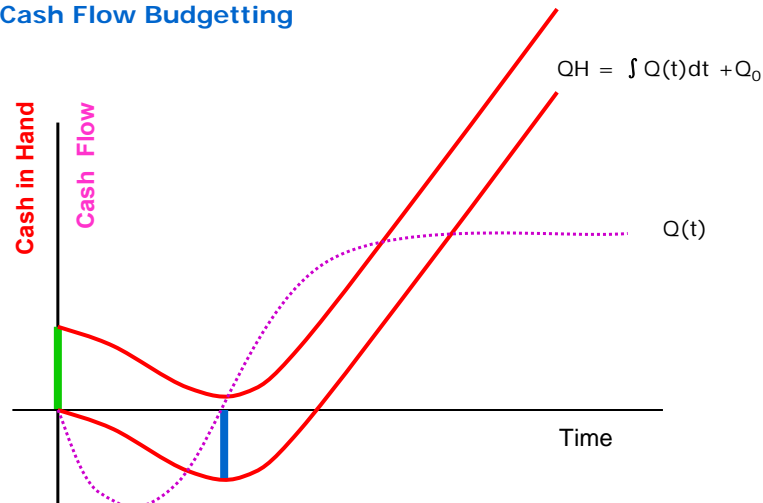
- **Input:**  
ALL estimated in- and outgoing payments (transactions) in a time domain
- **Output:**  
 The total amount of cash flowing in and out in the time domain => The net amount of cash flowing in/out

*Accumulated net cash flow = **Cash in Hand** as a function of time*

*Cash in Hand **NEVER** negative:  
 that defines your capital requirements!*

*Inject capital until this condition is met at any given time*

## Cash Flow Budgetting



## Cash Flow Budgeting -> Capital Requirements

### SALES and PRODUCTION

Outgoing payments to cover production and incoming payments from sales are derived from:

- Unit costs
- Sales price
- Market penetration in the time domain (market entry scenario)

### MARKETING and OPERATIONS

Outgoing payments to run the company are derived from

- Sales & Marketing expenditures
- Rent, running costs, salaries
- IPR, R&D expenditures
- Capital expenditures

Add all outgoing (+) and incoming (-) payments determine cashflow ( $Q$  [DKK/month]) and cash-in-hand ( $QH = \sum Q$  [DKK]).

Adjust with appropriate cash injections (*loan, equity capital*) to create a positive cash-in-hand throughout the project

## Budget on Profit & Loss

Precondition: the cash flow budget

- **Covers an extended period e.g.: 1 year = Annual results**
- **Objectives: analysis, perspectives, key figures, profitability**
- **Consequences:**
  - Trim your business
  - Benchmarking against your competitors' performance
  - Benchmarking against your own previous performance
  - Sanity check – with key-figures and common sense
  - Quantify perspectives
  - Quantify returns on investments => VC case? Y/N.

## Budget on Assets & Liabilities - 1

- **Assets = Values owned by the company**
- **Liabilities = How are said values financed**
- **Assets** = outstanding amounts owed to the company, cash in hand, IPR, goodwill, buildings, cars, production facilities - - depreciated to value as per to day.
- **Liabilities** = invested capital, accumulated profit/loss, outstanding amounts owed by the company
- **Invested equity capital + cumulated profit/loss = equity capital of the company**

Budget on Assets & Liabilities is the last to complete

## Budget on Assets and Liabilities - 2

### Objectives:

- Determine development in company value over time
- Present financing
- Keep track of development in debtors and creditors
- Check minimum legal equity

### Consequence:

- **Solvency = capacity to withstand losses is determined**
- **The development of values over time is quantified**
- **The proficiency in running a tight payment policy is demonstrated**
- In DK: legal minimum equity capital is checked

# the waterbike

Incredible human-powered flight!!

**Waterbike 1** The inventor

**Waterbike 2** First commercial

**Waterbike 3** Market develops



**Sample 1**: Case

**Sample 2**: Generic model

## ALL for now - coming up next:

### 7. Lecture Monday, 18 March 2013

1. **CASE:** *Jens Reimer Olsen*, [www.graduateland.com](http://www.graduateland.com)
2. **OPPORTUNITY:** Sino-Danish collaboration in high tec R&D and company formation. Innovation officer *Ning Kang*, Innovation Centre Denmark, Shanghai. (Still pending). <http://icdk.um.dk/en/about-us/innovationcentres/shanghai/>
3. **Financing 1.** Mapping the landscape. JH
4. **Pre-seed, early stage capital:** Investment Director *Niels Vejrup Carlsen*, Seed Capital Denmark. [www.seedcapital.dk](http://www.seedcapital.dk)