

**NATIONAL BETTING AUTHORITY**  
**BUSINESS PLAN TEMPLATE**

## Template guide

### *Rationale behind the business plan requirement*

The primary purpose of the business plan is to allow the National Betting Authority to understand the strategy and vision around your business and properly evaluate your license application. The National Betting Authority is aiming with this template to also help the business owner define in depth the business and set the targets and strategy for a successful operation. The business plan template is to be used for covering the attachment B.13 requested in the license application form.

### *How to use this template*

The template provides a suggested structure of the business plan and provides descriptions and instructions for each section along with some selected examples. The template has been designed in accordance to the National Betting Authority's standards to ensure transparency, compliance and equal opportunity to all applicants. The business plan is expected to be around thirty (30) pages long.

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## Executive summary

**Description:** The executive summary is a brief and concise way of providing the National Betting Authority with the most important information about your business.

**Instructions:** Please summarize all major findings from each section analyzed in the remaining business plan. Ensure that all key numbers are mentioned, especially from sections “Competitive analysis”, “Financial plan” and “Critical Risks, Problems and Assumptions”. Your summary should not exceed 2 pages and it is advised to be developed last.

## 1 Business Overview

### 1.1 Business summary and history

**Description:** This section provides to the National Betting Authority a quick view of who you are and what is your history.

**Instructions:** Please provide a brief overview of your business and its history. The overview should include the products and services you are offering, the countries you are operating in (EU or other), the licenses that you have, the establishments that you are running and your revenue breakdown per country.

### 1.2 Goals and objectives

**Description:** This section underlines the rationale behind your application for operation in Cyprus and where you wish to be in three (3) years' time.

**Instructions:** Please outline the market opportunity that triggered your interest in setting up this business in Cyprus. Describe how you aim at taking advantage of the opportunity including the business goals and aspirations you are aiming to satisfy with your operations in Cyprus in the next three (3) years. These goals may include market share aspirations, competitive advantages etc.

### 1.3 Detailed description of products and services

**Description:** This section provides information about your products and services in such detail so as the National Betting Authority can fully understand your offer.

**Instructions:** Please describe in detail a) the products and services you are currently offering in other countries and b) the products and services you aim at offering in your next three (3) years of operations in Cyprus.



## 2 Market Analysis

**Description:** This section provides an overview of the Cypriot market and of macro-economic aspects that affect the Betting Industry.

**Instructions:** Please provide a brief overview of the Cypriot market with particular references to the Betting Industry such as economic and political factors affecting the betting industry, betting industry regulations, betting customer demographics etc.



### 3 Competitive Analysis

#### 3.1 Cyprus competitive landscape

**Description:** This section provides an overview of the Cypriot market competitive segmentation among different players and a more detailed description of each.

**Instructions:** Please use the table below to provide information about the main direct competitors in the Cypriot market. Indicate whether you foresee also some indirect competitors.

	Company Name	Size (in revenues if info is available)	Presence (local or international)	Market Share (if info is available)	Products	Services	Strengths	Weaknesses
1								
2								
3								
4								

#### 3.2 Competitive edge and positioning

**Description:** This section describes the advantages of your business as compared to the competition and indicates your positioning in the market.

**Instructions:** Identify and list your values and what differentiates you as a company from your competitors i.e. your competitive advantages (e.g. prices, staff, services/ products quality, customer experience, location etc.).

## 4 Marketing Strategy

### 4.1 Pricing strategy

**Description:** This section provides an overview of the pricing strategy of the business and how this strategy positions the business within the competitive landscape.

**Instructions:** Please explain your pricing strategy for all products and services you will be offering and how these compare to the competition. Elaborate on how your pricing reflects the value of your products and services and the rationale behind setting the prices above or below competition. Use the table and diagram provided to input your assessment.

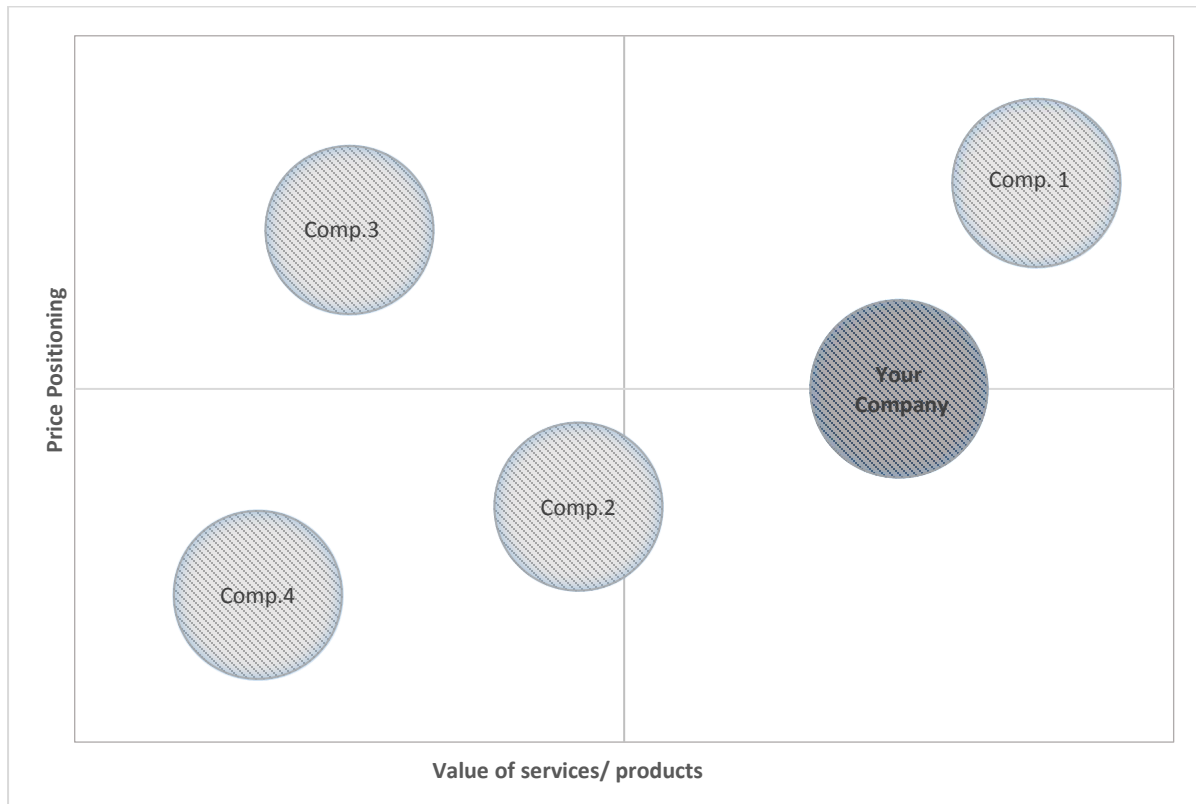
#### a. Strategy and price setting

*How do you intend to price your products and services? What does the competition do?  
Examples of pricing strategies are: Cost plus, Competitive benchmarking, Value based pricing  
etc. If there is an algorithm behind the pricing please explain.*

Product/ Service	Pricing Strategy	Pricing				
		Your Company	Competitor 1	Competitor 2	Competitor 3	Competitor 4

**b. Competitive price positioning**

*From an aggregated perspective, where do you position yourself in relation to your competition on the value you will be offering vs. your price? Explain the rationale behind any premium position. You may use the example diagram below to position your company and your competitors.*





## 4.2 Advertising and promotion plans

**Description:** This section provides an overview of the marketing and promotion activities to be pursued in order to secure a stable or increasing revenue.

**Instructions:** Use the table below to outline the means you intend to use for advertising and promoting your products and services. Indicate the frequency as well as the target market of each mean. Please note that all your advertising and promotion activities must comply with the National Betting Authority's Code of Practice on Advertising and the European Code of Ethics for Franchising. Also indicate whether advertising and promotion will be managed centrally or at a franchise level and under what restrictions.

### a. Management of advertising and promotion

*Who will manage the marketing? Will you follow a centralized approach or grant rights to your franchises / affiliates to do it on their own? What limitations will you impose on your franchises/ affiliates? In the case of advertising via the affiliates, indicate the deals to be formed and the benefits out of it.*

### b. Advertising and promotion plan

*How do you intent to market your products and services, at which frequency and to whom?*

Advertising mean	Description of mean	Frequency	Target audience
e.g. Affiliate advertising, Internet Marketing, Sponsorship deals, In-store Promotional products etc.	e.g. Internet Marketing: Search Engine Optimization, Web Ads etc. e.g. Sponsorship Deals: banners at sports events etc. e.g. In-store Promotional Products: Lighters, Pens, Mugs etc.	e.g. Daily, weekly, monthly etc.	e.g. Men aged 25-35 etc.

## 5 Operations Plan

**Description:** This section describes the specific plan for the use of your company's resources in pursuit of the strategic plan.

**Instructions:** Present a detailed operations plan with a three-year timeframe, including a detailed description of your choice of location, franchising rights and conditions, your capital and labor requirements and the kind of supplies needed for the company's operation.

**a. Location**

*Where are your headquarters, agencies (for class A license), website (for class B license) and servers located? Ensure that the information herein is consistent with Section 10. of the license application form.*

**b. Agencies/Franchising**

*How do you intend to give out agency/franchise rights and what main contract conditions do you need for commissioning?*

**c. Capital and labor requirements**

*What capital equipment, IT systems and servers licenses do you foresee for your next three (3) years of operation? What are your general labor requirements in the next three (3) years?*

**d. Suppliers**

*What types of suppliers do you need (e.g. provider of computerized system, electricity, internet network, telecommunications, paper, printing)? Indicate whether you have already selected any suppliers and ensure that the information herein is consistent with Section 9. of the license application form.*

## 6 Management Team

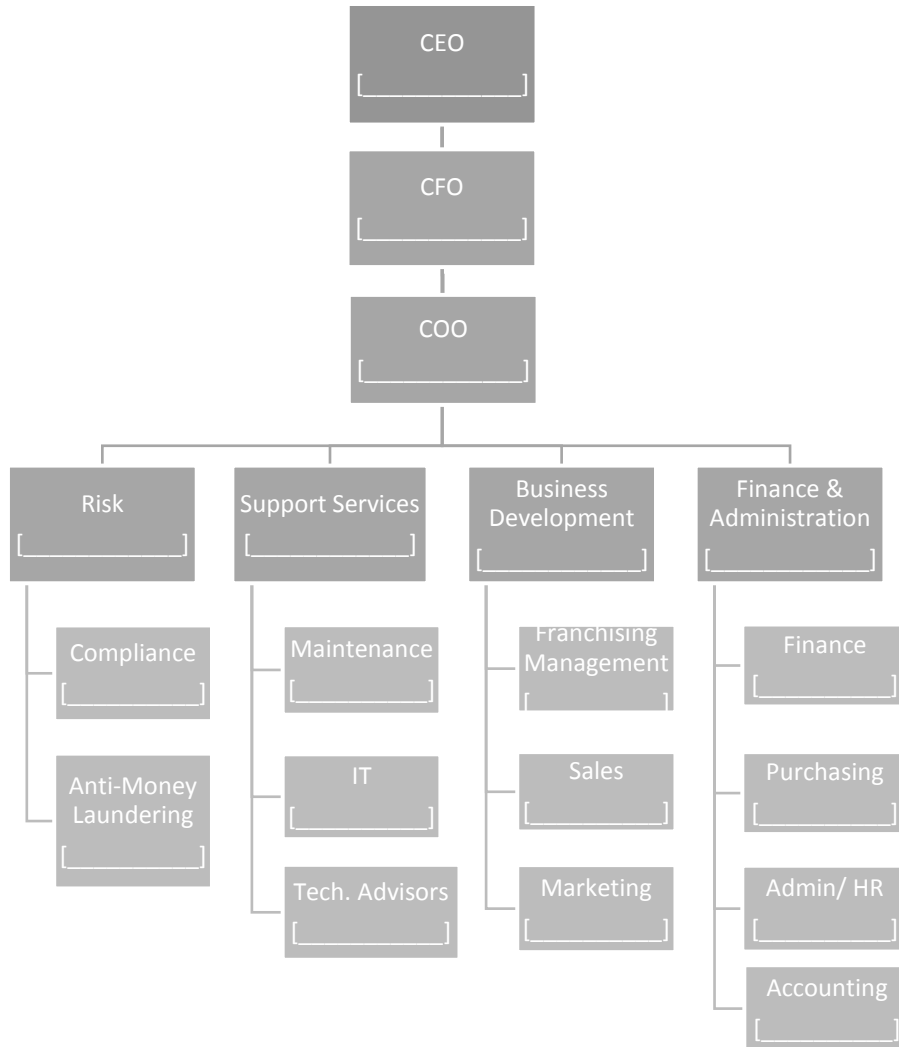
### 6.1 Organization structure and team profiles

**Description:** This section describes the team forming the company and have day-to-day responsibilities of managing other individuals and maintaining responsibility for key business functions.

**Instructions:** Provide the names of the people forming your management and provide short resumes for each.

**a. Organogram**

*Who will be heading each function? Please include all names under each role. The same person can have multiple roles at the beginning of operations. This diagram covers the requested attachment B.15 of the license application form.*



**b. Team profiles**

*Who are the people forming your company? Please provide a short résumé for each one.*

## 6.2 Executive suite

**Description:** This section describes the group of individuals that are responsible for advising and owning the company.

**Instructions:** Indicate the individuals that will be part of your board of directors and advisory team as well as the shareholders. For the shareholders you can use the provided diagram to indicate also their share in the company.

### a. Board of directors

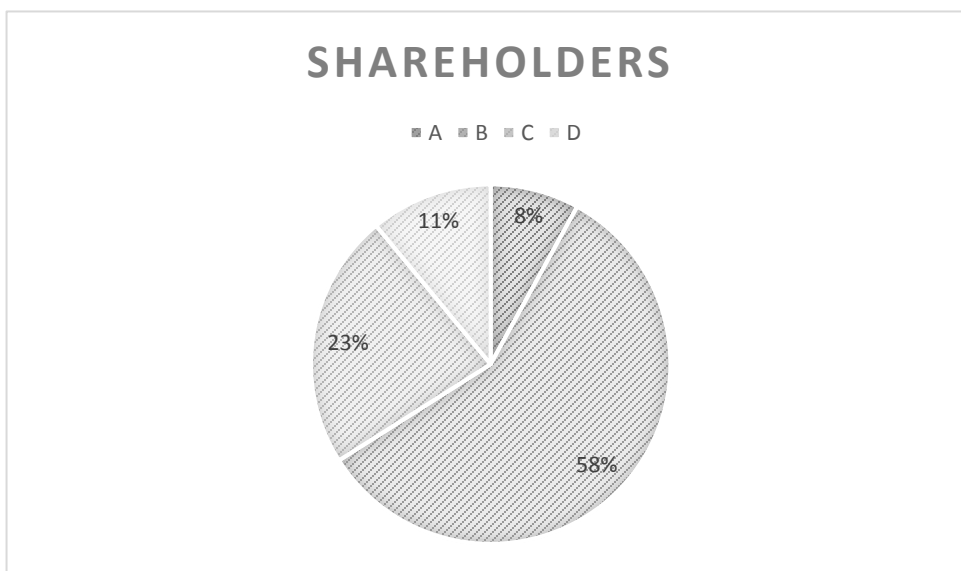
*Who will be the members of the Board of Directors? Please indicate also the directors, if any, which are in the form of legal entities and explain how the entity is linked to individuals that are the ultimate beneficial owners (name these individuals).*

### b. Principle advisors

*Who will be the principle advisors and what are their credentials?*

### c. Shareholders

*Who will be the shareholders and what percentage of share will each have? Please indicate also the shareholders in the form of legal entities and explain how the entity is linked to individuals that are the ultimate beneficial owners (name these individuals).*



## 7 Financial Plan

### 7.1 Income statement

**Description:** This section shows the profit or loss forecasted by your company during the following three (3) years, including all items of income and expenditure.

**Instructions:** Please use the given template to construct your forecasted Income statement in the following three (3) years in a quarterly and yearly manner. The template provides a list of potential revenues and expenditures but it is not a comprehensive or mandatory list. Included expenditures follow the requirements for submitting the financial statements to the National Betting Authority and must be completed. You can also use the template of the relevant statement which is part of the audited financial statements for the last three (3) years (Attachment B.10 of license application form).

### 7.2 Balance sheet

**Description:** This section offers an overview of the changes that occur in the company's long term and short term assets and liabilities and capital. The balance sheet includes vital information regarding the company's fixed and current assets, short term and long term liabilities and capital.

**Instructions:** Please use the given template to construct your forecasted Balance sheet in the following three (3) years. The template provides a list of potential assets, liabilities and capital but it is not a comprehensive or mandatory list. You can also use the template of the relevant statement which is part of the audited financial statements for the last three (3) years (Attachment B.10 of license application form).

### 7.3 Cash flow statement

**Description:** This section provides an estimate of the amounts of cash inflows and outflows. It shows if your company needs to borrow, how much, when, and how to repay its loans. It is aiming at ensuring that the company has already planned its realistic financial expectation for the following three (3) years.

**Instructions:** Please use the given template to construct your forecasted Cash flow statement in the following three (3) years. The template provides a list of potential cash inflows and outflows but it is not a comprehensive or mandatory list. You can also use the template of the relevant statement which is part of the audited financial statements for the last three (3) years (Attachment B.10 of license application form). This section covers the requested attachment B.14 of the license application form.



## 8 SWOT Assessment, Risks and Mitigation Actions

### 8.1 SWOT Assessment

**Description:** This section uses the SWOT methodology to identify Strengths, Weaknesses, Opportunities and Threats that can drive or jeopardize the success of the business.

**Instructions:** Please use the SWOT methodology to assess your company and use the table below to fill in your assessment results.

<b>STRENGTHS</b>	Attributes and capabilities that can drive the success of the business and can act as competitive advantages. (e.g. employee expertise, new technology, differentiated products/services)	Attributes or factors within the business that need to be improved to ensure a successful outcome. (e.g. high operational costs, negative customer reviews)	<b>WEAKNESSES</b>
<b>OPPORTUNITIES</b>	Internal or external factors that the company can capitalize on or use to its advantage. (e.g. access to the global betting market, more strict regulations)	Internal or external factors that could jeopardize the success of the company. (e.g. fraudulent activities, marketing risks)	<b>THREATS</b>

### 8.2 Critical risks and mitigation actions

**Description:** This section outlines the risks that might compromise the success of this business and provides information on mechanisms to be put in place to mitigate these risks.

**Instructions:** Please list all risks that you foresee in the next three (3) years of operations and describe how you plan to address them, including measures and mechanisms to be implemented. Ensure that this list is consistent to the analyses of the previous section. Elaborate on the procedures for monitoring compliance for the Prevention and Combating Money Laundering activities (AML) as per the requested attachment B.16 of the license application form.