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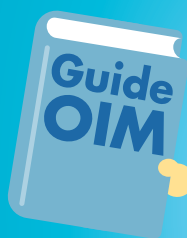


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PRODUCTIVE RETURN



Guide to the setting-up
and management
of a micro-enterprise
for migrants returning
to their country of origin



IOM International Organization for Migration
OIM Organizzazione Internazionale per le Migrazioni



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of a micro-enterprise for migrants returning
to their country of origin



By the International Organization for Migration (IOM) - Rome

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NEXT OPENING

My next business

“The guide aims to be an easy-to-use tool to help migrants wishing to set-up an independent micro-enterprise upon return to their country of origin”



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The guide aims to be an easy-to-use tool to help migrants wishing to set-up an independent micro-enterprise upon return to their country of origin.

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1. What setting up your own business involves

Setting-up your own business, as part of a Return project in your country of origin, may have both pros and cons:

PROS

- fulfillment of the return project, making use of what was learnt during the years lived abroad
- chance of creating for family members and friends, employment opportunities etc.
- have the freedom to take your own decisions
- not having to take orders from superiors
- having the chance of earning more than an employee
- having the satisfaction of creating something from scratch
- have the chance of leaving the business to your children/family members in the future

CONS

- turn down the possibility of finding a secure job
- risk of losing your savings
- accept to earn less than an employee during the start-up phase of the project
- feel the burden of responsibility
- risk, on a daily basis, that what you have achieved may be destroyed or damaged by an external cause
- willingness to perform any type of job at the start, including the most humble

Therefore, before deciding to “take the plunge” with this type of experience and become a real entrepreneur, you need to be fully aware of what the benefits are, as well as the risks, of having your own business.

1.1 Characteristics and requisites of the entrepreneur

“Entrepreneur” ... it sounds rather grand: but what exactly does it mean?

An entrepreneur is a person with the determination and desire to independently start up an economic activity, with the aim of earning money.

There are no specific requirements to become an entrepreneur.

Nevertheless, there are personal characteristics that favor entrepreneurship:

Personality

- autonomy and independence
- determination
- creativity

Way of interacting with others

- good communication skills
- ability to manage conflicts and resolve them
- ability to work as part of a team

Attitude in the workplace

- ability to organize own work and work of others
- flexibility and ability to adapt to changes

Therefore, it is extremely important to analyze what your own motivations and skills are and assess whether they correspond to the characteristics an entrepreneur should have.

1.2 Knowing the risks before setting-up an enterprise

There are many good reasons for starting up an enterprise but also a vast number of risks that, at times, hinder the successful outcome of a personal project.

ENTREPRENEURS CAN REDUCE RISKS AND POSSIBLE DIFFICULTIES IF THEY PROCEED WITH CAUTION AND PERFORM A CORRECT ANALYSIS OF THE CHARACTERISTICS OF THEIR PROJECTS

For example, entrepreneurs may encounter the following while carrying out their business project:

- **Personal risks:**

e.g. the entrepreneur has overestimated his skills and abilities, has taken on a business activity which he/she does not have sufficient knowledge of, where he/she does not have experience and hence it is not successful.

- **Risks connected to lack of market knowledge:**

e.g. there are no customers interested in the product or service, or there are too many customers and the enterprise is unable to meet the demand.

- **Risks linked to financial aspects:**

the project requires a financial investment that the entrepreneur does not have and is not able to obtain.

- **Risks linked to business management:**

the entrepreneur has not correctly calculated running costs (taxes, utilities, etc.) and is unable to cover all of the expenses once the business is up and running. For example, there is a major risk of the entrepreneur making too big an initial investment and receipts being unable to offset the initial investment during the first phase of operation.

2. Choice of type of enterprise and definition of business project

After having become familiar with what becoming an entrepreneur involves, what personal and professional characteristics a potential entrepreneur must possess and what are the possible risks and advantages of running your own business, you are ready to put together your own business project.

This means defining **the exact product or service you want to produce and/or sell**.

2.1 It all starts with an idea

All enterprises start with an idea.

Entrepreneurial ideas spring from the desires, aspirations, skills and resources of individuals, but also have to take into account the reference country and market.

Most of the times the idea is not a brand new one, but rather improves or develops something that already exists. Some business ideas emerge through **observation of real situations** (for example, an aspiring entrepreneur sees an increase in the demand for motorcycle taxis in his/her home country) while on other occasions, the ideas may be the result of

advice given by close friends /relatives

(a family member has opened a small café and recommends you do the same thing) or of **the entrepreneur's personal experiences** (the aspiring entrepreneur has worked as a pizza chef in Italy and would like to open a pizza restaurant in his/her home country).



It is impossible to say in advance whether a business idea will be successful or not, but enterprises that are successful usually have the following type of idea behind them:

Sellable

The ideal is sellable if the market can provide a potential customer, someone who is interested in that product or service

Competitive

Compared to other similar products and services

Feasible

In other words setting-up of the enterprise is possible using the available resources

Profitable

It is important to know whether our business idea will allow us to earn money while covering all costs and expenses

2.2. How to turn the idea into a reality: Market analysis

Once the project, the business idea has been singled out, a potential entrepreneur must ask himself:

“Is there
a market for
the product/service
that I want
to produce?”

So we need to assess:

- which product/service you want to sell
- who you want to sell it to
- how and where you want to sell it
- how you plan to produce the product/service and at what cost
- if there are any others producing the same product/service

This is market analysis

Market analysis will provide entrepreneurs with a large amount of information that will then be analysed to single out the project’s strong points (**strengths**) and weak points (**weaknesses**).

Not all potential entrepreneurs have the possibility or the time to carry out in-depth market analysis. However, one way could be to obtain information from relatives/friends/acquaintances/individuals that have had similar experiences.

Specifically, entrepreneurs must obtain information regarding market demand, in other words regarding the potential customers of the product or service they intend to sell and, in the event of there being similar businesses, the aspiring entrepreneur must obtain information about their characteristics (what type of services they offer and/or what type of products they sell and at what price, who are their customers, etc...).

In order to demonstrate more clearly the complete process, we will use the real example of a sandwich shop.

2.2.1 The product and the customer

The key element of our business activity is the **PRODUCT** or **SERVICE** we want to produce or sell (sandwiches in our case).

In order to accurately define the product, we need to identify and “study” the **CUSTOMER**, in other words the person who will choose the product and pay to have it.

Indeed, one of the most important parts of the entrepreneur’s activity is to succeed in getting to know his/her customers. “Getting to know” his/her customers does not mean knowing the name of each of them, but rather singling out the group of people he/she is targeting (young or old people, students or workers, etc.) and hence analysing the group’s characteristics (interests, routines, timetables, etc.).

For example: if our business project involves the opening of a sandwich shop near a school, the main customers will be students. Even if there will be other people that buy sandwiches (teachers, passers-by), it is a good idea for the entrepreneur to focus on school students. Therefore, he/she will have to do his/her best to get to know them, what age they are, what are their interests, how much they spend, what are their tastes, etc.

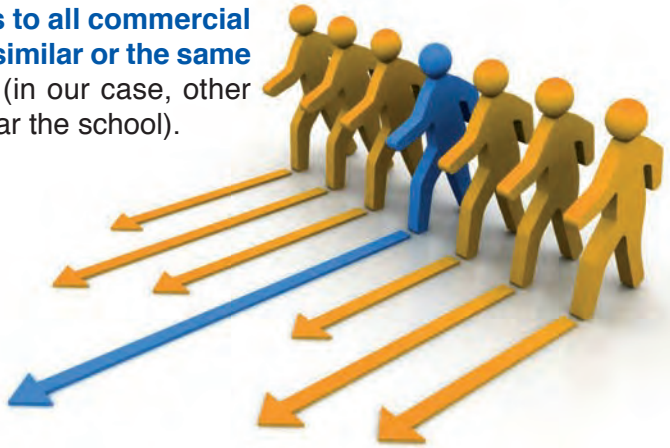
The better knowledge the entrepreneur has of his/her customers, the more successful he/she will be in catering for their needs and offering a product or service that is both pleasing and successful.

**to get to know them: what is their age,
what are their interests, how much they spend,
what are their tastes...**



2.2.2 Competition

Competition refers to all commercial activities offering similar or the same products as ours (in our case, other sandwich shops near the school).



Usually, **the fact that there are competitors is positive** insofar as it means that you have chosen a sought-after business activity with potential customers. However, the presence of many competitors can pose a problem for the success of the business to be set up. This is why careful study of competitors' businesses needs to be carried out and you must try to differ from them (by offering different prices, specific services, etc.).

Getting to know competitors prior to the start-up of your business is highly important for aspiring entrepreneurs.

For example, it is important to know:

- **where our competitors are**
- **how many there are**
- **prices of the products on sale**
- **their strengths/weaknesses**

It is important to always keep up-to-date (in our case, the opening of a new sandwich shop could have an impact on our business) even after the business has been started up, and if necessary, to be flexible and ready to change our offer, organize a promotion, etc.

2.2.3 Choice of location

The location for opening our business is a highly important aspect to consider for our project's success. Therefore, it is a good idea to spend some time on obtaining all the information needed to choose the right location because once the choice has been made, it will be complicated and costly to change it.

Obviously, you can also choose to start-up a **street vending business** (no shop/office) or to work from home, depending on what is best for your project.

If the entrepreneur has a good knowledge of his/her potential customers, the choice of location will be easier. Indeed, it is enough to know the area where your customers are concentrated and single out the factors that increase the possibility of them passing by the shop and hence of sales, such as public transport stops, vicinity of busy streets, etc.



It is important not to forget that:

- a location that can rely on a large number of passers-by on a daily basis always has an extra advantage
- the shop's accessibility is extremely important
- it would be a good idea to avoid choosing a location next to businesses similar to ours. Therefore, it is necessary to correctly assess where other competitors are located

When choosing the location, the entrepreneur must also take into account **the ratio between costs and earnings**.

In our example, it is clear that a sandwich shop in front of the school's main entrance is more visible and "easier-to-reach", but it could cost more.

Therefore, you need to weigh up whether the shop's higher cost is offset by high earnings, or whether it is better to choose a less central but cheaper shop. In the latter event, you will need to invest more in marketing and advertising (especially, in the beginning when the sandwich shop is not so well-known).

The above observation links up with another extremely important aspect: **the product/service price**.



2.2.4 Production costs and product selling price

The entrepreneur must set the price of his/her products so as to cover costs and generate earnings. Therefore, he/she must firstly **establish production costs** (*in our case, how much it costs to produce a sandwich*) and **establish the earning margin** (*how much I want to earn from the sale of a sandwich*).



Production costs

In order to establish the products costs for our sandwich shop project, I must clarify:

▶ **what I want to produce**

(if I also want to be involved in the production of sandwich bread or to buy bread already made and limit myself to filling the sandwiches and selling them)

▶ **what are the different production phases**

(everything through from the purchase of raw materials to making the sandwiches and finally selling them)

▶ **what I need**

(which and how much equipment I need to perform the business activity, e.g., oven, slicer, fridge, etc.)

Choosing whether to do some things by hand or using equipment will depend on the available resources and will affect investments and sales, and hence the final product price

Production costs must also include all those general costs needed to run a business. In the case of the sandwich shop, in addition to costs related to the production of sandwiches (raw materials, equipment), there are also costs related to the location, bills, wages if we have employees, etc.

Then, we must also take into account that some of these costs, such as rent or wages, remain the same, while others may increase as the business expands. For example, if we produce more sandwiches, we will need to buy more flour.

The entrepreneur must undertake to calculate all of these costs and find out how much is spent to produce his/her product. In our case, how much he/she spends to produce a sandwich. This is the only way he/she will be able to calculate the end price of the sandwich to be sold.

Be careful not to overlook any costs because you risk making a wrong calculation and consequently setting a wrong price

The earning margin

The earning or profit margin is what we will earn from the sale of our product and what will allow us to make a living

When we calculate our earning margin, we must consider that this is what will allow us to cover all our personal expenses (house, food, schooling for children, clothes, etc.).

During the start-up of your business, you will undoubtedly earn less because there are many investments to be made at the beginning and it takes time to make yourself known and acquire customers.

Therefore, the entrepreneur must not think that the fact that he/she does not have large earnings represents a failure, but he/she must insure that he/she does not have any losses while also obtaining a sufficient income to cover primary needs.



The selling price

The selling price of all products (the sandwich price) can be established by calculating production costs and the earning margin.

Even if the price is set by the entrepreneur, he/she is not actually completely free to establish it since:

- ▶ **the production of a sandwich has “minimum” costs (flour, water, salt, cheese, etc.) which we do not decide and which must be taken into account**
- ▶ **the sandwich price also depends on how much our customers are willing to pay (e.g.: too high a price may result in not selling any sandwiches)**

This means that the “average” price of a sandwich is set by the market (not only by the entrepreneur but also by other shops and customers).

3. Business Plan formulation

The Business Plan is a document that acts as a guide for entrepreneurs allowing them to thoroughly assess the strengths and weaknesses of their projects. It is the way in which the entrepreneur analyses the market and its characteristics, its competitors and it is the instrument used to present his/her business idea to other people (customers, suppliers, backers, etc.).



Making a Business Plan means putting down in writing your idea, how it will be achieved and how much it will cost

Even if the formulation of a Business Plan is not mandatory, it is always a good idea to do one since it help to think about the idea, define it and assess its feasibility within the context where it is to be performed so as to increase the enterprise's chances of success (a business opened in Italy is different from the same business opened in Peru or Senegal).

3.1 Drafting of a Business Plan

If we want to draft a Business Plan it is a good idea to remember that there are some key elements that must be taken into account. Specifically, the aspiring entrepreneur must:

1. **Describe the entrepreneur and his/her idea** (Introduction)
2. **Describe the market analysis and real organization/management of the business** (Description)
3. **Describe costs and all economic-financial forecasts for the business** (Financial section)

The key information that the Business Plan must include is split as follows:

- In [the introduction](#), the entrepreneur must list his personal data and that of any partners (name and surname, date of birth, address, telephone, email) as well as that of his/her enterprise (company name, incorporation date, sector, address) and a brief presentation of the business.



BUSINESS IN PROGRESS

The brief presentation of the business or entrepreneurial idea is the most important and decisive part of the Business Plan since it allows readers to quickly understand how the enterprise will work and what is the entrepreneur's vision. The description must include the following:

- ▶ what is the entrepreneurial idea
- ▶ what is the chosen sector and what are the products or services to be offered
- ▶ what is the competition like
- ▶ what are past experiences in the sector
- ▶ why will the project be successful

- In **the description**, the entrepreneur must describe his/her enterprise, including all available information.

This part will include a description of: the type of enterprise, product or service, market, customers, competition, location where business will be opened, organisation and risk analysis, hence the advantages and disadvantages of our idea.

- Lastly, in **the financial section**, the entrepreneur must quantify (in money) everything detailed in the description.

This is needed to understand what are the costs of starting up our project, the costs to maintaining it and how much we can earn in order to assess whether it is feasible from a financial viewpoint.





4. Enterprise start-up

The start-up phase refers to the operational start-up of the business (in our case, opening of the sandwich shop) and must always be preceded by legal incorporation of the enterprise.

4.1 Legal incorporation of the enterprise

Legal incorporation of our enterprise means **performing all those bureaucratic and administrative operations that allow our business to be acknowledged as legal** (licence, authorisation, etc.).

First of all, the entrepreneur must ask him/herself the following:

- What are the steps to legally incorporate an enterprise in my country?
- What legal obligations need to be fulfilled? (For example, what authorisation or documents are needed? How much do they cost?)

Once the most suitable legal form has been chosen and the procedures to be performed understood, you need to make sure that everything is legally ok before opening the shop.

4.2 Ready, steady, go...

Subsequent to legal incorporation of the enterprise, rental/purchase of the premises (if needed) and purchase of equipment and raw materials, the entrepreneur is ready to offer his/her products/services to the market.

Not only does this involve looking after production of the product/service, but also of the management of the whole business:

- accounting and administration
- personnel management
- relations with suppliers
- marketing and advertising

During this phase, the entrepreneur must put into practice what is set down in the Business Plan. Therefore, the Business Plan serves as a sort of guideline for the entrepreneur.



4.3 Accounting and administration

Monitoring of the business, specifically of the production and financial side of things, is an extremely important aspect for the success of our business project. The technique that allows us to calculate and hence to analyze our economic activity is called “accounting”.

During the start-up of a business, especially if it is a small business, it is important to look after your ACCOUNTS!!!

Keeping of accounts is important on the one hand in order to comply with all obligations as regards the State (taxes, contributions, etc.) that differ from country to country, and on the other as a form of internal auditing of business costs and revenues. Indeed, if accounts are not kept accurately, the entrepreneur would quickly lose control of his/her business.

Keeping of accounts includes:

- **control of business costs**
(it is a good idea not to differ too much from forecasts set down in Business Plan income statements)
- **relations with suppliers**
- **management of utilities** (use of water, light and gas; bills to be paid)
- **management of taxes**

(PLEASE NOTE tax bills often come up unexpectedly and are higher than you imagined)



Another administration tool is the inventory, in other words a list of how much cash is on hand, how much is in the bank, stock, etc. that also includes furniture, machinery, vehicles, etc. that allows me to have a complete overview of my situation. However, the main accounting tool is still the annual financial statements. In almost all countries worldwide financial statements are obligatory and are presented as a two-part statement. The financial statements complete the inventory, offering a concise overview of equity, listed under a few headings and laid out in such a way as to allow for direct and immediate comparison of ASSETS and LIABILITIES.


An example if we are to consider the case of the sandwich shop:

ASSETS

- How much cash I have on hand
- How many products I have in store (flour, milk, etc.)
- Machinery (slicer, oven, fridge)
- Furniture (3 tables, 5 chairs, etc.)
- ...

LIABILITIES

- How many invoices I have to pay
- Taxes to be paid
- Loan
- ...



The most accurate accounting possible will allow the entrepreneur to know whether **the business is going well or suffering losses** (how many sandwiches am I selling? how much am I paying in taxes), to make **production and sales forecasts** (do I expect to sell more sandwiches in the future? will I have more or less expenses?) and hence to **decide whether to change something or make small investments** (my sandwich shop is going well and for example, I can afford to hire someone to help me).

A couple of useful tips:

- it is a good idea to monitor expenses and earnings on a monthly basis during your first year of business
- it is always better to keep personal expenses separate from business expenses (for example, you can have two current accounts)

4.4 Personnel management

When you plan to involve co-workers in the business, you can ask family members to give a hand, or you can look for personnel by placing job ads in newspapers, through acquaintances, etc..

Duties and tasks need to be clearly assigned to all workers, whether you take on friends and relatives or hire external personnel.

Should there be various people involved in the business, the assignment of roles is all-important

Roles should be assigned prior to starting-up of the business or, in any case, at the beginning, clearly stating:

- **WORKING HOURS**
- **TASKS**
- **ROLES**
- **INTERNAL REGULATIONS**

Above all, it is extremely important to clarify what are the tasks of each individual, e.g. who buys the goods, who makes the sandwiches and who sells them, who opens and closes the shop, who does the cleaning, etc.

All tasks are important and a good rule for deciding “who does what” is to think of the skills and abilities of each individual (if someone is good at cooking, it is better that he/she is responsible for making the sandwiches).

4.5 Production management

Production is the key part of the business and hence needs to be correctly managed in order to **establish both the different phases and time frames needed**.

In the case of our sandwich shop, this means understanding which raw materials are needed to make the sandwiches and how many have to be made every day (checking of product stores), how much time is needed to prepare the sandwiches, for packaging and sales.

An “inventory” also comes in useful with regards to production management so as to be able to know at any given time the availability or lack of each ingredient and be ready to deal with daily production.

The other key element is **timing**. As regards production timeframes, not only must the entrepreneur consider the production time for each product (how much time it takes to make sandwiches), but also all the time needed to run the business:

- **buying raw materials**
- **contacts with suppliers and customers**
- **cleaning of the shop**
- **time dedicated to marketing and advertising**
- **any works needed to be done inside the shop**

Production and sale timing, they must be coordinated so that the **product or service (sandwich) is ready when the customer asks for it**.



4.6 Management of suppliers

Obviously the entrepreneur must be responsible for **purchasing the raw materials and products** needed for his business, **as well as any stores**.

If the business is a micro-enterprise such as a fruit and vegetable stall at the market, or breeding of cattle, the small entrepreneur can choose to go and purchase directly what he/she needs, as and when needed, from farmers or shepherds, relatives or neighbours.

In the case of a shop or a larger business, it is important to single out **suppliers** that are **reliable** and **serious** and that offer a **good quality-price ratio**.

You can decide to have a single supplier for all your products or as many different suppliers as products to be purchased (for example, one for cheese, one for drinks to sell with sandwiches, etc.).

Having a single supplier can be an advantage: given that you purchase a large amount and variety of products from him, you may be able to obtain discounts. However, it can also be a risk because in the event of problems, the supplier could block deliveries and force the business to slow down or even to stop until a new supplier is singled out. So the diversification of suppliers would allow the entrepreneur to reduce risks (e.g. if one of the suppliers goes bust, the entrepreneur will have others to contact.)



4.7 Marketing and advertising



**NEXT
OPENING**

SALES

**NEW
ARRIVAL**

Marketing your own business is very important, to make your products/services known to customers, to encourage them to buy and to win customers' loyalty (make customers come back).

The entrepreneur can use different strategies to market his/her business. Indeed, he/she can focus on:

1. price

2. product

3. advertising

At the start, to make yourself known to potential customers, it is a good idea to organize **an inauguration of the business** so that local inhabitants, passers-by and anyone else know that, as from today, there is a new shop ready to satisfy their needs.

For other types of businesses, it is a good idea to produce flyers or brochures (if you have a computer and colour printer, you can do this on your own, without any great outlay).

During the start-up phase, one of the most effective tools for attracting customers is to make promotional offers related to prices or quantities. This means earning a little bit less, but also means building up a "clientele". For a business that entails direct contact with customers, the key factor, in addition to product/service quality and selling price, is the management of human relations: **a kind and considerate attitude always wins!**

Please find below some examples of strategies that can help to market the business.

Example of strategy focusing on price:

- the entrepreneur can decide to sell a product at a lower price if the customer acquires a larger quantity (1 sandwich costs 2 Euros, 3 sandwiches cost 5 Euros)

Examples of strategies focusing on the product:

- offering a larger sandwich compared to other sandwich shops for the same price
- organizing customer loyalty bonuses: 1 sandwich free for every 8 bought
- organizing home delivery: home delivery of sandwiches without any extra costs if at least 5 sandwiches are bought

Examples of strategies focusing on advertising:

- offering free tasting
- newspaper or radio advertising
- flyers
- making the shop window more appealing if you have one

The shop window, plays a key role and can make the difference.

However, a too full or over-decorated shop window should be avoided, as should also be an empty one.

The secrets of a “shop window that sells” are:

- a backdrop that does not make it completely impossible to see inside the shop, with a colour that changes throughout the year: for example, brighter in the summer-time, red during winter, etc.
- the products must not cover the space, they must always be raised off the ground and organized in groups.
- yes, as regards decorative features but without overdoing it!
- the products on display must be changed at regular intervals, but they must not be displayed for less than a week

“ The most effective and cost-effective advertising is that of “good word of mouth” performed by customers that speak highly of the business to friends and acquaintances ”

5. Financing your own enterprise

The start-up and development of an enterprise require the **investment of money**. Even if you receive an initial contribution from the Assisted Voluntary Return programme, the enterprise may need additional investment. This is the reason why it is important to know the potential channels of financing.

The Business Plan is the all-important document to be presented to whoever financing is asked of. Therefore, we recommend all the sections of the plan are kept up-to-date.

We have already seen that the Business Plan will be a useful tool only if it is reviewed at regular intervals and used as a guide for the duration of the enterprise. In order to be able to keep it updated, it will be necessary to systematically analyze the evolution of the business, costs and earnings. Going back to financing, there are two main channels:

- **Financing through internal sources**
- **Financing through external sources**

Financing through internal sources

This type of financing refers to either the entrepreneur's savings or loans granted by friends or relatives. Usually, in this case, creditors will lend money without interest or at a highly advantageous rate.



Financing through external sources

Let us examine the various types of external financing:

- **Suppliers and customers:**

suppliers could allow us not to pay in cash immediately, but to pay over a period of time, in installments or deferring payment. Customers can also be a source of financing: for example, in the case of the sandwich shop, you could supply restaurants in the area and ask these restaurants to guarantee you with purchase of 100 bread rolls per week and an advance on payments.

- **Banks:**

this type of loan is often a little difficult to obtain because banks usually set a whole series of conditions for obtaining loans (real estate or personal guarantees, the opening of a current account with them).

- **State aid and benefits:**

the governments of all countries encourage the setting-up of new companies through a variety of instruments, procedures and timeframes. It is recommended that you contact the relevant bodies or institutions in your country of destination in order to find out about the various opportunities.

- **Micro-credit:**

this can be an interesting instrument when you fail to meet the conditions needed to access bank loans. It is an instrument that finances micro-enterprises for small amounts at facilitated rates. Often, you only need to show you have a good, feasible, medium/long-term idea in order to obtain micro-credit. Also in this case a clear, updated Business Plan can make the difference. In order to obtain micro-credit, we suggest you contact the relevant institutions in your country of destination or ethical banks.



**Business Plan
Model
for a business
to be set up
in your country
of origin**

1 – Personal data

Name

Surname

Address in country of origin

Telephone number in country of origin

E-mail

2 – Skills and experience

Provide information about your education, work experience and skills that allow you to manage a business. Do you need to do any training course(s) in order to be able to manage a business? If so, what type of training

Do you need to do any training course(s) in order to be able to manage a business? If so, what type of training?

3 – Description of business

Type of business

What products or services will you supply? How?

Why have you chosen this type of business?

This business is:

- new
- re-launch
- expansion
- become partner/purchase of an already existing company

Do you need to obtain a license?

- Yes
- No, I already have one
- No, it is not necessary

Do you already own any premises or land needed to start-up your business?

Will your business be set up in an urban or rural area?

Location of business (district, main points of interest):

How many people will your business serve (estimate of population of local area)?

4 – Marketing Plan

Who will your customers be?

Are the products or services you offer financially accessible for your customers?

Can you please provide a brief description of your marketing plan (how do you plan to attract customers?)

5 – Personal plans

Do you plan to hire personnel Yes No

If yes, how many? What professional skills/experience should they have?

6 – Budget

Can you please provide costs and descriptions of the resources needed to start-up or expand. List who will provide them (You or others).

	YOU	OTHERS	TOTAL
Rental of premises			
Material (please specify)			
Equipment (please specify)			
Commercial licence			
Advertising			
Miscellaneous: e.g. bills and energy consumption			
Miscellaneous			
Total			

Please provide an explanation as regards the budget listed above, if needed. Specifically:

Goods destined for sale

Equipment

Energy consumption (light, water and gas)

Please list which resources and equipment you can provide for the business, if any.

7 – Profit

What are your forecast monthly receipts?

What are your forecast monthly expenses?

	MONTHLY COSTS	MONTHLY SALES/PROFIT
Rental		
Wages		
Material (please specify)		
Equipment (please specify)		
Running costs: bills		
Other costs: for example, taxes		
Total expenses		
Sales		
Other receipts		
Total receipts		
Profit		

8 – Competition and risks

Are there competitors for your line of business in your reference area?
If yes, which are the main ones and how many are there?

Are you planning to offer your customers different services/products from your competitors? Can your business offer advantages compared to competitors' businesses?

Please list the main risks to be faced during the setting-up/development of your business. How do you plan to tackle them?

9 – Long-term plans

What are your long-term plans for your business?

Do you plan to apply for micro-credit?

10 - Other comments

Do you have any other comments about the business that you feel it is important to make known?



IOM • OIM



IOM International Organization for Migration
OIM Organizzazione Internazionale per le Migrazioni

Missione di collegamento in Italia e di coordinamento per il Mediterraneo

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