



GO-GRASS

Grass-based circular business models
for rural agri-food value chains

Adapted on-line business plan writing, assessment, and funding strategy tools

Deliverable 8.1

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¹ PU = Public

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GO-GRASS in a nutshell

GO-GRASS project (www.go-grass.eu) aims to create new business opportunities in rural areas based on grassland and green fodder and to support their replication throughout rural communities in the EU. The project develops, deploys, and validates a set of small-scale demonstration sites (DEMOS) of a circular integrated agro-food system in four EU regions (Denmark, Germany, Sweden, and the Netherlands). The project is expected to develop technologies from the current Technology Readiness Level (TRL) (between 5 and 6) to more advanced ones (8) successfully implemented under real conditions at the end of the project.

The DEMO in Denmark aims to develop a small-scale bio-refining technology to extract protein concentrates for monogastric animals from grassland situated in nitrate sensitive areas. In Germany, the DEMO targets to produce biochar via Hydrothermal Carbonisation of grassland-cuttings from wetlands as supplement for soil improvement. In the Netherlands it is to develop digester and fermentation technology to produce paper and carton products from a road-side grass and nature or fauna grass. In Sweden, the aim is to establish briquetting technology at local and small-scale to produce climate-friendly and heat treated animal bedding using reed canary grass. Beyond the development of the individual DEMOs, the project aims to integrate the technologies and business models across the DEMOs to create additional values and value chain nodes.

In order to realize and support its objectives, the project employs the principles of cumulativeness, innovation, replicability, inclusiveness, and circularity. The principles serve as guidelines and requirements for adapting and developing various tools, integrating circular economy in rural areas, ensuring successful demo implementation, creating favourable business environments and maximising the replication potential in other rural areas in EU.

The tools to be developed by the GO-GRASS project include: online tools for business case assessment and funding; a manual on how to get started and succeed; a tool kit for cluster and network development; training courses for existing and future entrepreneurs; and guidelines on creating favourable business environments.

GO-GRASS will contribute to a range of circular and sustainable business models with high replication potential that can be used by entrepreneurs, local authorities and other stakeholders. It will demonstrate innovative cost-effective technologies, processes and tools applicable within the diverse DEMO scenarios. This will enable to effectively use grassland and shrubs which are being left to decay after mowing causing costs and lost benefits for individuals and society.





To stay up to date with GO-GRASS project events and reports, follow us on Twitter (@GoGrassEU), LinkedIn (GO-GRASS) or visit www.go-grass.eu.

Summary

The aim of this deliverable is to explain the structure and key features of each of the three on-line tools (writer tool, budget module, and quality assessment tool) and to provide inspiration as to how the tools may be used and by whom. This deliverable is connected with task 8.2 on Adaptation of on-line tools for business case assessment and funding and will be used later in task 8.4 on Capacity building activities for follower regions.

The G2G on-line Business plan writing tools (under development), is meant to support the entrepreneur's business plan writing efforts. The tool includes the following elements:

(A): G2G on-line business plan writer tool.

V1.1 will be available end September 2020 for initial testing

(B): G2G Budget module.

An easy to use (off-line) budget module is fully developed and can be made available (offline) through contact to G2G. Its integrations into the online G2G business plan writing tool version V2 is planned during the project lifetime.

(C): G2G Business Plan quality assessment tool.

V1.1 will be available end September 2020 for initial testing

The G2G on-line Business plan writing tools are being developed as a part of the GO-GRASS project. The tools will go through the practical use of several entrepreneurs during the project and will be further developed and adapted to the special requirements of GO-GRASS users.

The following presentation of the tools is not intended to be a user manual, but merely a description of the tools and its function, which will be supported by screenshots.





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1. The intention behind the tools

The *G2G on-line Business plan tool*, that will be provided in their final versions as the *Go-Grass Tool no. 1*, consist of 3 separate tools: (writer, budget, and quality assessment. These tools will help entrepreneurs not only to write, but also to develop their business plan(s). The functionality and content of the tools is based on the practical experiences of business plan writers; but adjusted to meet the needs of both GO-GRASS users and other type of entrepreneurs.

The tools can be useful for both the more experienced entrepreneur and the one who has very little prior experience or knowledge about business plan writing. The tools have been developed also to complement advisory services and coaching processes involving consultants or advisors.

The G2G on-line business plan writer is intended to address a widely recognized problem connected to business plan writing. When an entrepreneurial person sets in motion to create a new business, the first action is NOT to “find and read a number of textbooks about business creation, business models and business plan writing”. The entrepreneur’s focus is on converting the “Idea” to become a reality and successful business, and to get actions set in motion to realize the “idea”.

It is often difficult for the entrepreneur to do this in a structured and convincing way. The process of writing a business plan is often difficult, not easy to implement and covers all relevant elements. It is also a challenge to secure that all the relevant issues connected to the elements in a business plan are adequately described, potential challenges addressed, and key assumptions substantiated. In these situations, there is no time for “book reading solutions”. The *G2G on-line business plan writer* has been developed to help the entrepreneur getting started by providing basic support for the business plan writing process

To start the business plan writing process in the easiest way, the *G2G on-line business plan writer* encourages the writer to start by addressing the most urgent issues connected to the business idea. Once the first pages are drafted, the rest becomes easier. It is G2G’s experience from working with many clients, that this approach is more productive, and shortens the entire process in comparison to the “traditional way” of starting on page 1 of a standard business plan template. Therefore, the *G2G business plan writer* allows you to start the writing process addressing any of the 25 elements provided in the tool. During the writing process, the tool allows to jump from element to element. A “completion bar” connected to each element clearly indicates its completion level.





Once the business plan is completed, it can be used for investor presentation or attached as an annex in a public grant application. It can also be used to shape a convincing story about the business perspective for meetings with business partners, investors, banks, or other financial institutions. The business plan solves the problem of young or newly created companies that there is a “lack of business history or lack of track record”. This is often a fundamental issue when a young or newly created company need to convince partners, investors, or financial organisations. It can also be a problem when trying to recruit new qualified staff members.

1.1 The G2G “on-line business plan writer”, background and key references

The *G2G on-line business plan writer* is based on experiences from G2G’s previous “Business Plan Self-Assessment Tool” (SAT-Pro). It includes a short introduction to the standard requirements of a quality business plan and a series of 25 “standard” elements in a condensed form presented in figure 1 below.

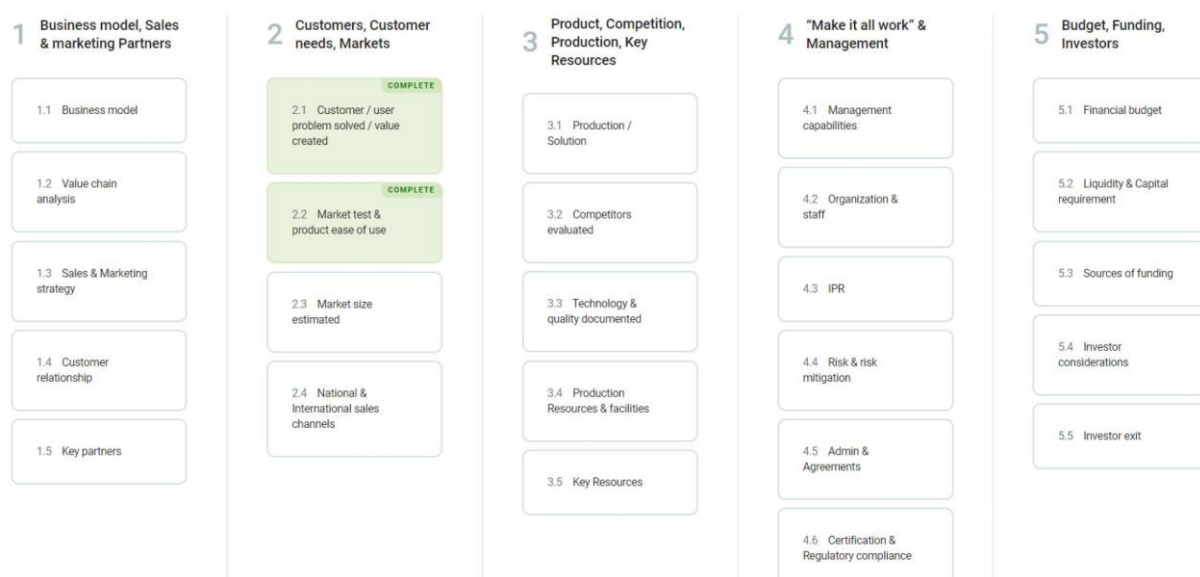


Figure 1 Screenshot of one of the overviews of the 25 Elements structured from the business plan writer





It also includes findings from actual cases and a few relevant recent books. The elements focusing on identification of customer needs and business model development are inspired by the findings in the *Blue Ocean Strategy* book by Kim and Mobogne (W. Chan Kim & Renee Mauborgne, Harvard Business School Press, 2005), Figure 2.

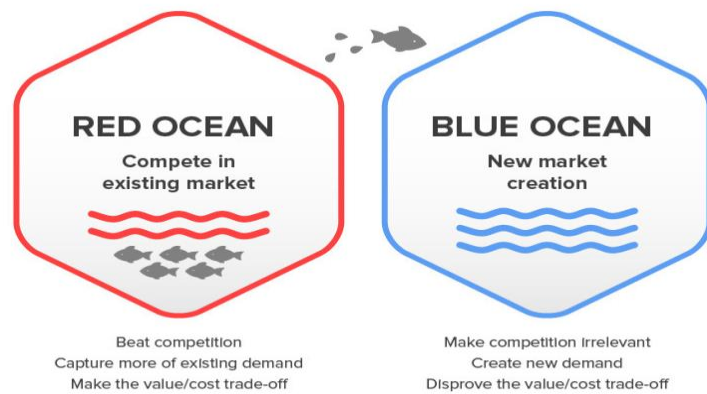


Figure 2 "Blue Ocean" versus "Red Ocean" business strategy"

The authors highlight that when building a successful business strategy, it is important to analyse and understand how and why a new product, solution or service is meeting the customer's needs in a better way than existing products, solution or services available at the market. The guidelines in the G2G on-line business plan writer aim to encourage conduction of this type of analysis and to consider customer real needs as part of a competitive strategy.

In the selection of the key 25 "standard" elements, the basic key components from "Business Model Canvas" methodology are included, Figure 3. The business model canvas approach was developed and presented in the book *Business Model Generation* by Osterwalder et al. John Willey & Sons 2010.



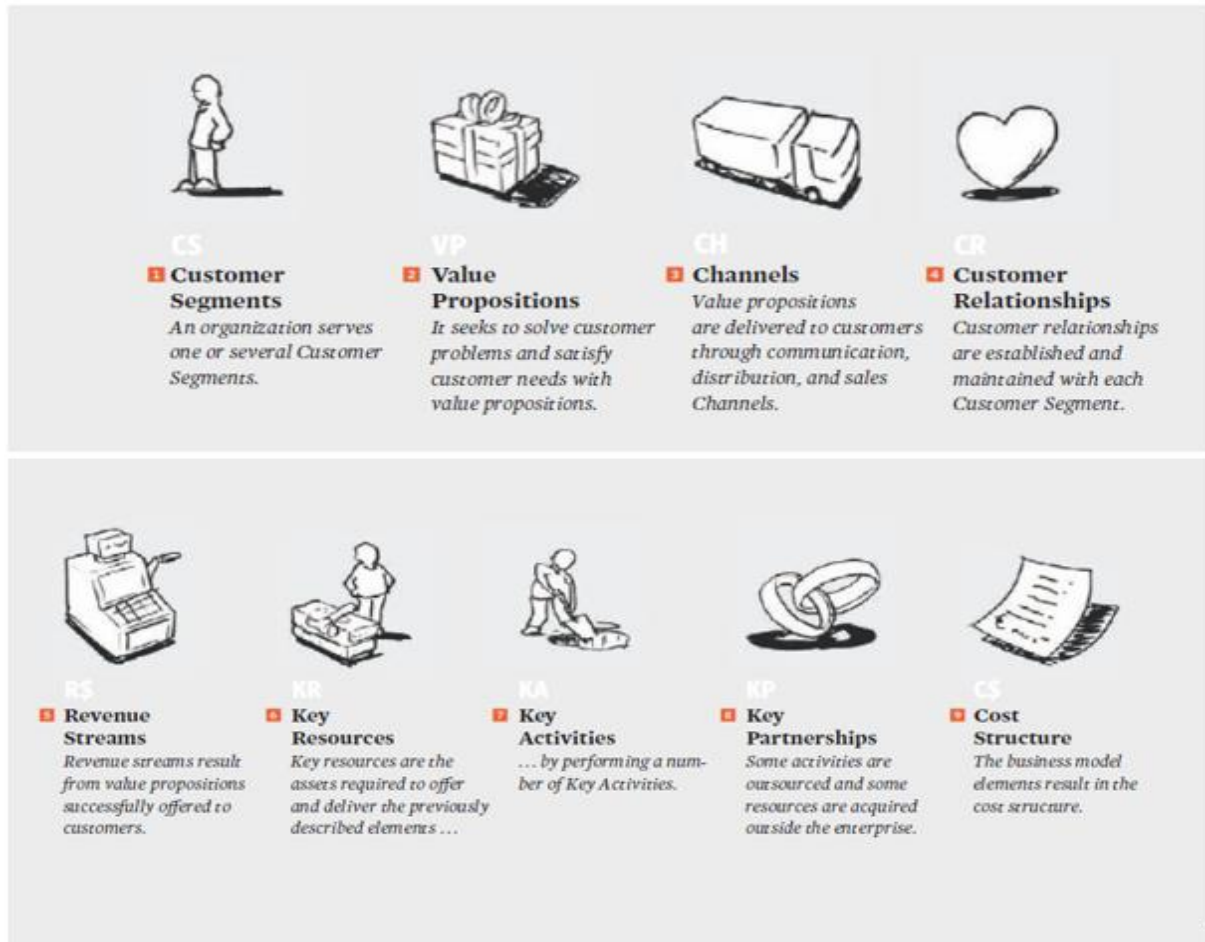


Figure 3 The 9 elements of the Business Model Canvas Methodology.

Included in the 25 “standard” elements are also key issues related to funding and investor readiness. Supporting explanation texts are provided for each of the elements to secure that the targeted reader of the business plan (e.g. an investor) gets an impression of the key issues of interest to him/she as investor. The selection of these elements is inspired from the book *How to attract investors* by Uffe Bundgaard-Jørgensen. Pan Stanford Publishing, Singapore 2016.

The explanation connected to each of the 25 elements is carefully formulated to provide explanation of issues which need to be addressed in a standard business plan. However, the aim is also to encourage that business-related strategy issues connected to each element become closely examined, while the business plan is being developed. For further information, we are considering inserting links to Wikipedia for further explanation of special terms or special terminology.

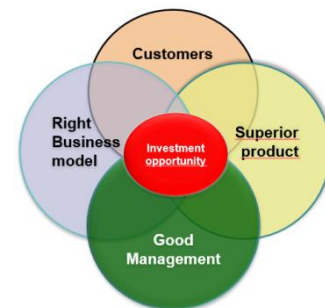


Figure 4 Investor focus elements.





2. Snapshot of the G2G on-line business plan writer

On the welcome page, after the user has logged in to the tool website, he/she can quickly visualise the progress being made on the business plan and can quickly move forward. If a user logs in for the first time, the user will be able to choose a predefined template structure of the 25 elements before starting to draft the text for the business plan or the user can make his/her own structure. There is also the possibility of choosing a template with less than 25 elements, suitable for future entrepreneurs who are in the process of shaping an idea rather than a business plan (Figure 5).

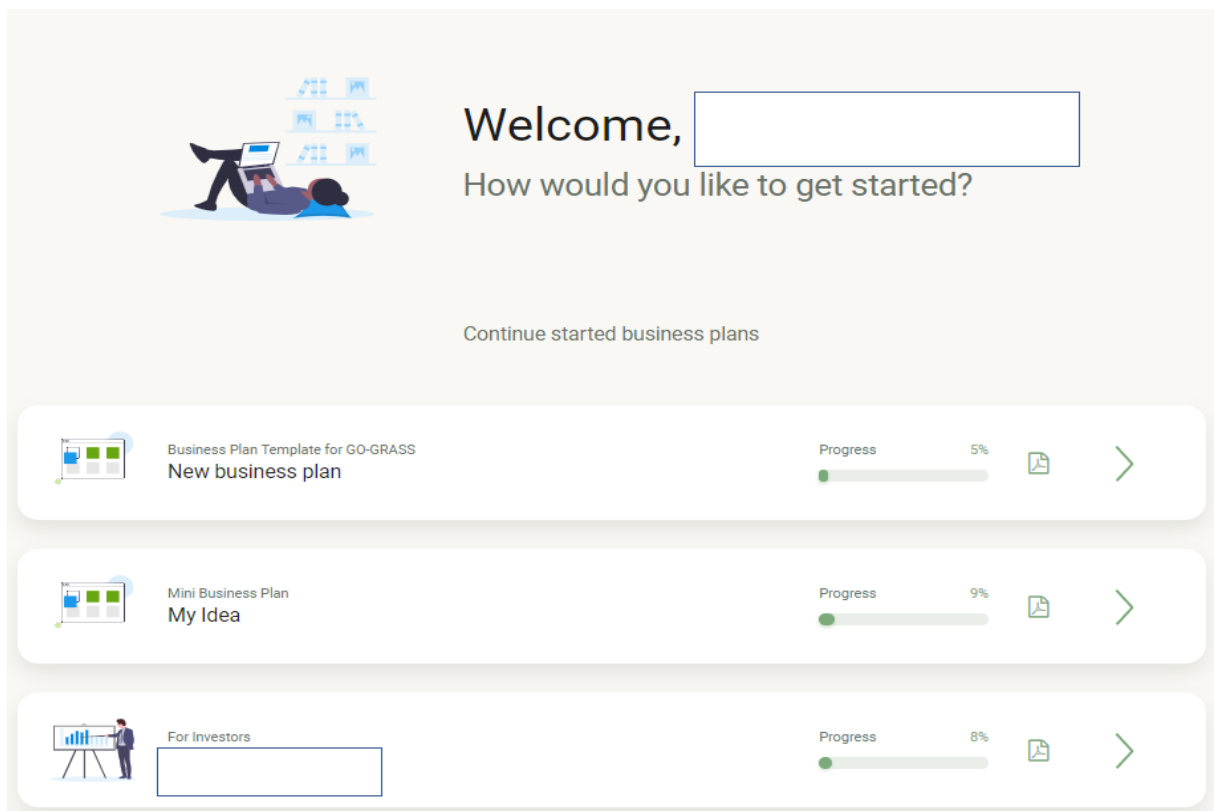


Figure 5 Welcome page of the tool

If the user has decided to go on with a predefined template, he/she should simply click on the available template and start drafting the text relevant for each of the 25 or less, recommended elements in the business plan.



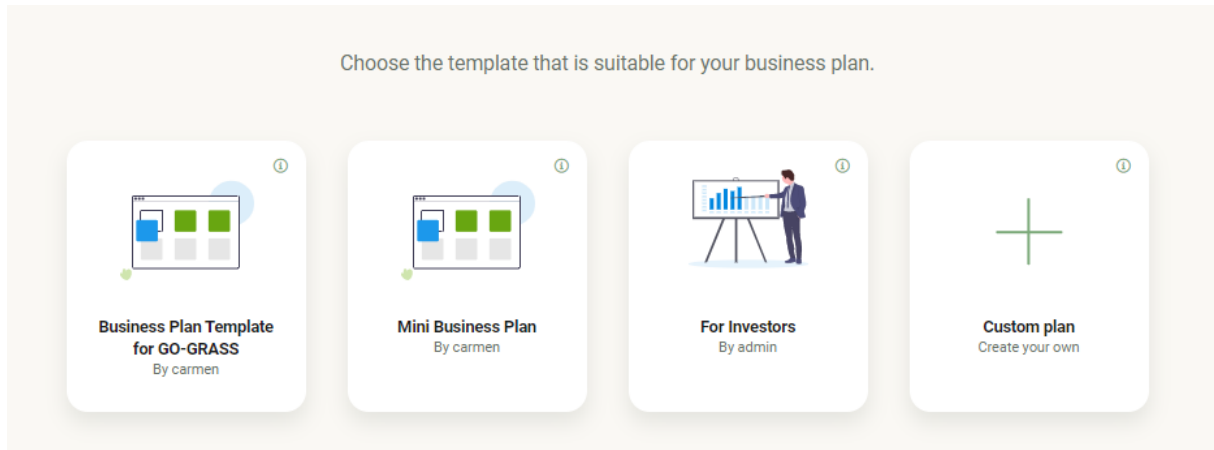


Figure 6 Welcome page of the tool, templates available

When the user has chosen a predefined template, the user can start drafting the business plan with whichever element she or he is mostly familiar with from the preferred chapter /column like in the image below.

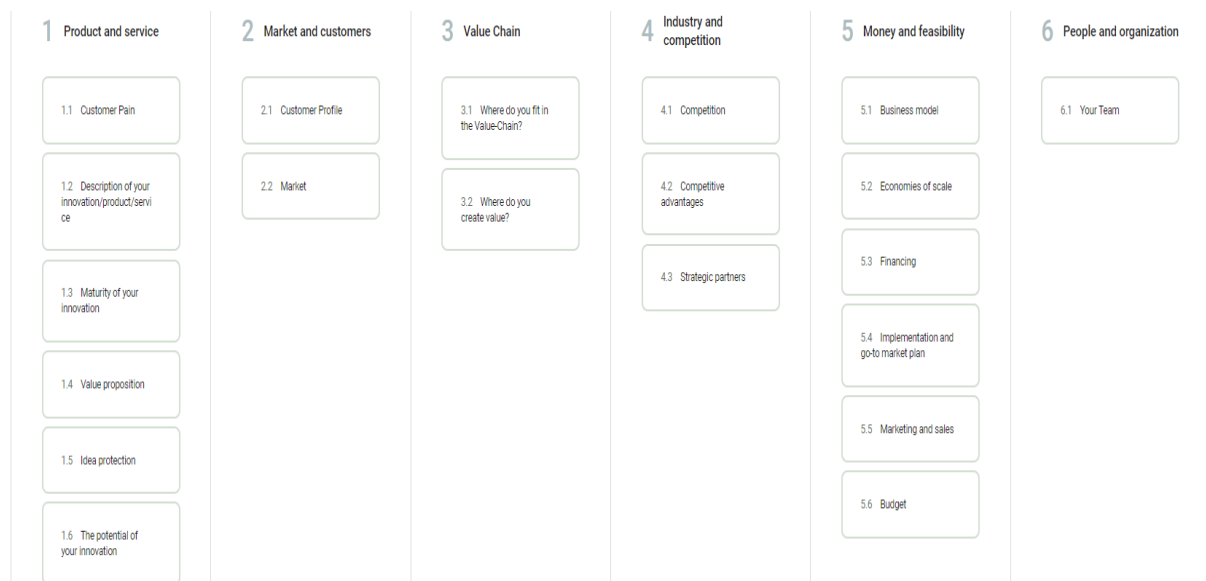


Figure 7 GO-GRASS business plan template

As an alternative and if the user prefers to make his/her own structure of the business plan, he/she can rearrange the order of the 25 elements to fit with individual needs highlighted in figure 8.



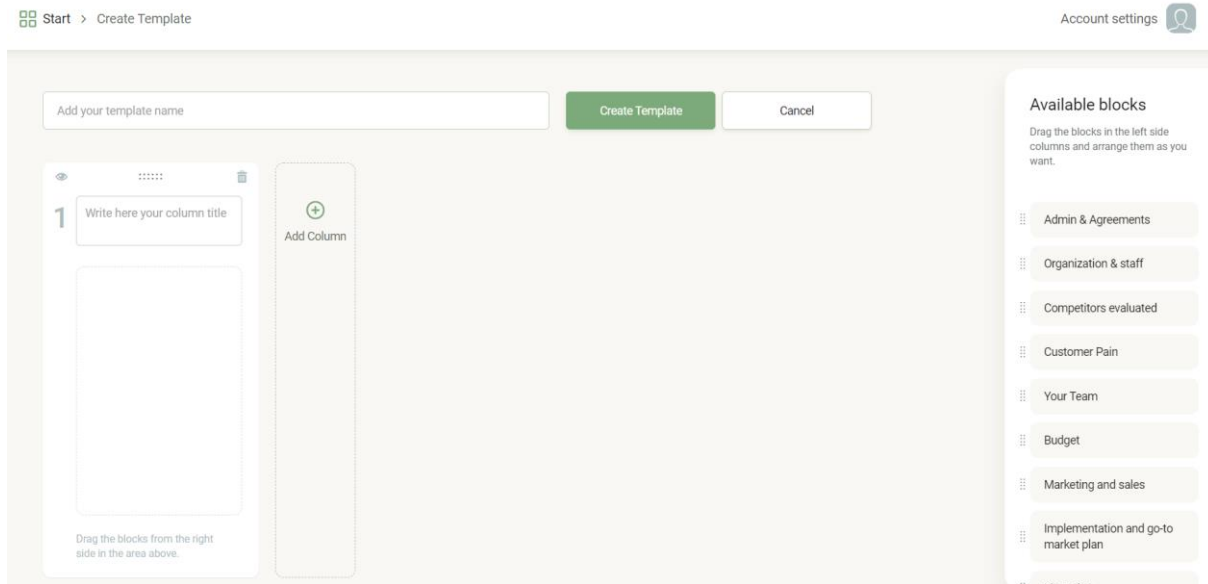


Figure 8 Go-Grass customise business plan template

If a user is working with an advisor, the explanations connected to each of the elements can be used by the advisor as starting points for a coaching process: This is in particular relevant when working with unexperienced entrepreneurs. Below is an illustration of “user view” of one of the 25 elements “Organization & staff”. The intention here is to inspire the user to make similar description of his/her organizational structure.

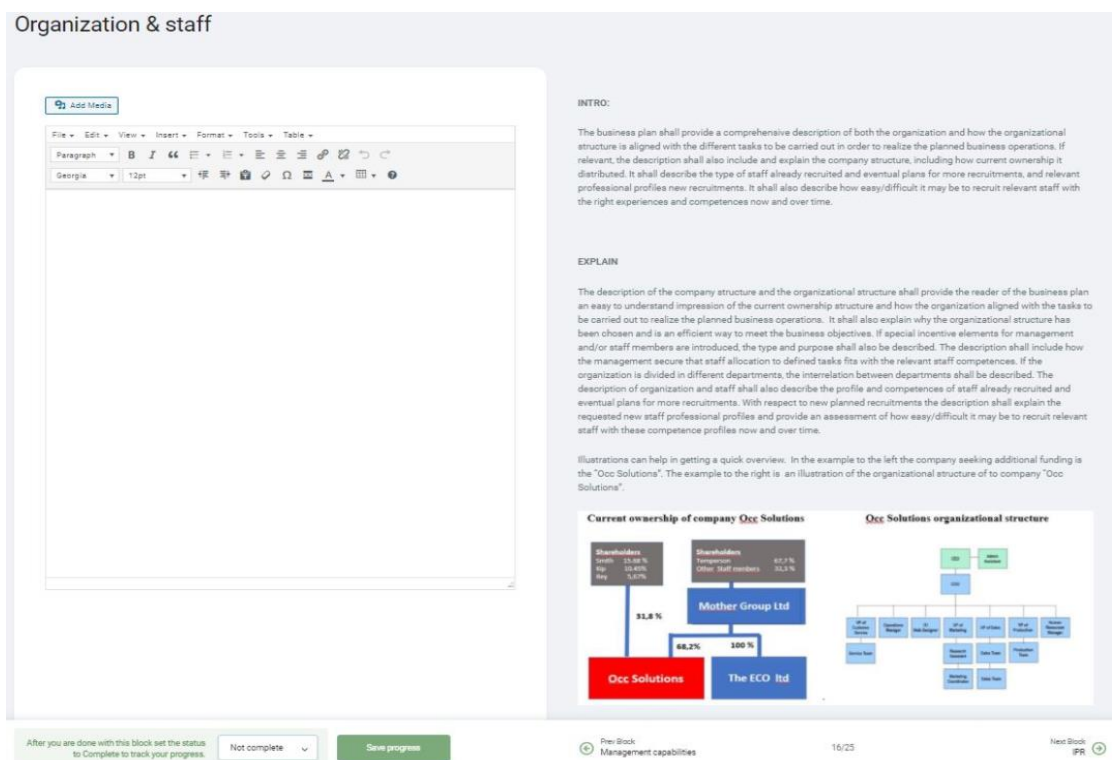


Figure 9 Screenshot of Element: Organization & Staff





As illustrated in figure 10, the user is able to choose which ever element, he/she want to start the writing process with as well as have an overview of which elements have been completed already. The overview of the completed elements is available after the user has chosen a template; he /she wants to work or was working on.

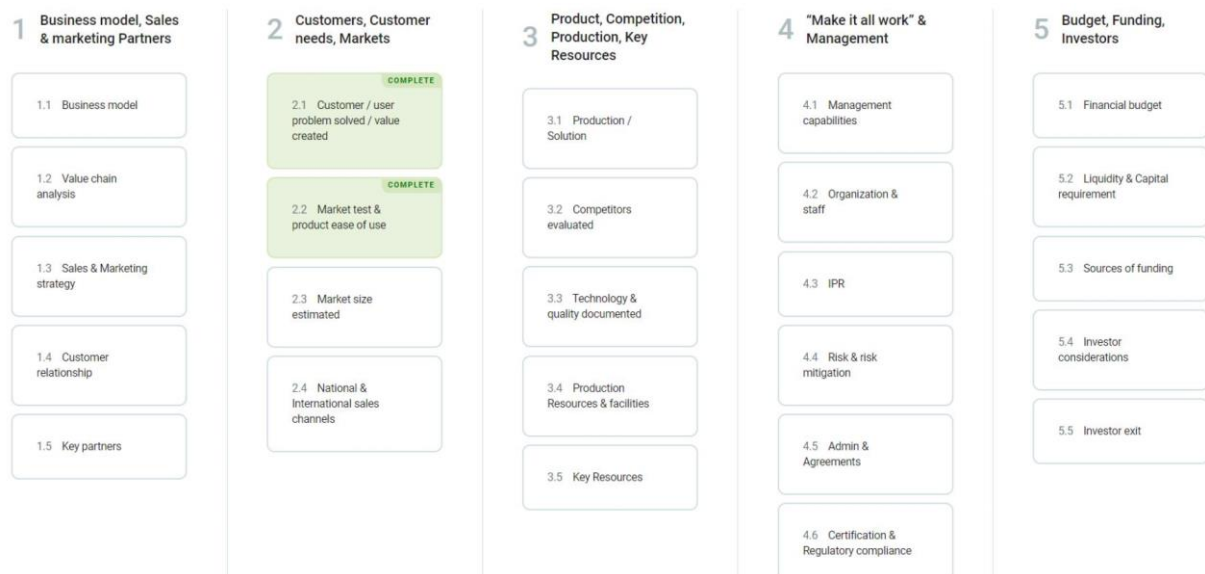


Figure 10 Screenshot of one of the overviews of the 25 Elements structured for "investor presentation".

The G2G on-line business plan writer tool is intended to address a widely recognized problem connected to business plan writing as we have mentioned before.

A young or newly created company has none or only a very "thin" and "short" track record or documentation for its performance. However, a strong and convincing business plan can serve as a tool do substantiate why "your business strategy is credible and feasible".

When the user accesses the writing mode of one of the 25 element, the user has access to:

- **Short descriptions** of what should be addressed in this element in a normal business plan.
 - However, as the G2G on-line business plan writer shall serve all type of business plan writing, there may be elements which potentially could be irrelevant for his/her business case. – Such elements can then be marked as "not applicable" and will not be counted in the "completion overview".
- An empty **"Writing Space"** where the entrepreneur can write his/her text for that particular element. A few inspiration "text templates" are included in the "writing space", to make it easier for the user to start the writing process.
- Relevant tables and illustrations can be uploaded and inserted in the written text in the "writing space" by the user.
- When the writing process is completed it is easy structure the order of sequence of the different written text elements in a way preferred by the user, or alternatively the user can use on of the pre-arranged templates.





- The final result can be exported as a PDF file to the users own IT devices

3. G2G budget module

Closely connected to the G2G on-line business plan writer is the *G2G budget module*. The ultimate goal will be to have it integrated in the online business plan writer. However, until the G2G budget module becomes integrated in the *G2G on-line business plan writer*, the G2G budget module will be available in an off-line version through direct contact to G2G.

- The *G2G budget module* allows the user to forecast both 24 months and 7 years cost and revenue like in fig. 11. Associated Profits and Loss, Balance Sheets and liquidity analysis are automatically calculated.

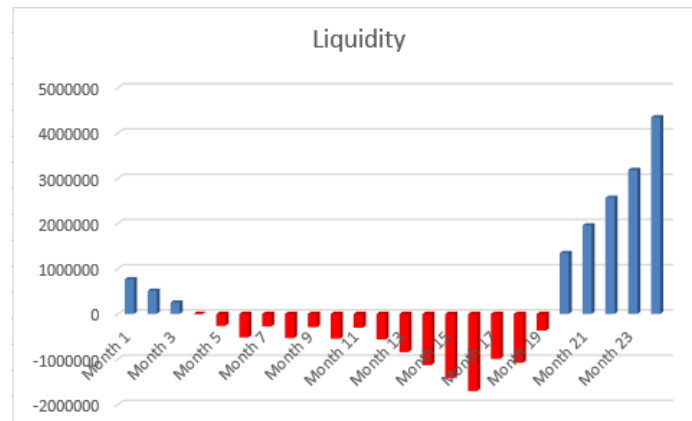


Figure 11 Illustration: 24 months liquidity forecast by Gate2Growth

Below there are a few screen shots of the calculations that can be generated by the G2G budget module, namely budget module converting yearly estimated costs to monthly costs (fig. 13), budget module converting yearly estimated revenues to monthly revenues (fig.14) and Budget module Profit & Loss- 24 month liquidity forecast (fig. 15).





DUMMY Company		Year 2					
Cost Projections (in EUR)		January	Februar	March	April	May	All Year 2
Managment 1		10.000	10.000	10.000	10.000	10.000	120.000
Management 2		10.000	10.000	10.000	10.000	10.000	120.000
Management 3		10.000	10.000	10.000	10.000	10.000	120.000
Other personel 1		10.000	10.000	10.000	10.000	10.000	120.000
Other personel 2		10.000	10.000	10.000	10.000	10.000	120.000
Other personel 3		10.000	10.000	10.000	10.000	10.000	120.000
Other personel 4		10.000	10.000	10.000	10.000	10.000	120.000
Total Personnel cost (wage incl social)		70.000	70.000	70.000	70.000	70.000	840.000
Rent, heating/cooling and similar cost		10.000	10.000	10.000	10.000	10.000	120.000
Cleaning and maintenance		10.000	10.000	10.000	10.000	10.000	120.000
Insurances		10.000	10.000	10.000	10.000	10.000	120.000
Communication incl internet		10.000	10.000	10.000	10.000	10.000	120.000
Other fixed cost not related to operations		10.000	10.000	10.000	10.000	10.000	120.000
Other admin cost incl accounting		10.000	10.000	10.000	10.000	10.000	120.000
Total other "fixed cost"		60.000	60.000	60.000	60.000	60.000	600.000
Sales and marketing cost		10.000	10.000	10.000	10.000	10.000	120.000
Travel		10.000	10.000	10.000	10.000	10.000	120.000
x		10.000	10.000	10.000	10.000	10.000	120.000
x		10.000	10.000	10.000	10.000	10.000	120.000
x		10.000	10.000	10.000	10.000	10.000	120.000
Total sales/travel/marketing costs		50.000	50.000	50.000	50.000	50.000	600.000
Total development projects cost not activ		50.000	50.000	50.000	50.000	50.000	600.000
Other cost not directly related to operati		10.000	10.000	10.000	10.000	10.000	120.000
Total operating cost including not activated development cost		320.000	320.000	320.000	320.000	320.000	3.720.000
Development cost 1 to be activated		10.000	10.000	10.000	10.000	10.000	120.000
Development cost 2 to be activated		10.000	10.000	10.000	10.000	10.000	120.000
Asset 1 bought to be activated and amortiz		10.000	10.000	10.000	10.000	10.000	120.000
Asset 2 bought to be activated and amortiz		10.000	10.000	10.000	10.000	10.000	120.000
Total development/investment		40.000	40.000	40.000	40.000	40.000	480.000
Total Costs ind investments		360.000	360.000	360.000	360.000	360.000	4.320.000

Figure 12 Budget module converting yearly estimated costs to monthly

DUMMY Company		YEAR 1					
Revenue Projections (in EUR)		January	Februar	March	April	May	Year 1
Revenues from sales product/service 1		10.000	10.000	10.000	10.000	10.000	120.000
Revenues from sales product/service 2		10.000	10.000	10.000	10.000	10.000	120.000
Revenues from sales product/service 3		10.000	10.000	10.000	10.000	10.000	120.000
Revenues from sales product/service 4		10.000	10.000	10.000	10.000	10.000	120.000
Other sales		10.000	10.000	10.000	10.000	10.000	120.000
Other sales		10.000	10.000	10.000	10.000	10.000	120.000
Gross commercial Revenue		60.000	60.000	60.000	60.000	60.000	720.000
Commissions/Licenses		10.000	10.000	10.000	10.000	10.000	120.000
Finders fees		10.000	10.000	10.000	10.000	10.000	120.000
Other Sales related expenses		10.000	10.000	10.000	10.000	10.000	120.000
Sum of sales related expenses		30.000	30.000	30.000	30.000	30.000	360.000
license revenue 1		10.000	10.000	10.000	10.000	10.000	120.000
License revenue 2		10.000	10.000	10.000	10.000	10.000	120.000
License revenue 3		10.000	10.000	10.000	10.000	10.000	120.000
Other commercial revenues		30.000	30.000	30.000	30.000	30.000	360.000
Net commercial revenues		60.000	60.000	60.000	60.000	60.000	720.000
Grants		10.000	10.000	10.000	10.000	10.000	120.000
Public subsidies		10.000	10.000	10.000	10.000	10.000	120.000
Other support revenues		10.000	10.000	10.000	10.000	10.000	120.000
Grants and public subsidies		30.000	30.000	30.000	30.000	30.000	360.000
Net Revenue		90.000	90.000	90.000	90.000	90.000	1.080.000

Figure 13 Module budget module converting yearly estimated revenues to monthly





DUMMY Company				
P & L (in EUR)				
	Year 1	Year 2	Year 3	Year 4
Net commercial revenues	720.000	720.000	600.000	
Grants and public subsidies	360.000	360.000	300.000	
Net Revenue	1.080.000	1.080.000	900.000	
Total Personnel cost (wage incl social)	360.000	360.000	300.000	
Total other "fixed cost"	600.000	600.000	500.000	
Total sales/travell/marketing costs	600.000	600.000	500.000	
Total cost of production	600.000	600.000	500.000	
Total External Advisory cost	360.000	360.000	300.000	
Total development projects cost not activated	600.000	600.000	500.000	
Other cost not directly related to operations	120.000	120.000	100.000	
Operating expenses incl development cost	3.720.000	3.720.000	3.100.000	
EBITD	-2.760.000	-1.440.000	(2.500.000)	
Depreciation 30%	76.612	182.206	336.355	
EBIT	-2.836.612	-1.622.206	(2.836.355)	
Net Interest 10%	-10.500	-5.500	-5.500	
Profit Before Tax	-2.847.112	-2.947.706	-2.841.855	
Taxes 20%			0	
Net Profit	-2.847.112	-2.947.706	-2.841.855	

DUMMY Company				
Balance Sheet (in EUR)				
	year 1	Year 2	Year 3	Year 4
ASSETS				
Cash	-1.965.500	-2.661.000	-4.566.500	
Other Assets	50.000	50.000	50.000	
Development/Investment	505.000	985.000	1.385.000	
Accumulated Depreciation	81.612	263.818	600.172	
Total Assets	-1.492.112	-1.889.818	-3.731.672	
LIABILITIES&EQUITY				
Short-Term Debt	50.000	0	0	
Long-Term Debt	55.000	55.000	55.000	
Payables	-40.000	-40.000	-40.000	
Total Liabilities	65.000	15.000	15.000	
Share Capital	1.400.000	4.000.000	5.000.000	
Reserves	-	-	-	
Accumulated Profit/Loss	(2.957.112)	(5.904.818)	(8.746.672)	
Total Equity	(1.557.112)	(1.904.818)	(3.746.672)	
Total Liabilities and Equity	(1.492.112)	(1.889.818)	(3.731.672)	
Control number (should be 0):	0	0	0	0

Figure 14 Budget module Profit & Loss- 24-month liquidity forecast

- The G2G budget module will also allow for financial simulation of how an investor will see the business case and associated budgets described in the business plan as an "investment case".

However, to interpret the findings from this module requires special insight in investment theory and financial calculation which will not be dealt with in this document.

Simulation of investor view on financial return from new investment with exit year 7		
Accumulated new investment		€6.500.000
Ownership %	Pre money	Investor IRR
20%	€12.000.000	-13%
30%	€7.000.000	-4%
40%	€4.500.000	3%
50%	€3.000.000	8%

Figure 15 Investor view.

The G2G budget module has been developed to make it easy to use for financial simulations. It is easy to change not only revenue and cost assumptions, but also the financial situation e.g. funding and liquidity can easily be amended as a part of a financial simulation exercise.



4. G2G on-line Business Plan quality assessment tool

A G2G on-line “*Business Plan quality assessment tool*” which is the 3rd part of the tool will complement the *G2G business plan writer*.

This tool is inspired by the H2020 SME evaluation principles developed by the European Commission, but it is adapted to be used for commercial business plans to give an indication for the entrepreneur of the level of completeness of the business plan and ultimately Investor-readiness as it is structured around the 25 elements that should be addressed in a normal comprehensive business plan.

4.1. Snapshot of the Business Plan quality assessment tool

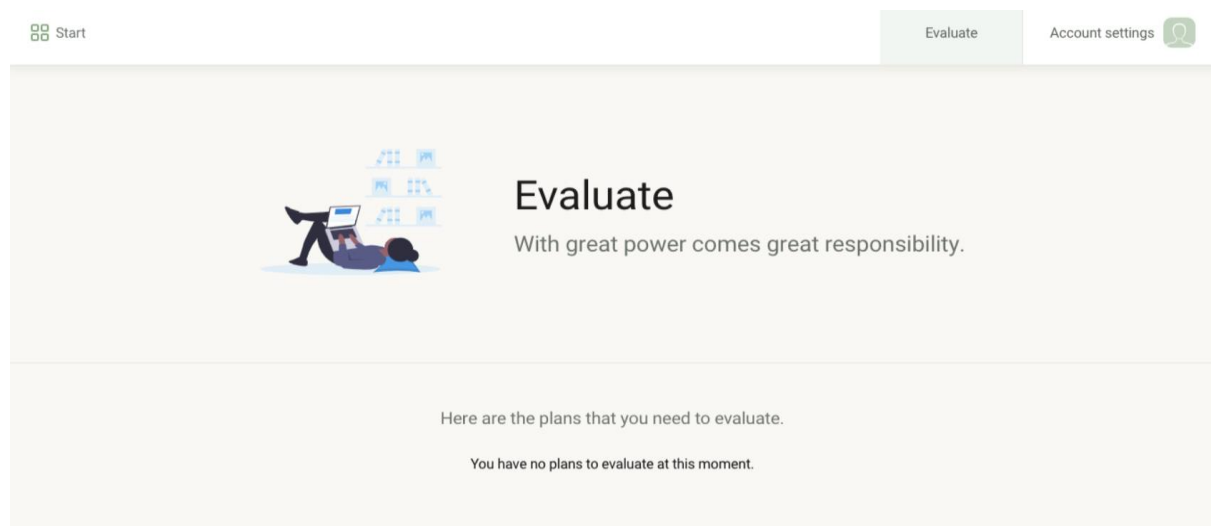


Figure 16 Welcome page of the quality assessment/evaluation tool

Although the “*Business Plan quality assessment tool*” is an “on-line” tool, the actual assessment/evaluation of a business plan requires that the “evaluator” actually reads the business plan to be quality assessed. However, irrespective of the functionalities imbedded in the “*Business Plan quality assessment tool*”, the assessment entirely depends on the experience and qualifications of the evaluator. In the figure 17 below there is an overview of an assessment of potential different business plans.



Evaluate
With great power comes great responsibility.

Here are the plans that you need to evaluate.

Status	Plan Name	Plan score	Sent for evaluation	Plan by	Action
EVALUATION OPEN	Mini Business Plan New business plan	0 points	August 26, 2020	Loredana Staroste	Evaluate Plan >
EVALUATION OPEN	Business Plan Template for GO-GRASS My firms idea	0 points	August 24, 2020	Harald Skogland	Evaluate Plan >
COMPLETE	Business Plan Template for GO-GRASS Green plan idea	93points	August 26, 2020	Sebastian Nilsson	>
COMPLETE	For Investors New plan	86 points	August 26, 2020	Jenny Minurson	>

Figure 17 Overview over the quality assessment/evaluation page

The “*Business Plan quality assessment tool*” provides a structured approach to the evaluation process. The evaluator has to make a “completeness & quality” scoring of each of the 25 “elements” to be addressed in the business plan. It is possible to skip scoring of elements which in the actual context are irrelevant. If an element in the scoring process is skipped the basis for the “total quality scoring” results is adjusted accordingly, like in figure 18.





	Convincing & Excelent described	Described, but leaves important issues unattended	Not convincing description or missing	Not relevant
How is the product/service going to be sold	3	2	1	0
Which pricing structure will be applied	3	2	1	0
Why this business model has been chosen	3	2	1	0

Question	Response
<input type="text"/>	<input type="text"/>
<input type="button" value="Add Question"/>	<input type="button" value="Add Response"/>

Figure 18 Overview over the scoring page for each of the 25 elements in the business plan

If the evaluator finds it appropriate, it is possible to add comments in addition to the formal scoring of each element. Once the evaluation process is finished, the “Business Plan quality assessment tool” converts the final scoring/assessment into an easy to understand and comprehensive written feedback to be sent to the entrepreneur.

The *G2G on-line business plan writer* provides the user access to a protected space in the cloud, where the writing process take place. The user has full control of who can get access to the information being uploaded. In this way business sensitive information can be kept confidential, and under the user’s full control.





References

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