

# Expertise for Your Biotech Business Plan Development

JSW Consulting





*A business plan  
provides focus and  
establishes expectations*

## For both the start-up and the expanding biotech company, a business plan...

**..is an essential guidance tool for  
your company**

A business plan is first and foremost a document which clearly indicates where your company is in the development of the given project, where it aims to go, and the various steps and activities that must be undertaken to get there. Given the growing competitiveness and the inherent technology risks of the biotech sector, every company – from start-up to multinational – needs such a strategic blueprint.

A business plan provides focus and establishes expectations; management has a clear understanding as to which resources and efforts are needed when and why. As the company grows, performance can be measured against the document such that weaknesses or difficulties can be identified and corrected quickly. As changes in the marketplace occur and opportunities arise, a business plan will likely need to evolve and then be adhered to with newfound rigor and discipline.

**...shows investors and/or partnering  
firms your company will make  
money**

Now that the heydays of the 90s are over, both investors and partnering companies have rediscovered the importance of thoroughness and detail when evaluating biotech companies in search of financing and support. A company's technological discovery is only the first part of the story. Those interested in investing expect a real business idea, namely, how to exploit the technology in such a way that specified customer groups are willing to pay your company for the corresponding products or services. They want to ensure that all of the appropriate measures and strategic planning are in place such that your company can deliver on the only criteria of importance: can they make money with your company?



*Most scientists do not have the necessary expertise of planning and then managing all of the steps to bring their product or service to market*

## The hurdles to producing a professional business plan

Biotech research and development projects are typically the brainchildren of those involved with the relevant technology on a daily basis. These scientists are often heads of their field and have at least an intuitive idea as to how technology will evolve. Given their years dedicated to scientific endeavours, it is logical that they have not been able to exhaustively develop their business skills. Most scientists, therefore, have neither the expertise of planning and then managing all of the steps to bring the product or service to market nor the experience of rigorously identifying all necessary resources and then ensuring that budgets and timetables are adhered to.

Whereas expanding biotech firms may have some key employees with the necessary business expertise, these individuals' schedules are such that they can often commit only a limited time to the development of a business plan. As for start-ups, they often lack the commitment of those management team members with business experience until funds are finally available and thus receive from them only part-time participation in the business plan development and fund-raising process.

## Overcoming these hurdles with external professionals

To improve their likelihood for success with a given project, biotechs should seriously consider external professional assistance in the development of their business plan. Experience and an approach which reveals a real commitment on the part of both parties are essential. A consultant's participation, for example, should be significantly more than dropping off a fill-in-the-blank document and then checking on your progress every now and then. But it is also inappropriate for a client to send consultants off alone for a couple of months and expect them to return with a final document.

In our opinion, the best means of developing a winning business plan is a team approach which is overseen by an experienced project manager. In such an approach, expert consultants and a biotech firm's key management all roll up their sleeves to participate in a disciplined process. Together they research, quantify, discuss, and even challenge each other in order to develop a thorough, precise, and well-founded document. The result should be a plan that sets the company on an appropriate course of development and meets the investigative requirements of potential investors



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*lasts around two months*



*with intensive one-on-one cooperation*

*to ensure adherence to the overall timetable*



## JSW's business plan development process

Our business plan development process typically lasts around two months and involves intensive one-on-one cooperation with you, the client. Before the project begins, we spend one to several days with you to evaluate the information available and the degree to which the business idea has been developed. Based on this assessment, we formulate a clear offer in terms of the amount of time the project will take, the participants from both the client and JSW, and the remuneration plan.

The project is initiated with a "kick-off" in which a weekly planning schedule is presented and the various team members receive their initial tasks. Over the course of the project, progress is compared to the original schedule and any necessary modifications are made accordingly to ensure adherence to the overall timetable.

In order to meet the business plan completion date, it is essential that key members of the management team commit a significant amount of time to the development of the document. Furthermore, especially where start-ups are concerned, management's participation even in detailed areas such as executing information research, writing text, and developing charts and tables helps to develop rigor as well as a structured understanding of the company and the strategy for its realization – essential tools to their future business success. As a result, management will thus be able to understand every element of the plan such that they can present it to others as well as adhere to it as their business begins to grow.



*Typical staffing includes*

*an experienced project manager*



*and a technology expert who are overseen*

*by a partner to ensure quality control*



## With JSW, you receive proven expertise

### JSW founders

The partners of JSW Consulting GmbH include three former senior consultants from McKinsey and Company. Their international management consulting expertise – including rigorous analytical techniques and exceptional business experience – ensures that all projects are executed according to the very highest of standards.

### Project staffing

Typical staffing of the project includes an experienced project manager who will prepare the business plan and ensure the regular contact and exchange of information with the client. The project manager is supported by one of our technology experts who assists in the development of specific areas of the document. A JSW partner ensures quality control and introduces the necessary frameworks and consulting tools.

### Success record

JSW has begun to establish a good track record in the business plan development sector. Our clients over the past years have either received the necessary investment funds or are presently in advanced stages of negotiations. Feedback from venture capitalists has been quite positive and has led to our being recommended to other biotech companies.

We would be happy to put you in touch with one of our previous clients such that you may hear first-hand about our cooperative approach and its results.



*Thanks to our coaching,  
our clients are prepared  
for essentially any question potential  
investors may have*

## Advantages of working with JSW

### **You receive a complete document**

The final result of our intensive collaboration consists of a business plan text document, a detailed profit and loss statement, and a visual presentation.

In addition to paper copies, you will receive an electronic version of all components of the business plan including a client-specific program of the profit and loss statement. This program includes inputs that can be varied according to the different financial assumptions such that corresponding risk can easily be quantified and thus permits rapid modifications requested by potential investors. JSW also encourages its clients to use the profit and loss statement program to track even detailed expenses to ensure an appropriate cash management once operations are under way.

### **You receive coaching**

We want you to succeed. So even when our collaboration is over, your management team must be able to defend all elements of the business plan and to perform their responsibilities professionally and effectively. We therefore coach you to examine your potential activities more from a business point of view rather than a mere scientific one. We help develop your structuring and analytical skills and provide you with important insight as to the demands of future investors. As a result, our clients have found that they have

been prepared for essentially any question potential investors may have.

### **You have remuneration options**

The expertise needed to launch or expand a business – such as legal, accounting, and patent support – costs money. JSW understands, however, that unless a biotech company is in an advanced expansion phase of its development, its cash for professional services is often limited. Therefore, we are willing in some cases to establish an alternative remuneration structure in line with your resources, for example, a lower up-front payment to JSW in exchange for a cash "success fee" or for stock options in your company.



## JSW offers its business plan development services

### **to biotech start-ups**

in need of a first document to guide them  
toward success and to professionally pre-  
sent themselves to investors

### **to expanding biotechs**

interested in responding to new market  
developments and/or in successfully  
completing additional rounds of invest-  
ment.

### **We invite you to contact us at:**

JSW Consulting GmbH

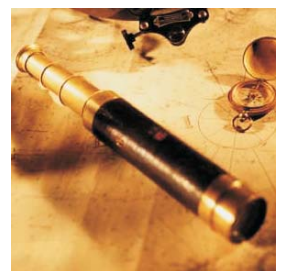
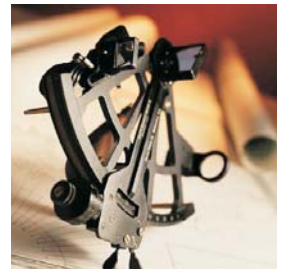
Uhlandstraße 179/180

D-10623 Berlin

Tel: + 49 30 889 221 0

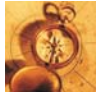
Fax: + 49 30 889 221 20

e-mail: [office@jswmanagement.com](mailto:office@jswmanagement.com)



# JSW Consulting GmbH

A Company Overview



*JSW Consulting GmbH*

*is a top management consulting firm with headquarters in Berlin,*



*Germany and activities in Germany, France, Denmark,*

*and the Ukraine.*



## JSW's success has been its unparalleled commitment to the clients

### Company

JSW Consulting GmbH is a top management consulting firm with headquarters in Berlin, Germany and activities in Germany, France, Denmark, and the Ukraine.

JSW enjoys and excels at tackling those strategic issues that affect the entire organization. In this context we work with upper management to identify individual, specific solutions and then assist in the operational implementation of our recommendations. Thanks to our own concept development efforts and the expertise of our exceptionally qualified, experienced team members, every client benefits from a professional collaboration that delivers desired high-quality results.

### Approach

The key to JSW's success has been its unparalleled commitment to our clients. Our sole task is to help and enable our clients to make substantial, measurable, and lasting improvements in their performance.

Our strengths lie in the precise identification, description and prioritization of the individual components of complex problems, quick focus on the decisive questions and key issues and the development of client specific solutions.

Our performance is guided by high

quality standards. These concern logical consistency and exhaustiveness of our analytical work as well as the clear identification of and rapid concentration on the essentials and the convertibility of our recommended solutions into implementations.

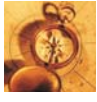
From our point of view, a project can only be considered a success when results of analyses and solutions are applied and implemented according to our recommendations. During the solution development phase, we seek to prepare employees such that they can implement the plan and then build upon the recommended solutions. Thus, implementation is an integral part of our work with our clients — both the preparation thereof as well as the actual realization, which is overseen and supported by our experts.

### Team

JSW was founded in 1998 by two former senior consultants from McKinsey & Co., Henner Schmidt and Stephan Witt, and lawyer and legal firm owner, Sebastian Jungnickel. In 2000 Udo Reichling, also a former senior consultant from McKinsey & Co., joined JSW as partner.

JSW team members provide specific expertise and relevant experience for the successful realization of each of our projects.

All of our associates have been carefully selected according to very high standards. They build a multinational team and have excellent academic qualifications in such diverse areas of speciali-



*JSW can successfully realize projects in various countries and corporate cultures and has working foreign language proficiency in German, English, French, Spanish, Russian, and Ukrainian.*



zation as chemistry, biochemistry, engineering, environmental technology, business administration and law. Several of our employees build on successful experiences from line management positions. They are therefore capable of appropriately adjusting their recommendations to the structure and decision processes of specific client companies and thus facilitate their implementation.

Because of our combined international backgrounds and experience, JSW can successfully realize projects in various countries and corporate cultures and has working foreign language proficiency in German, English, French, Spanish, Russian, and Ukrainian.

## Services

JSW provides exceptional counsel in the following areas of top business management consulting:

- Strategy development
- Support in Mergers & Acquisitions
  - Due diligence
  - Post merger integration
- Development of new organizational structures
- Optimization of operations
  - Improvements in core processes
  - Optimization of sourcing potentials
  - Optimization of marketing and sales
- Support in the start-up phase, including Development and review of business plans and innovations

## Industries

JSW provides its clients expertise based on knowledge and experience in the following four areas:

- Infrastructure-related industries such as energy, public utilities (e.g. municipal waste, water supply, waste water) and other industrial services
- High-tech industries such as biotechnology and multimedia
- Process industries (e.g. Chemical and steel industries)
- Consumer goods

## Contact

JSW Consulting GmbH

Uhlandstraße 179/180  
D-10623 Berlin

Tel: + 49 30 889 221 0

Fax: + 49 30 889 221 20

e-mail: [office@jswmanagement.com](mailto:office@jswmanagement.com)