



TurnKeyMasters

Business Plans

Business Plans Assistance Program

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Business Plans Assistance Program

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Reasons for the program

Why a Business Plan Assistance program?

You may not know, but most of the power projects proposals fail. The reason?: They aren't well structured. Period.

Many project sponsors do a hard job putting pieces together, getting quotes, making calls, understanding things, comparing prices, etc, but at the end, the proposal issued is not strong enough to support the intended deal.

They miss things that are particularly important or critical for customers, lenders, users and other stakeholders.

“Developing Business Projects is a risks intensive activity, meaning that everything must be insured, hedged, or backed up with something, otherwise the sponsors will end up assuming all non-covered risks.”

When writing a proposal in response to a customer request (RFP), many sponsors don't take the time to understand the customer rules and internal processes.

In the other hand, when proposing a new business development, the Business Plan doesn't include the information that potential investors, owners, partners, users and other important influencers want to see.

Don't get us wrong, we'll sell the power equipment so our business is getting yours done, otherwise we're dead.

We see these problems everyday so we won't let it happen to you. This is the difference between TurnKeyMasters and equipment suppliers: *We are projects developers so we'll make your business happens.*

Our Business Plan Assistance program is aimed to make sure the proposal meets the expectations of its readers. No more, No less



What's included in the program?

If you are already working in a Business Plan, we'll take time to fully review it, provide a detailed assessment, make recommendations, and discuss findings with you.

For those in "concept stage", we can advise you on how to create a professional Business Plan, working with you to develop an outline, and providing example material on how to fill in details.

All the projects must pass through the process. If sponsors don't feel comfortable sharing information about their projects, then a Confidentiality and non-Circumvention Letter might be issued by TurnKeyMasters for the Sponsors.



The program includes a detailed section-by-section review of major aspects of your Business Plan: key business issues, business model, organization, content, and overall presentation. Identification of strong points and areas needing improvement is also included.

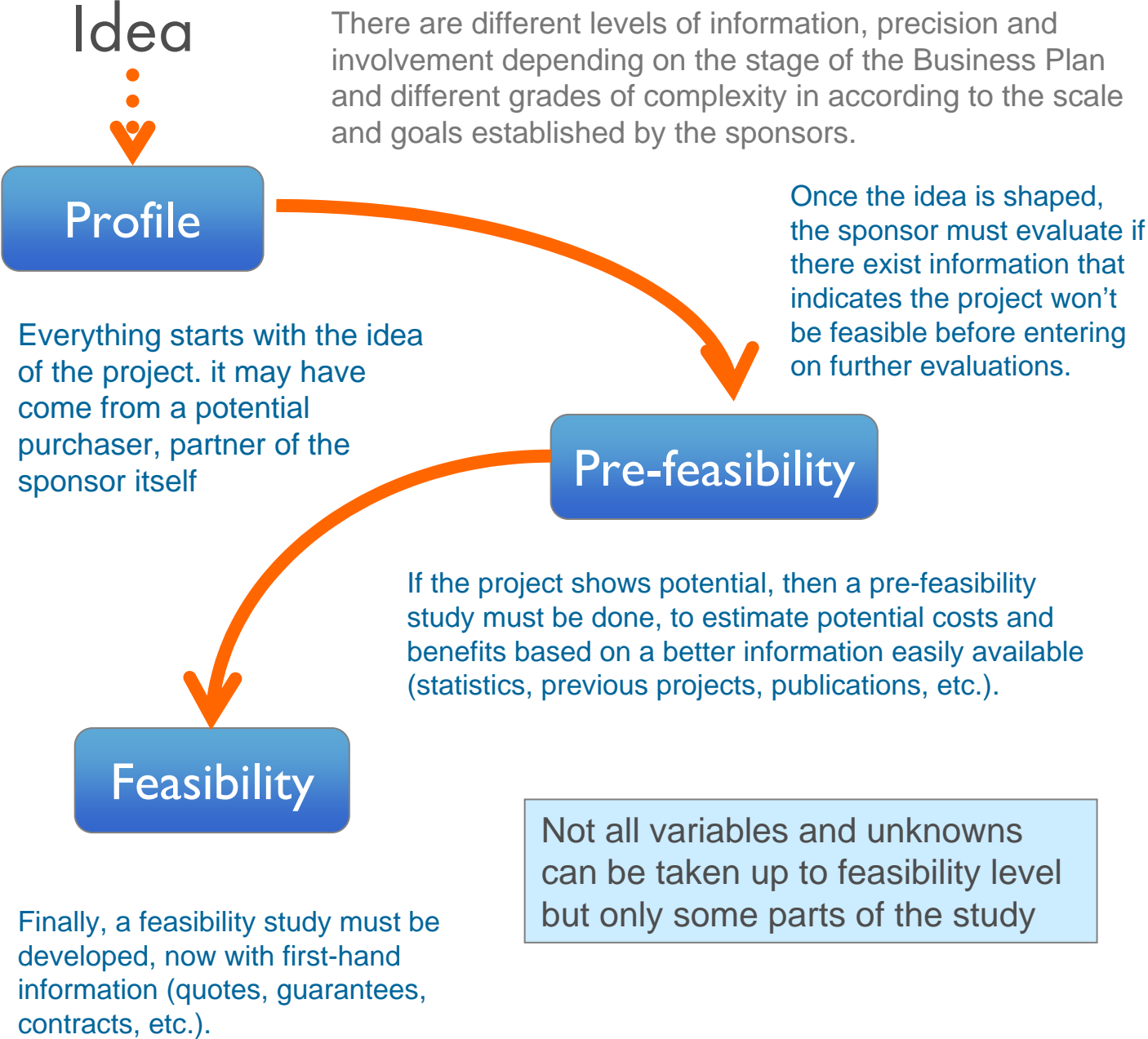
In the case of RFPs, the review will focus on the responsiveness to the evaluation criteria and other solicitation requirements, as well as credibility of the proposal, including technical accuracy, substantiation of claims, clear client benefits and clarity of the writing and graphics

On either case, we also may provide support documents, references from previous projects, contacts, models and other tools.

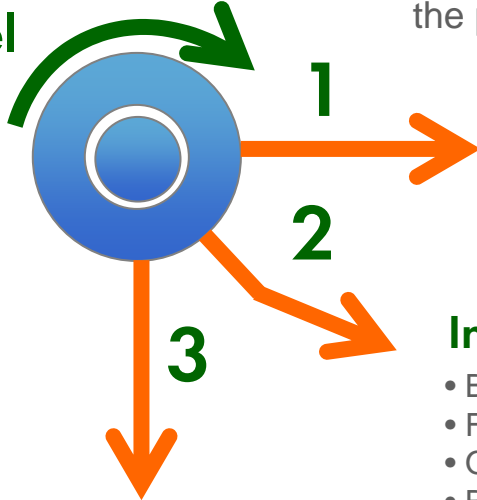
“It doesn't need to be large, formal, deep or scientific. It just need to be right.”

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The Business Plan Map



Complexity Level



Likewise, depending on the scale and risks structure of the project, you may have different Grades of Complexity:

Basic Level (Very common)

- Basic estimations (costs and revenues)
- Basic Financial Model (Excel file, or similar)
- Bilateral negotiations
- Simple ownership

Intermediate Level (most common)

- Basic Market Study
- Financial Model
- Ownership Structure
- Basic Security Package
- Competitors analysis
- Basic Environmental Study
- Basic safety
- Basic Security Package

Advanced Level (least common)

- Security Package
- Economic Analysis
- Safety Report
- Subsectors analysis
- Full Market Analysis
- Demand Forecasting
- Operational Processes
- Risk evaluation tools
- Full EIA
- Auxiliary services
- Power Flow Simulations
- Political system
- O&M Report
- Engineering Analysis
- Full Market Analysis

Basic Level

- Simple Investor normally
- No risk/contracts involved
- No loans
- Bilateral negotiations
- Simple ownership

Intermediate

- Join venture, partnership
- Bilateral assistance/funds
- Local financing
- Small group involved
- Focused on high returns

Advanced

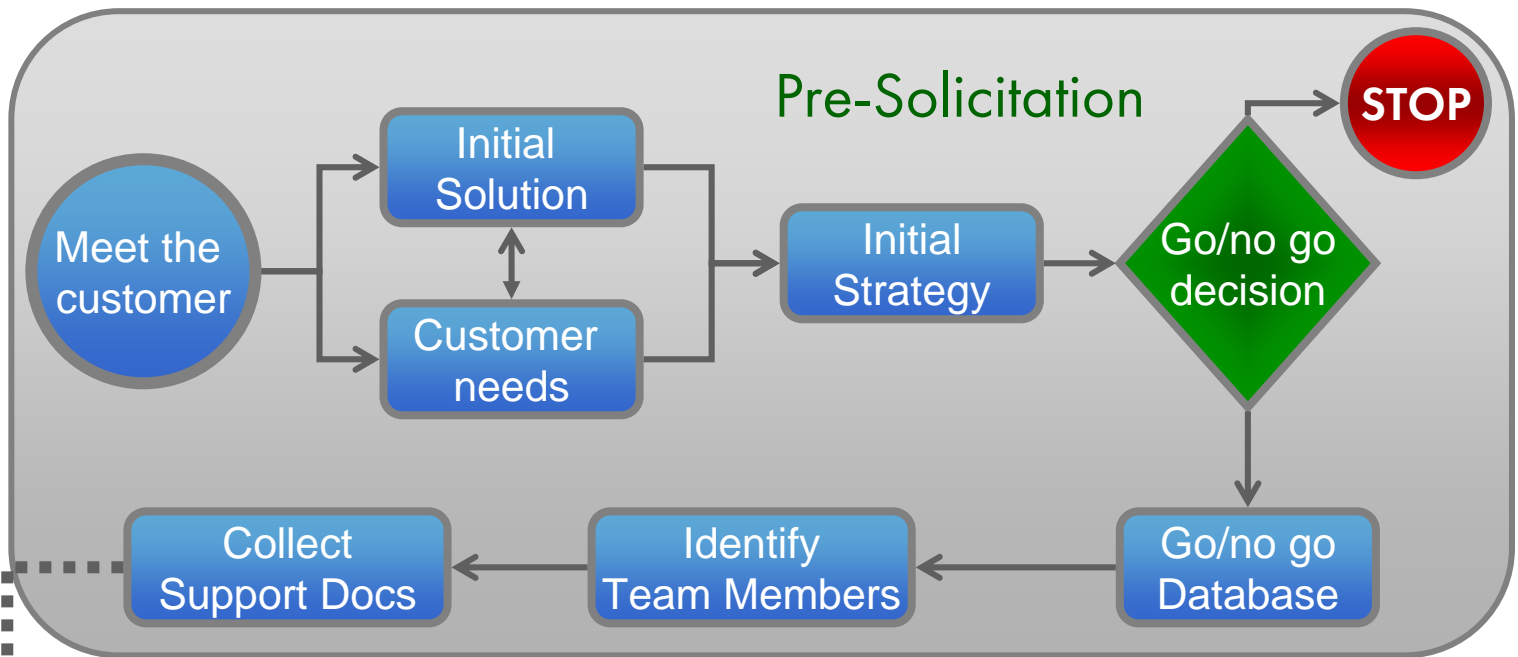
- Large Projects
- Multilateral funding
- Special Purpose Vehicles
- Project Financing
- External equity and debt finance

Examples:

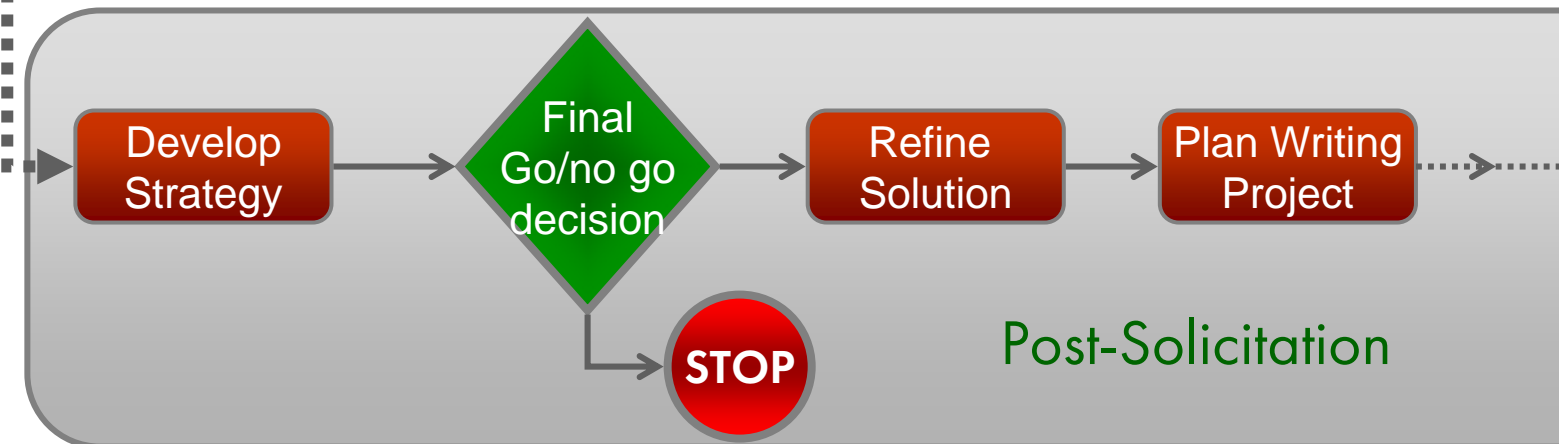
- Sale of small equipment
- Evaluate a PPA
- Installing a Gas Station
- Upgrading existing projects
- Building Fuel Storage Tanks
- Natural Gas T&D
- Building a Transmission Line
- Building a used plant
- Selling some Barges
- Building a desalination plant
- Brand new power plants
- Building a LNG terminal
- Tendering Processes
- A Regasification terminal
- Major Pipeline Developments

Better Proposals

Each year, public and private sector organizations spend millions of dollars developing Requests For Proposals (RFP). Unfortunately, many of these RFPs have serious deficiencies.



They fail to structure the process; they often provide ambiguous selection criteria; they don't identify major requirements or contractual terms. These organizations fail to take advantage of the vast body of knowledge of other, more successful developers of RFPs.



Post-Submittal



Unfortunately, to write competitive proposals you must follow the customer's rules. That makes sense but most sponsors don't do that.

The customer evaluates your proposal according to his rules, which are based on finding ways to eliminate your proposal from the competition. You must play by his rules in order to win.

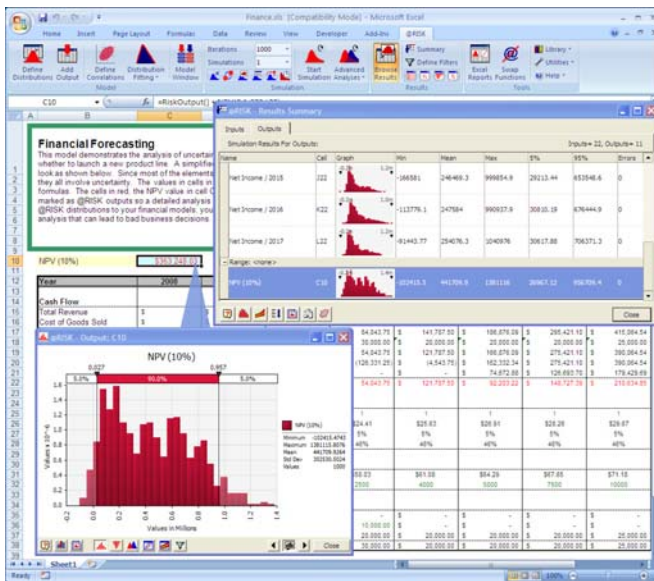
Instead, when it comes time to prepare the proposal, most sponsors wait too long to get started, don't have the staff required to prepare a winning proposal, use standard "boilerplate" without tailoring it to the specific procurement, and put very little emphasis on the appearance of the proposal.

We help you identify the strengths of the proposal, weaknesses and ways of addressing them to make sure it will be taken seriously by evaluators.



High-Performance Tools

As part of the Business Plan Assistance program, we can advise the sponsor on the use of cutting-edge power business developments tools, required by several multilaterals and lenders.



The assistance program will provide the sponsors specific step-by-step guidelines with tricks from our staff and partners on how to get the most from these applications

Also, from the program's website, sponsors can find original User's Guides and download the latest trial versions of many applications, all of them authorized by the manufacturers and sellers.

Some of the applications most commonly used on the evaluation of large investment projects are supported by the Business Plans Assistance program:

- Palisade's Risk and Decision Tools
- Minitab Statistics (Forecasting)
- Matlab & Simulink
- GE's PSLF (Power Flow, OPF)
- DigSilent (Power Flow, OPF)
- Unit Commitment Applications
- PFT for Firm Capacity Simulation
- Business Plan Pro (proposals design)



Benefits of the program

The Business Plan Assistance program ensures your proposal includes at least the minimum requirements to meet the expectations of the stakeholders commonly found in developing countries.

For the sponsor, it is a mechanism that allows him to get a professional revision at no cost before submitting the proposal.

For us, it's our insurance to validate we are putting all we have to push your project forward. Making your business happen is the only way we can make business.

We'll provide the sponsor precise guidelines to follow, checklists, sources of information and unlimited reviews.

Additionally, Sponsors will get web access to our ftp documents repository, to get models of documents from real previous projects, financial models, checklists and updated trial versions of software related to power projects evaluation and Users' Guides.

Sponsors get the most from power equipment suppliers by letting us dealing with them.

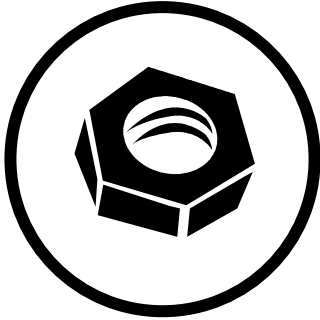
Finally, sponsors certify the project includes all cutting-edge tools, standards and updated information on costs and prices.

We hope you enjoy it.



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About TurnKeyMasters



TurnKeyMasters is a customizable, user-oriented, Projects Development company, which means we put together all the parts (and parties) required to setup your Power Project.

We own the largest Contractors DataBase, with access to more than 3,000 suppliers and financial institutions worldwide, supported by owners, sellers, brokers, insurers, rebuilders, shippers, forwarders, fuel suppliers, governments and individuals.

Our Suppliers Network is supported by owners, sellers, brokers, insurers, rebuilders, shippers, forwarders, fuel suppliers, and sometimes governments and individuals. We normally work with steam units, gas turbines, diesel engines, power barges, etc. We also have compiled an important DB of Contractors, EPC and O&M companies to help us on commissioning or decommissioning units everywhere..

TurnKeyMasters was started to promote Power Projects in Developing Countries as a source of value with strong potential. Along the way, TurnKeyMasters redefined the way smart sponsors promote their projects, and created an important source of business opportunities for local developers and partners.

To read more about TurnKeyMasters and the projects we've been working on, visit: www.turnkeymasters.com

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Short tale: A Day in the Life of the Power Equipment Supplier

Power Equipment sellers spend all day hearing things like "one of our customers needs this plant urgently", "money is not a problem for these projects/people", "We have high level contacts within the gov", etc..

This is what equipment suppliers do for living so please!!!!. Let's be clear: **First**, no capital intensive project (like power projects) can be setup immediately. None. They can be urgent, but not immediate. It takes a time to put all the parts together, and not many companies can reserve funds (MM US\$) for a project that don't know yet the capital investment, O&M required, guarantees and risks involved.

There are exceptions to this rule, but don't think you'll find one around the corner everyday.

Second, in power projects money is always an issue. Most of the project proposals fail because the sponsors focus on cheap power instead of cheap energy. They don't care but purchasers and financiers do.

Third, you don't even know who the supplier is (or his assistant), and already told them you have contacts within the government that will give you the project above over other participants?. Come on!!, no one with such advantage would expose himself in the first email (sent to an automatic responder maybe).

Additionally, if your project is trying to get financed, you can't even mention that to the potential lenders: they might see additional risks of failure/boycott/payback and more needs for insurance.

Equipment suppliers and contractors hear all these stories everyday (as many as 15-20 per day) so when people try to squeeze them and make a good impression by using these arguments, they just get the opposite effect. This is the perfect art of being clueless.

So please do yourself a favor, cut the crap and be professional. By the way, by working with us you don't have to deal with the equipment suppliers, we'll take care of them. We know what they want to hear.



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