I. Executive Summary – the INITIAL IMPRESSION (you never get a second chance)

Typically LESS than 2 pages – factual AND interesting, targeted to the audience!!!

Answers the question – what is the opportunity? Here is your chance to explain:

1. to whom AND why your product/service is a PAIN PILL and not a vitamin
2. that you have proof of concept having done the initial research,
3. that you are competent and capable of succeeding (while you are passionate, you also are realistic and know what you don’t know, as well as gaps that need filling),
4. that you have realistically projected your success in years and $$$$$.
5. and as a result, require XXXX capital in order to: build a production ready model, hire key employees, go to quantity production etc.
6. have an exit strategy for investors that might not be an IPO but rather a sale
II. Business Description

State the company’s mission and objectives.

Describe the problem that is solved or the opportunity that is being pursued.

What is your USP???? Unique Selling Proposition

Who (target market) needs it and knows it?
Who (target market) needs it and doesn’t know it?

How will you reach them? Demonstrate that it is doable.

III. Management

The team – provide experience, ability, technical expertise

BOD – number of directors and the composition or,

BOAdvisors – purpose, number, composition

Professional Service Providers – lawyers, accountants, consultants

IV. Management Structure of the Firm, Assets and Ownership

Org Chart with description
Legal description, who owns what

Intellectual Property – patents, trademarks and copyrights

V. Industry and Competitive Analysis

Should answer the question – is it large enough? in terms of your ability to lock out the competition AND in your ability to lock in the customer and in terms of profit potential

Describe the industry – size, trends, how attractive (new, early, mature, declining). How did you forecast? What were your assumptions? Did you utilize multiple methods? How did you avoid bias in reading customer intentions?

Avoiding the “all we need is 1% argument”

Describe the environment – demographic, sociocultural, economic, political/legal, technological, physical

Describe the competition – what are your strengths and weaknesses vis a vis??? Who has bargaining power – the customers, the suppliers? What are the barriers to entry for new competition? What about substitutes? Note: if you are targeting different market segments, you may need to discuss competition separately. What about opportunities and threats?

VI. Marketing Plan
A. Product – provide your positioning statement here then support it by discussing your feasibility analysis, usability testing and providing a perceptual map.

B. Pricing Plan

C. Channels of Distribution Plan

D. Integrated Communications Plan.

VII Operations

A. Discuss your production or service delivery methods
B. Availability of qualified labor pool
C. Business partnerships – what types will you have and what are the purposes?
D. Quality control
E. How will you support your customers? – what are your strategies and what are your obligations?

VIII. Financial Plan (a more detailed version of your ProForma statements from your Feasibility Analysis will be sufficient here) remember: it is the assumptions behind the numbers that are of real interest as everyone knows that startup financial forecasts are very difficult and tend to be dynamic in nature!

IX. Critical Risk Factors in all areas – management, marketing, production, operations, finances, intellectual property management and other risks as appropriate
X. Exit Plan – Timeframe and type of exit you envision

X. Appendix