

Business Plan Outline

1. Introduction
 - 1.1. Description of the business and industry
 - 1.2. History
 - 1.3. Brief background on how this business came to be formed
2. Current status of the business: work done to date; company status; people identified/committed; initial product features; how capitalized; accomplishments; etc.
3. Market opportunity
 - 3.1. Market overview
 - Summary description of targeted markets and applications
 - Estimated market size and basis for estimates
 - Market segments/customers and their characteristics
 - Important market trends
 - 3.2. Customer problems: why are customers dissatisfied and/or unserved needs
 - 3.3. Currently available solutions: how generally are customers trying to solve these problems
 - 3.4. Urgency of customer problems
 - Customer economics
 - 3.5. Competition and their relative strengths and weaknesses
4. Product description
 - 4.1. Description of the product(s)
 - 4.2. Planned features and functions
 - 4.3. Systems configuration and requirements
 - 4.4. Describe how product answers customer needs/problems
 - 4.5. Important underlying technology
5. Business strategy
 - 5.1. Business objectives: where do we want the business to go?
 - 5.2. Basic strategy
 - How do we intend to get there?
 - Success factors – what must be done exceedingly well?
 - Statement of sustainable competitive advantage – what is it and how will we maintain it?
6. Marketing strategy/plan
 - 6.1. General marketing strategy
 - Distribution channels
 - Sales approach
 - 6.2. Sales plan
 - Targeted accounts
 - Buying influences (who to sell to, and who makes buying decision)
 - Planned sales appeals
 - Other
 - 6.3. Pricing strategy
 - Planned pricing structure and basis for its determination
 - Competitors' pricing
 - 6.4. Market development
 - Sales tactics
 - Sales cycle (and methods, including description of typical sale from prospect ID to installation and follow-up)
 - 6.5. Promotion plans (advertising; PR; etc.)
 - 6.6. Physical distribution/logistics
 - 6.7. Schedule
 - Major tasks

- Milestones
 - Resource requirements
- 6.8. Customer support
- Installation and post-installation support
 - User training
 - Maintenance and technical support
 - Problem identification and resolution
 - User group(s)
 - Schedule
 - Major tasks
 - Milestones
 - Resource requirements
7. Product development plans
- 7.1. General development strategy
- 7.2. Product development process
- 7.3. Product development priorities and plans
- Planned upgrades and enhancements
 - “Make vs. buy” decisions (if any)
 - Product integration
 - Interfaces
- 7.4. Schedule
- Major tasks
 - Milestones
 - Expenses and other resource requirements
- 7.5. Alpha/Beta testing plans
- 7.6. Customer roles: use of development partners and advisors
- Requirements definition
 - Users groups
- 7.7. Services development plans
8. Operations plan
- 8.1. Facilities and equipment requirements
- 8.2. Schedule
- Major tasks and milestones: next 12-18 months
 - Resource requirements
- 8.3. Security, confidentiality: access control issues and resolution
- 8.4. Systems and data backup plans
9. Intellectual property protection: non-disclosure agreements, copyrights and patent policies
10. Administrative plans
11. Management and organization
- 11.1. Organization structure and responsibilities
- 11.2. Summaries for key managers, including experience and past accomplishments
- 11.3. Staffing plans
- Initial requirements: skills and backgrounds
 - Future hires
 - Anticipated recruiting requirements and issues
 - Staffing schedule
- 11.4. Compensation plans and policies, including stock participation plans
- 11.5. Benefit plans and policies
12. Financial projections
- 12.1. General description of financial model
- Sources of revenue: services and products

- Major expense categories and their relationships
- 12.2. Planning assumptions
 - Product development
 - Service delivery
 - Timing of product deliveries
 - Unit sales and revenue projections
 - Market penetration
- 12.3. Financial projections (five-year)
 - Income statement: 12 months by month; 4 additional years by year
 - Cash flow projections; same as income statement
 - Balance sheet: end of fiscal year for 5 years
 - Key ratios and break-even analysis
- 12.4. Required financing
 - Financing needed: amounts required and when
 - Uses of funds: application of funds including planned capital expenditures
- 13. Issues: list of major issues/uncertainties and planned responses
 - Delays in product and market development
 - Rapid development of consistent services revenue stream
 - Competition
 - Customer acceptance of a startup
 - Pricing
 - Dependence on key personnel
 - Maintaining intellectual property and proprietary rights
 - Platform and interface choices
 - Other

Appendix (may be a separate document)

1. Detailed resumes of key people
2. Detailed financial projections backup
3. Competitive product and business data, including appropriate copies from Web sites
4. Market study summaries
5. Relevant articles and publications
6. PowerPoint product presentation
7. Other