



Business Plan Template

[Edition]

[date]

Dan Hathway, Principal Consultant, Hathway Management Consulting

Executive Summary (1 page)

- State of business, traction, client wins,
- Market summary, relevant market evidence
- Use of funds

Vision and High-level Strategy

- Main goal and purpose
- Main steps to achieving vision
- Focus for next 12 months

Need and Solution

- Core pain/problem being solved
- How the solution solves the problem
- Quantified evidence that the problem exists
 - Market sizes, clear linkages between solution and market definition
 - Growth rates
- Market positioning
 - Positioning statement (including product, brand and customer truths)
 - Who, need, why, difference, value sought
 - Performance dimensions

High-level segmentation

- Possible segments
- Focus segments and details

Sales and Marketing Capabilities

- Current capacity and structure
- Main achievements to date, commentary on any weaknesses
- Current activities and experiments
- Operational plans
- Channel plans

This is a **sales document** that provides potential investors or partners with a clear description of why the company exists, and why the problem it solves matters.

It needs to provide clear evidence backing up all claims, and identify the risks (and mitigations) that lie ahead.

It can be delivered within a day or over a longer period, depending on urgency, complexity and availability of information.

Competitors

- Main competitors, categories
- Positioning comparison
- Evidence of why the company is well-placed to succeed, challenges


Strategy

- Market strategy review (current and/or previous year)
- Market strategies
 - Clear, self-contained projects and activities contributing to main goals
 - Examples: channel growth, market development, capability expansion
- Finance/funding strategies
 - Examples: operating costs, fundraising campaigns, loan restructuring
 - Use of funds
- Product strategies
 - Business cases for activities such as development, partnership, R&D
- Operational strategies
 - Capability and capacity improvements

Risk Analysis

- List of main risks, by category and the mitigation activity required
- Examples: Org stretch, Cash Flow, IP, HR, Legal, Competitor activity, Partner Performance

Corporate Structure

- Legal structure, legal agreements, changes anticipated
- Current ownership, options
- Management team bios 
- Organizational structure and modus operandi
- Board composition

Exit Strategy

- 2-4 scenarios, including opinion of most sought/likieliest
- Examples: IPO, Acquisition

Financial Forecasts

- Summary and commentary: the meaning of the numbers, and the underlying rationale for any contingent investment
- Excel / Sheet Projection model
 - bottom-up methods to enable accurate and responsive validation
 - full list of assumptions
 - scenario control
- P&L (with scenarios as needed)
- Balance sheet and Cashflow as needed

Appendices