

[Company Name]

Business Plan Guideline

[Date]

Confidential

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Executive Summary

- What is the idea? Why does it have the potential to become a large business?
- Which unmet needs are addressed by the business idea? Has this need been recognized by industry?
- Why should customers buy/in-license the product and/or technology?
- Current status of development projects
- What are the key points of a plan for achieving strategy? What are the key milestones that must be achieved in the next 24 months?
- IP position and barriers to entry
- Overview of the market and the competition.
- Brief description of key managers and founders
- Revenue model and summary of financials.
- Description of future financing strategy
- What is the likely exit scenario for investors?

Company overview

- How the business has evolved and where it is at now?
- How will the business operate (what is the business model)?
- What is your strategy?
- Who are the customers/partners?
- What are your past successes?
- Who makes up the management team?
- What are the risks to the business?
- How are you going to make money?

The technology

- What is it you are aiming to do? Description of technology/products
- What aspects of your technology/products are unique and why?
- How do you differ from the competition?
- Are you able to do what you say you can do?
- What successes have you had to date?
- How will the products be produced/manufactured and by whom?
- What are the major project milestones, timelines and costs?

The market, the market proposition and the marketing strategy

- Why do people want to do business with you, what is the “unique selling point” and “compelling market proposition” of your product (is it quicker, cheaper, better than the existing products)?
- Who are your customers and what value do customers place on a solution to the problem the company is addressing? What are the most important criteria in making a decision to buy?
- What business model are you aiming to implement?
- Provide an analysis of your target markets (e.g. market size now and in the future, is it a growth market, is it a global market). How long is the sales cycle?
- Overview of other potential markets.
- What is your competitive advantage? Is it sustainable?

Competitive analysis

- What is the competitive environment that you face?
- Who are your nearest direct competitors (why are they successful, what is their competitive advantage, what are their strengths and weaknesses and what would be their likely reaction to your technologies/products)?
- Who are the indirect competitors?
- What is the current market share of competitors?
- What do your competitors do well/badly?
- What would be our positioning vis-à-vis the competition?
- What are the barriers to entry?
- What will be the likely reaction of competitors to the technology?

Growth Strategy

- What is your strategy to achieve the business plan?
- What is the strategy for increased revenue growth or increasing pipeline of development compounds?
- Are you aware of potential new technologies?
- Can you identify potential acquisitions, mergers or organic growth opportunities?

Intellectual Property

- A table detailing each known technology, the IP position (patent names, numbers and expiry) the FTO position, any collaborations, challenges to the patents.
- Identify opportunities to licence in external IP to strengthen position.
- Will you infringe third-party patents to commercialise your technology/products?
- What are the next steps (costs and timeframes) in securing the required IP to proceed?

Risks and mitigating factors

Business issue	Implication	Potential impact	Mitigant/Recommendation

Management and staff

- What management do you have and what is their experience?
- Roles/job description of the key management.
- Who sits on the Board and what is their experience?
- How are you going to recruit top talents?
- How are you going to retain top talents? Description of compensation packages at all level of the organization.

Financial statements and projections

- Cash flow, balance sheet and profit and loss.
- Expected manpower evolution over the next 24 months?
- Forecasts for 3 years (detailed monthly or quarterly for the first 2 years).
- All figures to be based on reasonable assumptions.
- The level of finance sought and what is it required for (i.e. use of funds)
- Details of previous funding (including grants)
- Details of current shareholding structure
- What is being offered in return for investment?