

# *Business Plan Outline*

- Executive Summary (ONE Page)
- Definition of Plan
  - Product/Service description
  - Implementation plan
  - Objectives and measures of success
- Project Operations and Management
  - Daily operations
  - Quality improvement
  - Information systems
  - Personnel requirements
- Target Market Definition/Research
  - Customer/geographic focus
  - Demographics
  - Needs assessment
- Marketing Strategy
  - Message
  - Marketing/Communication/Media outlets
  - Market penetration assumptions
- Industry Analysis
  - Industry structure
  - Trends
  - Requirements for market entry
  - Barriers to market entry
- Partners/Competitors
  - List and description of partners
  - Partner roles
  - List and description of competitors
  - Threats/Future competition
- Risks
  - Potential risks
  - Regulations
  - Long-term development plan
  - Exit plan
- Timeline
- Financials/5-Year Projections
  - Narrative describing calculations and budget assumptions
  - First year budget by month
  - Detailed revenue/expense budget 5 years out
  - Breakeven Analysis (if applicable)
- Appendix of supporting materials

# *Characteristics of a Strong Business Plan*

- **Summarizes the idea** clearly and compellingly in a simple, brief statement.
- **Shows compelling need** for program using good data on specific population groups.
- Effectively **integrates community partners** throughout the plan; develops strong win-win strategic alliances.
- Carefully **assesses conditions**: collects and organizes data on the industry in general and the local “market” in particular; analyzes data to assess potential opportunities and threats; details important factors necessary for the plan to succeed.
- **Describes operations** to show clearly the plan will be efficient and effective; clearly links operations to environmental analysis; timeline, availability of personnel and other resources, and exit plan are well thought out and sensible.
- Outlines specific, elegant **measures of success** for the program in several different areas.
- Demonstrates strong **return on investment**; reports financials three to five years out, with careful and specific assumptions; includes creative, diverse revenue streams that are clearly sustainable in the long-term (may use grants as start-up funding).
- **Looks polished**. Free of typos, formatting problems, grammar mistakes; excellent charts and graphs convey information clearly and efficiently; well organized; includes any supporting documents or data in well-organized appendix; body is 20 pages or less.