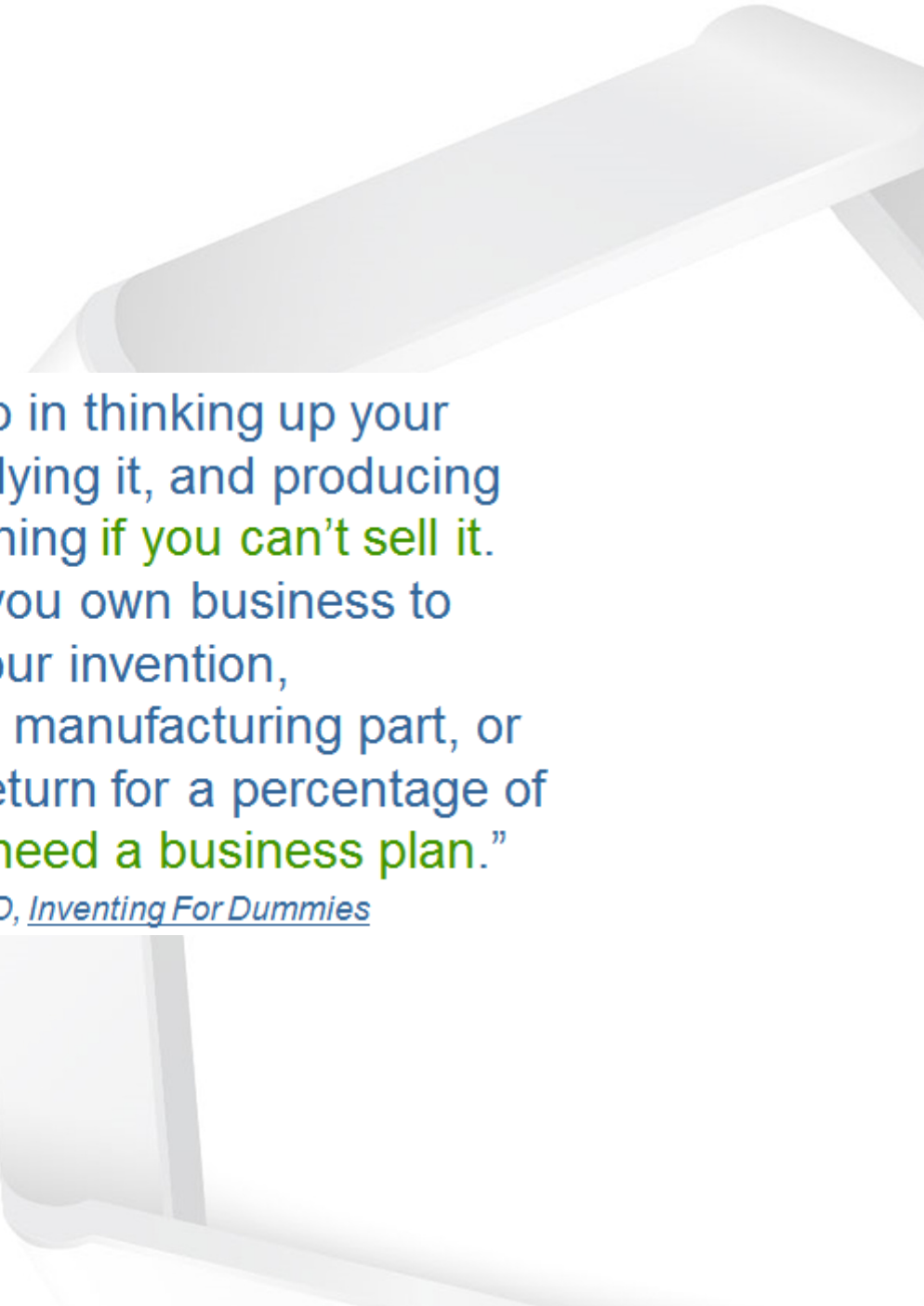




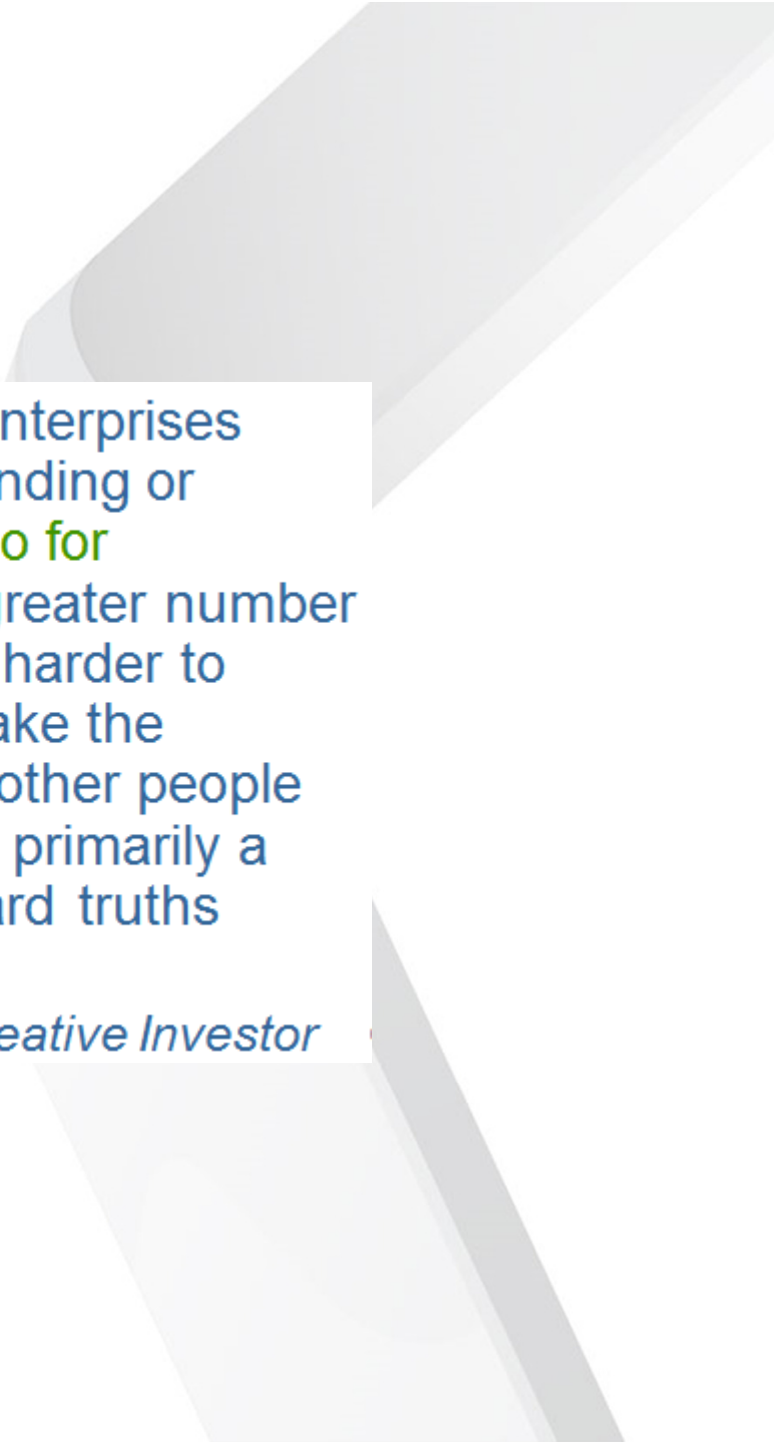
BUSINESS PLANS
"I'd better do one!"





“All the work you do in thinking up your idea, testing it, studying it, and producing it, has been for nothing **if you can't sell it.** Whether you start your own business to produce and sell your invention, subcontract out the manufacturing part, or sell your rights in return for a percentage of the proceeds, **you need a business plan.**”

- *Pamela Riddle Bird, PhD, [Inventing For Dummies](#)*



“A **business plan** is vital for enterprises needing investment, grant funding or significant borrowing; **more so for innovation ventures**, as the greater number of ‘unknowns’ makes it even harder to attract backing. But don’t make the mistake of thinking that only other people need **your business plan**. It’s primarily a tool to reveal possibly awkward truths about your business to you.”

- *a Creative Investor*

- Summary Plan
 - 10 pages, 3 important points
- Comprehensive Plan
 - 10-40 pages, seeking capital or alliances
- Operational Plan
 - 40+ pages, for going concerns, part of an annual process



- The Business
 - Legal Structure, Products or Services, Management, Personnel, Record Keeping
- Marketing
 - Target Market, Competition, Advertising
- Financials
 - Summary of Needs, Use of Funds, 3 Year Cash Flow Projections, Income Projections

- Define problem, solution, business model, and why your solution is better
- Write it last
- Grab readers attention
- No more than 2 pages!
- Most important part of your plan and usually written last

- What problem are you solving?
- Describe how the “state of the art” is insufficient
- Get your reader to agree that the current situation isn’t optimal
- If there isn’t a problem, take your idea back to the drawing board

- How do we solve the “Problem”?
- Explain what you sell
- State your value proposition

- Explain how you make money
 - Who pays you?
 - How do you collect?
 - What are your channels of distribution?
 - How do you integrate suppliers?
- Use examples if necessary
- Be complete

- Describe your technology, process improvement, etc.
- Use charts, diagrams, schematics, as much as possible
- Understand your Intellectual Property

- Everyone has competitors!
- Provide a complete view of the competitive landscape
- Direct and indirect competitors
- Current and anticipated competitors
- Competitor strengths and weaknesses
- Your competitive advantages

- Describe your key players
 - Management Team
 - Board of Directors
 - Board of Advisors
 - Major Investors
- Who are you missing?

- Cash Flow Projections
- Income Projections
- Balance Sheets
- Assumptions

- Describe your major milestones and tasks
 - Technology
 - Fundraising
 - Customer Development, etc.
- Where are you now?
- Brag about your accomplishments
- Talk about the next steps



Dr John R Williams
Senior Partner