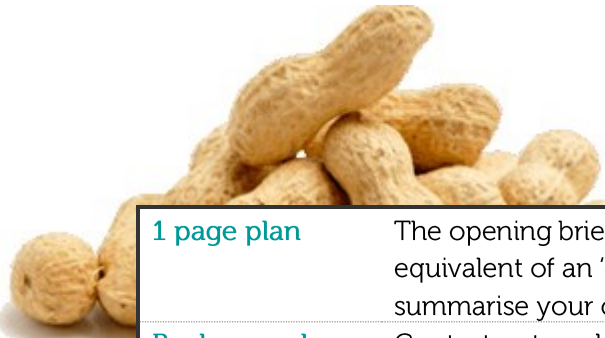


Business plan nutshell



1 page plan	The opening brief overview / executive summary to draw people in. The equivalent of an 'elevator pitch' on paper. Often best to write this last and summarise your core business model and Unique Sales Point (USP).
Background	Context, external environment, history, policy background, location & timing.
Objective and goals	Tell the reader what the purpose of the business is, what problems it seeks to resolve and the targets you have for it. Include critical success factors and alternative scenarios. Include your vision, your mission and values.
Market Research	Demonstrate evidence of need and existence of paying customers. Draw conclusions from research and show your understanding of different types of customers and how you will meet their needs.
Your offer	Describe the different products/services you will offer and the branding you will attach to these. Keep it customer and solution focused. Think about the roll out of your offer, what will generate the cash and the impact, how will it grow?
Social purpose & core values	What makes this business unique? Do you have a particular social/environmental purpose? How will you balance this with generating money? What values will be inherent in all it does and how will you capture and broadcast this to your customers?
Competitor analysis	What does your market look like, how much competition is there and why are you different? Why & how will customers choose you and not them.
Strategy for earning income	How will you attract customers and earn income? How will you keep customers loyal and attract repeat business? Think about pricing strategies, segmentation of audiences and plans for the future. Cover different methods of 'sweating your assets' to generate income & bolster cashflow, including through lean months.
Finances	One of the most important sections. Show a long term cash flow projection and have narrative explaining it. Include overheads and your fixed and variable costs. Show your predicted turnover, break-even points, and the projected profit and loss. Include any capital, revenue and investment needs. Have different scenarios of how many sales you will need to break even. Include notes detailing the assumptions made to costs and income. Find the right level of detail for the scale of your plans, so the reader is left convinced rather than asking questions.
Resources	Detail resources, assets, systems and equipment needed. Who are you reliant on to make this business work and what will happen if they move on? What organisational systems are needed to support this plan, like financial, payment systems, CRMs, data, technology, HR, quality and security.
People	Consider skills, background and contacts needed, and staff, any volunteers, management and decision-making processes. Think how this will need to evolve as the business grows and changes.
Risk	What are main risks, their impact, and how can you mitigate or manage these?
Route to market	How will customers find you? This covers distribution tactics, marketing strategies, repeat sales and ongoing communications. What social media will you use, how will you make a splash, build loyalty and remain relevant to customers?
Governance and legal	Demonstrate you have considered relevant legislation and you have plans for the suitable types of insurance required. Consider the legal structure your enterprise will use and consider profiles of trustees/directors and key personnel.
Specific to your business	Each business & industry is different. Include any sections that will add weight to your case with the target audience. Think about any relevant trade bodies, industry events & publications.
Action plan	Your next key steps to make this plan happen, including milestones.