

CLEAN TECH

Business Plan Outline

1.0 ONE-LINE PITCH

Summarize the unique qualities of your enterprise

2.0 BUSINESS SUMMARY (Attempt to answer in one sentence)

- 2.1 What is your enterprise?
- 2.2 What need do your products/services address?
- 2.3 Who are the users and why will they want to buy what your enterprise sells?
- 2.4 How do you plan to dominate your market niche?

3.0 MANAGEMENT

- 3.1 What is your background and previous experience?
- 3.2 Where did the idea for the enterprise come from?
- 3.3 How did you get involved with the enterprise?
- 3.4 Who is presently involved in managing the enterprise and what are their credentials?
- 3.5 Why will you be able to build a successful, sustainable enterprise?
- 3.6 If not all management spots are filled, what needs to be filled and what is the plan for filling them?
- 3.7 What kind of people are you seeking and what roles will they play?
- 3.8 If you do not expect to be the CEO that builds the business to \$10 or 20 million and beyond, what kind of person would you bring in? When do you plan to bring this person on-board?
- 3.9 Who is on your board of directors?
- 3.10 How does the board function?

4.0 THE CUSTOMER PROBLEM

- 4.1 What specific problem or need do customers have?
- 4.2 Why is the problem important?
- 4.3 Who, specifically, are the customers?

5.0 PRODUCTS/SERVICES

- 5.1 What, specifically, are your products and/or services?
- 5.2 What do the products and/or services do?
- 5.3 Why would the user want to use them?
- 5.4 What makes what you are offering unique or special?
- 5.5 How is it better than other products/services or alternative methods of solving problem?
- 5.6 How much better is your solution than other solutions?
- 5.7 Have you demonstrated that your solution is cost effective?
- 5.8 Are there any special issues that relate to manufacturing/creating the product(s) or delivering the service, including any special materials, processes, equipment, or facilities required?

6.0 TARGET MARKET

- 6.1 How do you know the market exists? What independent evidence can you cite, such as independent market research?
- 6.2 How large is the specific (narrowly defined) market for your product(s) or service(s)?
- 6.3 What growth is expected in this market?

CLEAN TECH

Business Plan Outline

7.0 CUSTOMERS

- 7.1 Who are your customers?
- 7.2 How many do you have?

8.0 SALES/MARKETING STRATEGY

- 8.1 What channels of distribution will you use to deliver your products or services to your users?
- 8.2 How will these channels be established? By whom? When?
- 8.3 What expertise does your enterprise have to execute the marketing/sales program?
- 8.4 How are you going to stand out among all the established competitors?
- 8.5 How can you boil down the advantages of your sophisticated technology or specialized service so prospects will understand it quickly and easily?

9.0 BUSINESS MODEL

- 9.1 What is the business model? (i.e. what will produce the enterprise's revenue and will it work?)
- 9.2 What gross margins will the enterprise achieve?
- 9.3 What level of operating profit (i.e., free cash-flow) will it generate?
- 9.4 What corporate partnerships have you put in place?
- 9.5 Do you rely on outside contractors? To what degree?
- 9.6 How much do you license from others?
- 9.7 What development challenges are most important or difficult to overcome? How do you intend to overcome them?
- 9.8 What investment is required to produce your product(s) or offer your service(s)? How much additional investment will be required to accommodate growth?
- 9.9 Can you manufacture your product(s) or deliver your service(s) at a cost that will yield gross margins of 40% or more?

10.0 COMPETITORS

- 10.1 How else can the user solve the problem your product(s) or service(s) solve?
- 10.2 What are the alternatives?
- 10.3 How does your product compare to each alternative?
- 10.4 Why is it better?
- 10.5 In what ways is it worse?
- 10.6 Who are the vendors of these other solutions?
- 10.7 How do they compete with each other?

11.0 COMPETITIVE ADVANTAGE

- 11.1 Where will you fit into the industry?
- 11.2 Why will you be able to compete effectively against your competitors for the next ten years?
- 11.3 Why are you confident that no new entrant will come along with a better solution and take over your users?
- 11.4 Why do you think you can dominate your market niche?
- 11.5 What, if any, proprietary technologies or processes have you developed?
- 11.6 Are there patents? If so, what, specifically, do they protect? Why will they be of value to the venture?

CLEAN TECH

Business Plan Outline

12.0 FINANCIAL PROJECTIONS

- 12.1 How much earned income will the enterprise produce, on an annual basis, over the next five years?
- 12.2 What kind of cash-flows will it produce?
- 12.3 What investment is required to carry the venture to the next major level of funding?
- 12.4 What specific tasks need to be accomplished to do this? How long will it take? (Try to identify a “next level” that can be achieved in less than 18 months.)
- 12.5 Will additional investment be required beyond that?
- 12.6 Explain the key assumptions behind your forecasts. Make sure the forecasts relate in a logical way to the market forecasts you described previously.

13.0 FUNDING SOUGHT

- 13.1 How much money are you seeking to raise?
- 13.2 How much hard-money (cash) has been raised to date? How much have the founders put in?
- 13.3 How much cash have directors and advisory board members invested?
- 13.4 What equity or bonus incentives are available to recruit key executives?
- 13.5 Do you have a pre-money valuation for this round of financing? If so, how did you arrive at it?

14.0 MILESTONES

- 14.1 What are your enterprise’s major milestones over the next 18 months? What is your track record at hitting schedules on similar efforts?
- 14.2 Are you fully-staffed for the work indicated in the schedule?
- 14.3 How are you going to get your external partners to meet your schedule?
- 14.4 What makes you think you can achieve this schedule?
- 14.5 What contingencies have you built into the schedule and the financial projections?

15.0 EXIT STRATEGY

- 15.1 How will investors get their money back? Through an IPO, merger or acquisition, percentage of free cash-flow, an interest bearing loan, or what?
- 15.2 When can investors expect to get their money back?
- 15.3 What ROI can they expect to earn?

16.0 METRICS USED TO EVALUATE SOCIAL IMPACT

- 16.1 What is the nature and magnitude of the problem your enterprise addresses?
- 16.2 What are the quantitative results targeted for your enterprise?