

BUSINESS PLAN OUTLINE (SUGGESTIVE)

1. Executive Summary
2. Business Description
 - a. Industry background & Business environment
 - b. Product/Service description
 - c. Value proposition of the offering
3. Marketing Potential and Marketing Strategy
 - a. Target market – Market sizing
 - b. Customers, Competition (Competitor Analysis) and Market share
 - c. Pricing, Promotion and Distribution Strategies
4. Operations
 - a. Technology and Operations requirements
 - b. Operations Plan (if applicable)
5. Management Team
 - a. Experience
 - b. Organization Structure
6. Financial Plan & Projections (Base case and 1/2 other scenarios (cases) as applicable)
 - a. Income statement, balance sheet and cash flows
 - b. Break-even analysis
 - c. Funding needs and sources (uses and sources)
7. Risks & Opportunities
 - a. Key Risks
 - b. Key Opportunities including beyond the base case plan
8. Appendix
 - a. Financial plan supporting materials
 - b. Industry, market additional materials

Evaluation Criteria

Although each business plan would be evaluated on its own merit, indicative criteria used for evaluation of 'quality' of the business plan are mentioned below:

- Opportunity size and business scalability potential
- Value Proposition – what is the distinguishing factor(s) from its competitors and how it satisfies customer's need(s) or solves customer's pain points in a unique way. May be quantitative (price and efficiency) or qualitative (overall customer experience)
- Key Activities, Resources, Channels that are required to execute the company's value proposition and plan for the same
- Strength of team and organization plan

- Sustainability of the business – barriers to entry, sustainable competitive advantage etc.
- Revenue Model along with Operating leverage in the business
- Risk Identification & Mitigation Plan(s)

(Indicative) Assessment Map used for Business Plan evaluation (normalized scale)

| <i>Innovativeness of the Idea</i> | <i>Market Opportunity</i> | <i>Value Proposition</i> | <i>Team</i> | <i>Competitive Advantage</i> | <i>Revenue Model and Profitability</i> | <i>Business Progress/Stage</i> | Total |
|-----------------------------------|---------------------------|--------------------------|-------------|------------------------------|--|--------------------------------|--------------|
| 5 | 15 | 15 | 20 | 15 | 15 | 15 | 100 |

Team Meraki