


Business Plan Worksheets

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From a vast body of research and consulting experience, we know that:

Alignment  ***Performance***

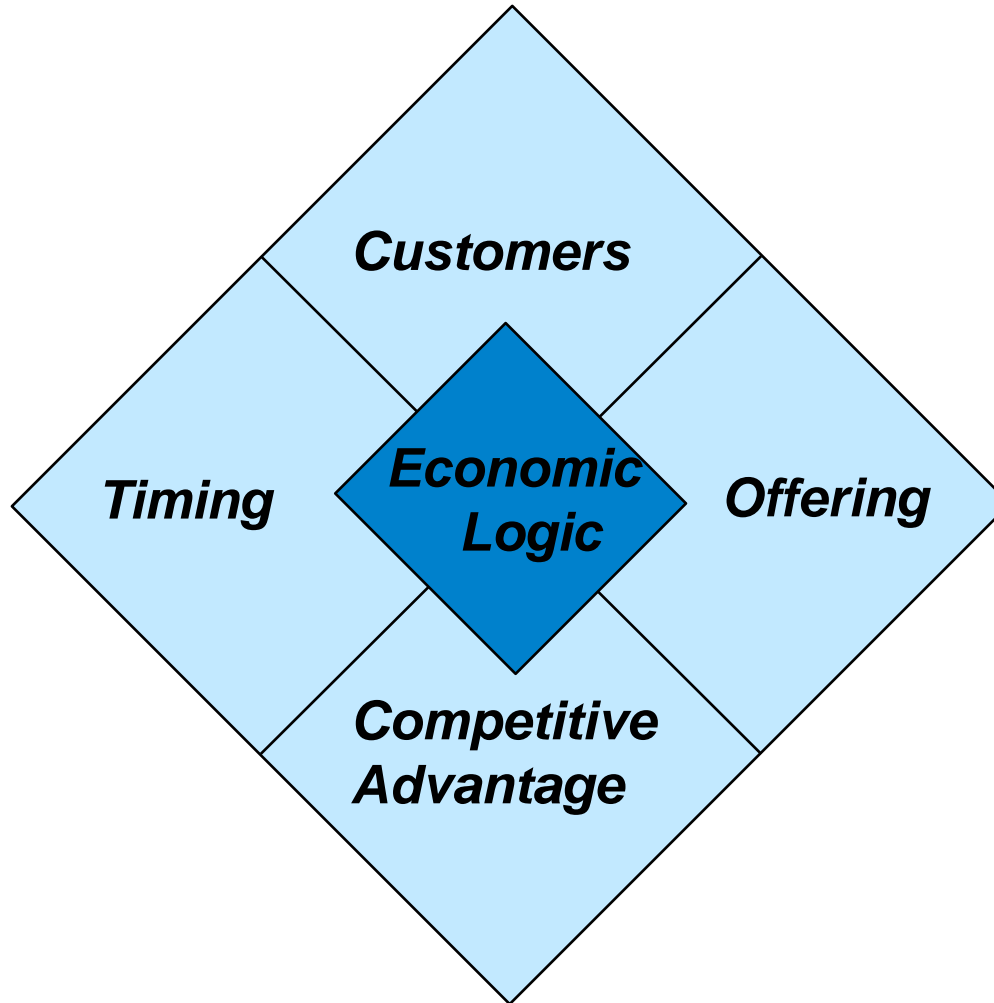
Alignment → *Performance*

Opportunity → ***Strategy*** → ***Execution***

Opportunity

1. *What is your big opportunity?*
2. *How big is it (define the market size)?*
3. *What are the critical factors that have created this opportunity?*
4. *What are the key insights that could lead to a visionary strategy?*
5. *Describe the purpose and vision for your company.*
6. *What is your stretch goal?*

Visionary Strategy



Visionary Strategy

1. *Define your future customers and segments.*
2. *Specify your future product and service offering.*
3. *What is your competitive advantage?*
4. *What is the economic logic of your business model?*
5. *Describe the speed and sequence of your strategic moves.*

Alignment → *Performance*

Opportunity → ***Strategy*** → ***Execution***

Execution: Marketing

1. *What are your channels of distribution?*
2. *What is your pricing strategy?*
3. *What is your selling process, from prospecting to close?*
4. *How do you generate repeat sales?*
5. *What is your web and social media strategy?*

Execution: Operations

1. *What are the key activities?*
2. *What do you do in-house and what do you outsource?*
3. *Who are your key suppliers/partners?*
4. *How do you maintain quality?*
5. *How do you deliver customer service?*
6. *How do you maintain cost control?*

Execution: Management

1. *What are the key skills required?*
2. *Who is the leadership team?*
3. *What is the right organizational structure?*
4. *What is the right culture, and how is it created?*
5. *Who are your advisors?*

Execution: Finance

1. *What are the unit economics?*
2. *What is the overhead and capital equipment budget?*
3. *What are the sales projections?*
4. *How much capital is required for how long?*
5. *What is the potential long-term value creation?*
6. *Where will the investment come from?*

For the admission event, focus on:

- 1. Opportunity*
- 2. Strategy*
- 3. Team*