

Executive Summary *(Hint: One page is best)*

Clear, concise description of business opportunity or project
Sell your opportunity, convince people to read further
Identify unique features and proprietary rights of the concept
Overview of the market potential, financial potential
Team
Financial needs

Business Description

Introduction
Company History (if any)
Mission Statement
Describe Product / Service
General Operations Plan (How will the business run? Who will do what?)
Current Status
Regulatory Issues
Legal Status and Ownership

Industry Analysis *(Hint: Point is to prove you know the industry)*

Industry Structure
Overview of Participants
Key Success Factors
Trends

Market Analysis *(Hint: Prove you know your customers and the competition)*

Market Segmentation
Target Market
Competitor Analysis

Marketing Plan

Marketing Strategy
Positioning
Points of Differentiation
Pricing Strategy
Sales Process
Promotional Activities (sales, advertising, public relations, other)
Distribution

Management Team

List team members
Gaps in Management Team
Advisory Board
Service Providers (accountants, attorneys, bankers, etc.)
Company Structure

Financial Statements

Startup Costs
Sources of Funding
Income Statement (3 years pro forma)
Simplified Statement of Cash Flow (3 years pro forma)
Balance Sheet (Day 1)

****Please note you are not required to use this format for the Merle Volding Business Plan Competition. Rather, use it as a guide to make sure you cover everything.*