

We work with clients and partners across three service areas





"Well, it's not the worst I've seen."

Business Plan Objectives



Ask yourself the right questions

Questions that are critical answer in the business plan are critical to the success of your business



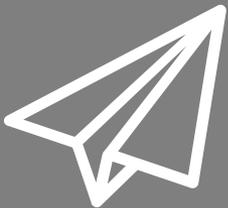
Pre-empt investors' questions

Address key risks head on, and speak their language



Highlight what is unique about your business

What is the opportunity and why are you uniquely positioned to take advantage of it?



Draft a living document

View this not a homework assignment, but rather as a living document you can update regularly as you refine your business

Core Business Plan Components



1

Objectives & problem statement

Scope, growth, trends and challenges

2

Business model

Introduce product, revenue streams, customers

3

Market landscape & client testimonials

Competitive landscape and differentiation

4

Team

Leadership team and relevant experience

5

Operating model

Org structure, key partnerships

6

Financials

Projections, breakeven, investor returns

7

Execution plan

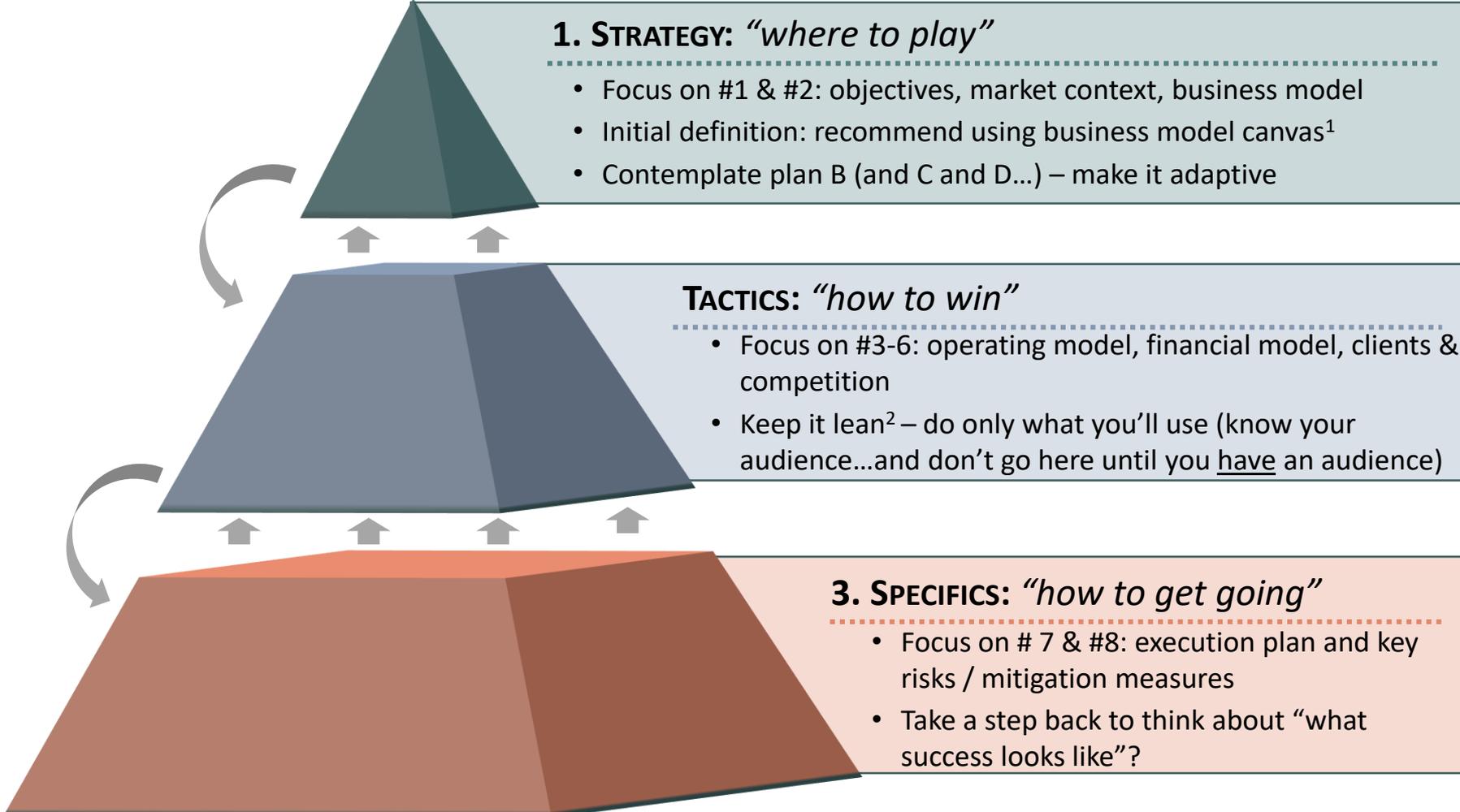
Key activities and timeline for launch/scale

8

Key risks & mitigation measures

Key business risks and how you plan to address them

How to get started



1. STRATEGY: “where to play”

- Focus on #1 & #2: objectives, market context, business model
- Initial definition: recommend using business model canvas¹
- Contemplate plan B (and C and D...) – make it adaptive

TACTICS: “how to win”

- Focus on #3-6: operating model, financial model, clients & competition
- Keep it lean² – do only what you’ll use (know your audience...and don’t go here until you have an audience)

3. SPECIFICS: “how to get going”

- Focus on # 7 & #8: execution plan and key risks / mitigation measures
- Take a step back to think about “what success looks like”?

¹ *Business Model Generation*, Osterwalder & Pigneur, 2010.

² *Lean Business Planning*, Tim Berry, Motivational Press, 2015.

Case study: healthcare-focused academic spin out

Highly engaged prospective lead funder

(HNW family office)

Nationally-prominent founding team

Known more in academia than business

Initial market traction and credibility

Existing clients and follow-on work

Prospective lead funder seeking clarity

Specific drivers of scalability & sustainability

“Building the airplane while flying”

Parallel BD and fundraising efforts during business plan definition

1

Objectives and problem statement

- Founders & funders have sound understanding of dynamics

2

Business model

- Known parameters, need clarity / “polish” in articulation

3

Market landscape & client testimonials

- Early market traction mitigated need to go deep

4

Team

- National renown and expertise key selling point

5

Operating model

- Multiple strategic tensions to resolve

6

Financials

- Funder concerns about B-E timeline, sustainability

7

Execution plan

- High-level, just needed to “tick the box”

8

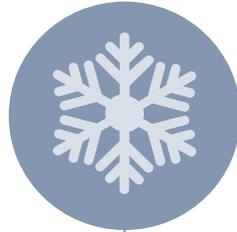
Key risks & mitigation measures

- Important to acknowledge “big rocks” but no show-stoppers

Guiding Principles and Lessons Learned

GET TO A MVP

Keep it short and add detail as you go; start executing!



ADDRESS RISKS

Acknowledging risks head-on demonstrates market understanding and realism; it also helps you better plan how to address challenges



EMPHASIZE EXECUTION PLAN

Success of a new start-up is almost exclusively based on execution, not the idea

LEAD WITH DIFFERENTIATION

Investors are most interested in understanding how you stand out from the competition. Is it your team? Product? Positioning?



FINANCIALS ARE JUST ONE ASPECT

Don't over emphasize or build false precision into the financial model; focus on what drives revenue and the breakeven timeframe - this is what investors care most about





Q&A

Contact Us!



Matt Holman

matt@cambercollective.com