



What makes a good business plan?

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What we'll cover today

- What is a business plan
- Why write a business plan
- Who is a business plan for
- What goes into a business plan
- Bringing it to life
- Some other bits of advice
- Some practical resources
- Anything else?

How we'll cover it

- 30 minutes
- Audience assumptions
- Aim to keep it interactive
- Please ask questions along the way

Introduction to me

- SEP
- My background

What is a business plan

- A written document that describes your business

Why write a business plan

- At the early stages a business plan helps you clarify:
 - Your idea (product / service)
 - Why you exist / the problem you are solving
 - How you will win
 - Potential issues
 - Targets, milestones and a timeline
 - How you will measure progress
 - Value proposition to potential stakeholders

Who is a business plan for

- You
- Your stakeholders – a range of people / organisations:
 - Suppliers / partners
 - Customers
 - Employees
 - Co-founders
 - Investors
 - Anybody who will listen!

What goes into a business plan

- Common components that form business plans
- There are no hard and fast rules – need to think about what is the best way to present your business
- Components can be interchangeable to form documents for specific groups of stakeholders

What goes into a business plan

- 1) Purpose of document
- 2) Vision / mission statement
- 3) The problem
- 4) The solution
- 5) The market
- 6) Go-to-market strategy
- 7) Competition
- 8) Team
- 9) Financial plan
- 10) Funding requirement
- 11) Risks to plan
- 12) Immediate next steps

1) Purpose of document

- What is this document for
- Why is the reader receiving it

2) Vision / mission statement

- Why you exist
- The big guiding statement
- Tesla – “we are creating the world’s first mass market electric car”

3) The problem

- What is the unmet need or problem faced which you are solving
- Tesla – “we need to find a viable alternative to combustion engine powered car / vehicles”

4) The solution

- What is your solution to the stated problem or unmet need
 - Product
 - Service
- Tesla – “a \$35k family car with a range of 350 miles”

5) The market

- What is the market you are addressing
- How does it segment
- What is the specific part of the market / customer persona you are addressing and why
- How big is the identified market
- Tesla – “households earning \$80-200k p.a with children living in sub-urban neighbourhoods in G7 countries”

6) Go-to-market strategy

- Business model
- Pricing
- How will you get your product / service into the hands of the customer you have identified
- Tesla – “\$35k car, selling and servicing through Tesla owned network and online”

7) Competition

- Who are your direct / indirect competitors
- What alternatives exist
- What segments of your market do they address
- How does your product / service benchmark
- Why your product is superior – lower price, higher quality, better brand etc

8) Team

- Why is your team best placed to execute the idea and win in the market

9) Financial plan

- Identify what your key performance indicators (KPIs) are
- Historic financials / KPIs (if any)
- Future financial / KPI development
- Supporting evidence

10) Funding requirement

- What is the funding requirement (if any)
- How will the funding requirement be met
 - Grants
 - Debt
 - Equity
 - Customers
 - Founders

11) Risks / outstanding questions

- Key risks to achieving the plan
- What are the current unknowns

12) Immediate next steps

- Key priorities
- Milestones
- Timing

Bringing it to life

- Airbnb
- Google “unicorn start-up pitch decks” and you’ll see lots more examples – Uber, Dropbox, YouTube, LinkedIn etc

Welcome

1

AirBed&Breakfast

Book rooms with locals, rather than hotels.

This is a PowerPoint reproduction of an early AirBnB pitch deck via Business Insider @
<http://www.businessinsider.com/airbnb-a-13-billion-dollar-startups-first-ever-pitch-deck-2011-9>

Problem

2

Price is an important concern for customers booking travel online.

Hotels leave you disconnected from the city and its culture.

No easy way exists to book a room with a local or become a host.

Solution

3

A web platform where users can rent out their space to host travelers to:

**SAVE
MONEY**

when traveling

**MAKE
MONEY**

when hosting

**SHARE
CULTURE**

local connection to the city

Market Validation

4

630,000

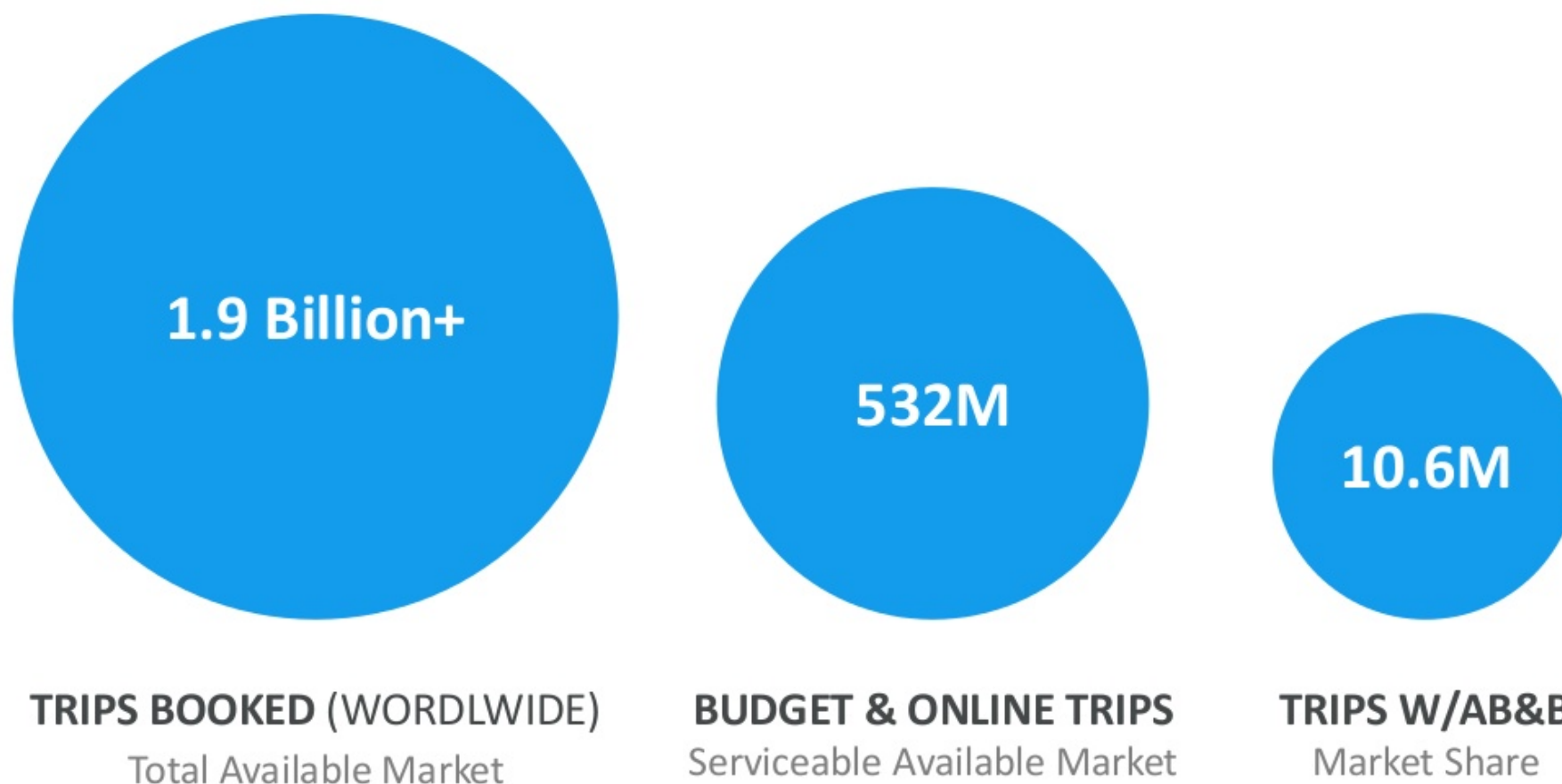
on temporary housing site
couchsurfing.com

17,000

temporary housing listings on SF
& NYC Craigslist from 07/09 – 07/16

Market Size

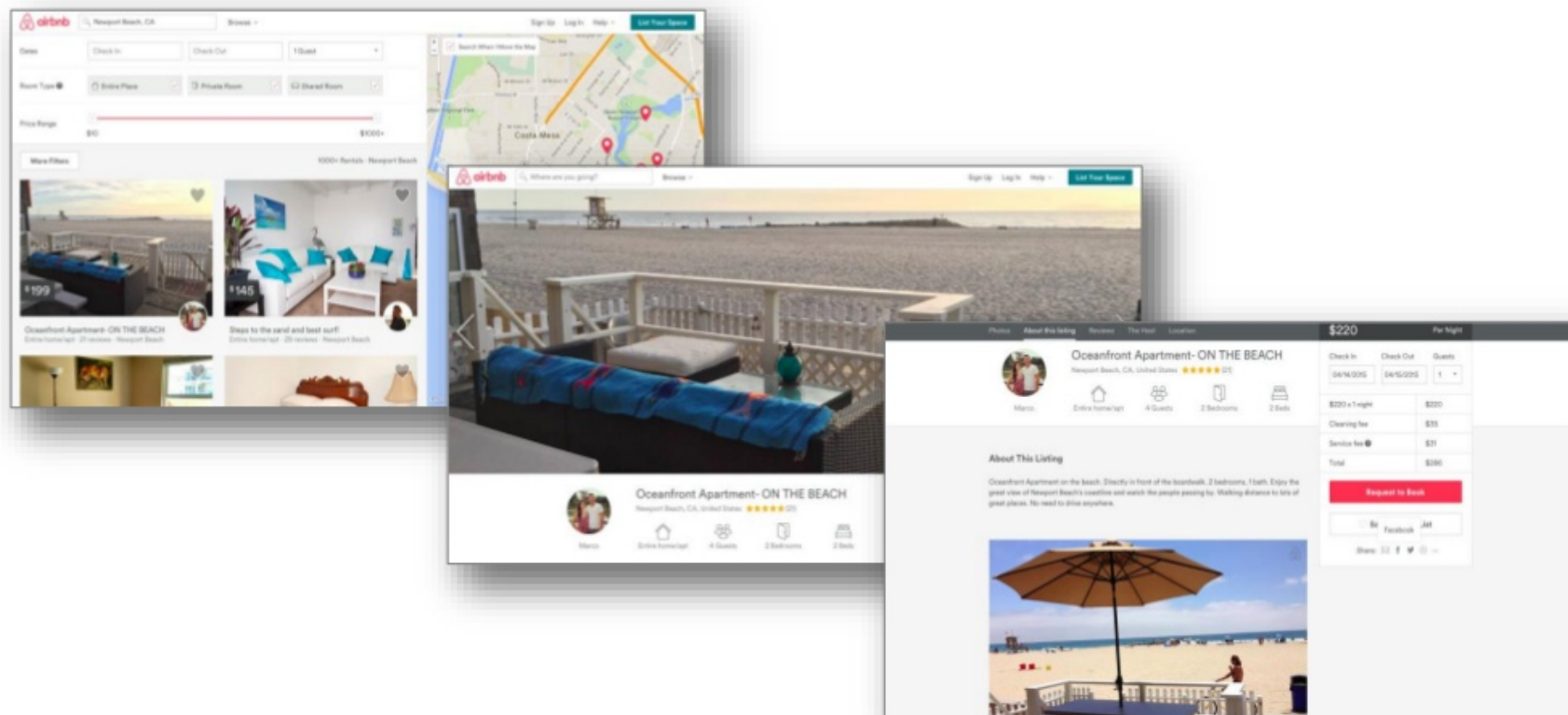
5



Product

6

SEARCH BY CITY → REVIEW LISTINGS → BOOK IT!



Template by PitchDeckCoach.com

Business Model

7

We take a 10% commission on each transaction.



Market Adoption

8

EVENTS

target events monthly

Octoberfest (6M)
Cebit (700,000)
Summerfest (1M)
Eurocup(3M+)
Mardi Gras (800,000)

with listing widget

Widget screenshot

PARTNERSHIPS

cheap/alternative travel



CRAIGSLIST

dual posting feature

AirBnB
screenshot

Craigslist
screenshot



Competition

9



Competitive Advantages

10

1st TO MARKET

Lorem ipsum dolor sit amet,
consectetur adipiscing elit.
Integer nec odio. Praesent
libero.

HOST INCENTIVE

Lorem ipsum dolor sit amet,
consectetur adipiscing elit.
Integer nec odio. Praesent
libero.

LIST ONCE

Lorem ipsum dolor sit amet,
consectetur adipiscing elit.
Integer nec odio. Praesent
libero.

EASE OF USE

Lorem ipsum dolor sit amet,
consectetur adipiscing elit.
Integer nec odio. Praesent
libero.

PROFILES

Lorem ipsum dolor sit amet,
consectetur adipiscing elit.
Integer nec odio. Praesent
libero.

DESIGN & BRAND

Lorem ipsum dolor sit amet,
consectetur adipiscing elit.
Integer nec odio. Praesent
libero.

Airbnb

- That's it!
- Missing lots of elements you'd expect
- But tailored to target audience and intended outcomes

Some other bits of advice

- Find the right balance between strategy and execution
- Tailor the document for the specific audience
- Less is often more
- Speak to people!

Practical resources

- Online – significant amount of content online
- Books
 - The Lean Startup
 - \$100 Startup
 - Traction
 - The Innovators Dilemma
 - Zero to One

Anything else?



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