

An Outline for an Intrapreneurial Business Plan

I. Executive summary

An executive summary is generally written last. Don't worry about it yet.

II. The business

Generally describe the business.

- What is the product or service?
- Who benefits from it and how does it make their lives better?
- Briefly, how is it superior to competing methods for satisfying the need?

(This is a good place for your value proposition.)

III. The market

A. Structure and size of the target market

- Who are you trying to reach with this business? (Categories of customer)
- Why these customers?
- How many of them are there? (Make a wild guess.)
- Are their numbers growing or shrinking? Why?
- How can you identify them or reach them?

B. Picture of customers and their needs

- What is happening in the lives of this group of people?
- What need is unfulfilled?
- Why is this need growing (if it is)?
- How will your product or service fill that need?

Note: you may have several layers of customers—for example, those you sell to directly and *their* customers, who also use the functionality you create. Or there may be several distinct types of customers (segments). In those cases, describe the top two or three kinds, their needs, and how you address them.

IV. The competition

A. Current competitors

Make a chart of the direct competitors for this customer's business. Assess the strengths and weaknesses of each. How would you learn more about them?

Competitor	Strengths	Weaknesses	How you are better

B. Potential competitors

What competition might arise in the next few years that doesn't exist today? Create a second chart for these competitors. How can you make your business strategy robust enough to deal with them?

Competitor	Strengths	Weaknesses	How you are better

C. Other kinds of competition

- In what other ways might customers address the same needs (including doing nothing about them)?
- How else could they change their lives for the better in this area?
- How can you win customers' preferences relative to these other options?

V. The marketing and sales plan

A. Market position

- How do you want this business to be seen in the marketplace (expensive or cheap, wild or conservative, strong or flexible, etc.)?
- What can you do to get people to see you in the way you wish to be seen?

B. Pricing strategy

- How would you charge—by the item? by the hour? by the experience? by the project? by the result?
- Give examples of your pricing, e.g., hourly or daily rates, price per item, typical project size and cost.

- How do your prices compare to those of your competitors?
- How do they relate to your costs?

C. The sales cycle

1. MARKET AWARENESS PLAN

- How will customers become aware of your business?
- What will make them want your product or service?

2. LEAD GENERATION AND SCREENING

- How will you generate names of people to talk to about your business?
- How will you screen them for follow-up?

3. SELLING AND CLOSING

- What medium will you use to convert interested leads to ready-to-buy customers—phone? mail? word of mouth?
- What is your opening sales pitch?
- What major objections do you anticipate, and how will you handle them?
- How will you close sales?
- What will be the clincher that gets customers to commit once their major objections are handled?

VI. The product and service development plan

- What has to be done to turn your product or service into something you can sell in quantity?
 - ⇒ Product design
 - ⇒ Production process
 - ⇒ Tools
 - ⇒ Staff training
- Describe projects, milestones with dates, and very rough costs in effort and dollars to reach the milestones.

VII. Delivery plan

- How will you deliver your benefit to the customer once the business is up and running?
- Estimate the costs of delivery.
 - ⇒ Per unit
 - ⇒ Per month

VIII. The venture team

- Who will work on this with you? Who will be the key founders?

- How will decisions be made?
- How will team members be compensated?
- How will new hires and outsiders be integrated into the team?

IX. Partnering strategy

- Who might you partner with to give this business more reach?
- What would the role of each partner in the collaboration be?

X. Summary of risks and assumptions

- What are the most likely ways in which this could go wrong?
- What would the consequences be?
- Are the consequences of failure bearable?
- What are the assumptions to test?

XI. The financial guestimates

Give a several-year summary of your wild guesses as to business costs and revenue. Use a spreadsheet like the one on the next page.