**Converge Challenge Business Plan Template**

**Executive Summary**

• Mission of the Company (e.g. Purpose /Unique Selling Points)

• Summary of Market Opportunity (e.g. problem solved/market size/trends)

• Summary of key aspects of the Company (people, finance)

• Summary of Vision of the Company (5 years hence)

**Company**

• Who you are

• Where are you located?

• Is it a spin-out or a start-up?

• What stage is your spin-out process? Are you supported by the technology transfer office?

• What you plan to sell

• To whom

• Company structure/ownership (if applicable)

• Any relevant history

**Product and Services**

• Unique Selling Proposition – what is different about this product or service and what problem does it solve

• Intellectual Property Position – ownership, how it will be protected (patent, trade secret, design right, copyright etc), freedom to operate (results of a patent search)

• Sustainable competitive advantage – what will stop the competition catching up

• List of minimum performance requirements expected by the market place

• Current stage of development and product/service development roadmap

**Market Opportunity**

• Estimated size of market and targeted market segment

• Target market share

• Geographical market segment (UK? Worldwide?)

• Drivers for change to this product or service - why the status quo is not acceptable

• Key potential customers identified and initial feedback from these on the

• Product or service

• Competitors

**Marketing/Sales**

• Route to market

• Barriers to entry

• Potential price and profit margin

• Comparison of target price of this product or service with competition, with reasons for any expected differences

• Projected sales volumes and value over first 5 years of operation.

**Team**

• Executive team: roles

• Non-executive team

• Track record

• Gaps & Future recruitment

**Operations**

• What kind of facilities you need (Office, Laboratory, Equipment)

• Suppliers (Raw materials, components, agreements)

• Manufacturing (Are you going to manufacture yourself or subcontract, does it depend on volume?)

• How much money will you need?

**Financials**

• Outline the plan to obtain the necessary funding (e.g. grants, sales/consultancy, private investors/Business Angels, Venture Capitalists, etc.)

• What is the estimated time until the first sales, and how will the Company be funded during this initial period?

• Provide a Cash Flow summary detailing income and expenditure during the first 3 years of operation, together with the underlying assumptions.

**Risks and Sensitivities**

• List each of the uncertainties or risks and indicate how these will be addressed & reduced, particularly potential deathblows.

• Will testing, approvals, clinical trials, export licenses, etc. have to be undertaken/obtained?

**Action Plans and Milestones**

• Key stages of development both commercial and technical within next 12-24 months until product launch

**Appendices**

• Additional technical information

• CVs

• 3 year Cashflow projects for worst case, base case and best case