

The Business Plan

Business & Management

What a plan is actually for, and what belongs in it.

The sections a reader expects, and their purpose.

Sections

Executive summary — written last

The problem and the customer

Product or service

Market and competition

Go-to-market

Operations plan

Team

Financials, three years

Risks and mitigations

Reality

Plans are wrong within months

Their value is the assumptions surfaced

Banks and grants require one

Investors read the deck, not the plan

Write the executive summary last and treat it as the only page anyone reads. Because for most readers, it is.