



Intro to Business Planning

The Power of Strategic Planning - Why Business Plans Matter?

May 29th, 2025

Agenda

1. The Power of Strategic Planning
2. What is a Business Plan?
3. Why Business Plans Matter?
4. The Essential Components: A Practical Guide
5. The Investor's Perspective
6. Tips to write a strong business plan
7. Examples of tools to build a business plan
8. Conclusion
9. Q&A

About me



- 9 years working for a tech based business incubator where:
 - Did 200+ business plans
 - Did 100+ applications to Portuguese National and European Grant schemes, all inclusive of financial projections and other components of business Plans)
 - 80%+ success rate and more than 40M€ in grants raised for start-ups
- 12 year working for tech start-ups (including in an Unicorn) as the Finance Leader:
 - Directly involved in 10 financing rounds, between equity, venture debt and senior/bank debt
 - In those financing rounds USD 150M+ in total proceeds were raised
 - Participated in the preparation of more than 20 applications to grants, securing more than 25M€ in additional funding to those start-ups/scale-ups
- Been mentor in multiple accelerator programs
- Invited Lecturer, for 6 years, in the University of Coimbra to teach business planning and entrepreneurship to Software Engineering Master students.

Agenda

- 1. The Power of Strategic Planning**
2. What is a Business Plan?
3. Why Business Plans Matter?
4. The Essential Components: A Practical Guide
5. The Investor's Perspective
6. Tips to write a strong business plan
7. Examples of tools to build a business plan
8. Conclusion
9. Q&A

1. The Power of Strategic Planning

- Do you know when Steve Jobs and Steve Wozniak built the first Apple's Business Plan?
- Do you know how long it actually was?
- Do you know how many chapters and how big each chapter was?
- Do you know how much money they raised with that business plan?
- Do you know when they built their first project specific business plan?

1. The Power of Strategic Planning

- Steve Jobs and Steve Wozniak built the initial Apple's Business plan in 1977. ¹
- It was 197-pages long, but “only” 38-pages long if you discount appendixes. ²
- It had only 8 chapters, with the biggest one being “The Market with around 11 pages
- They're raised \$250,000 from their first investor Mike Markkula

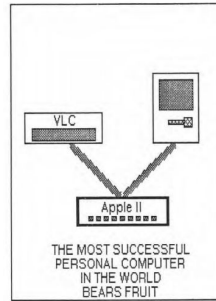
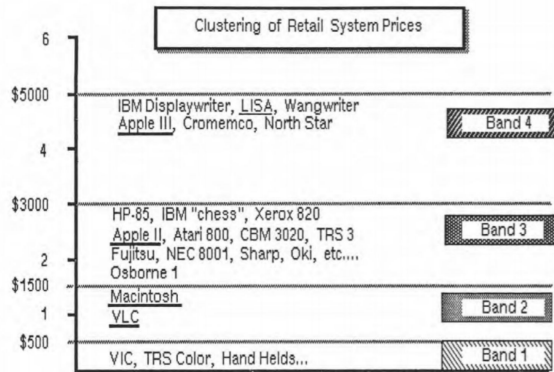
Introduction and Summary.....	1
Product and Marketing Plan.....	1
The Market.....	4
Product Plan.....	15
Marketing Plan.....	19
Competition	21
Operating Plan	
Organization and Staffing	25
Manufacturing Plan.....	32
Financial Plan.....	34
Appendix	

¹ <https://www.cultofmac.com/news/apple-history-first-business-plan-ipo-now-public>

² <https://upmetrics.co/newsletter/i-reviewed-apples-original-business-plan>

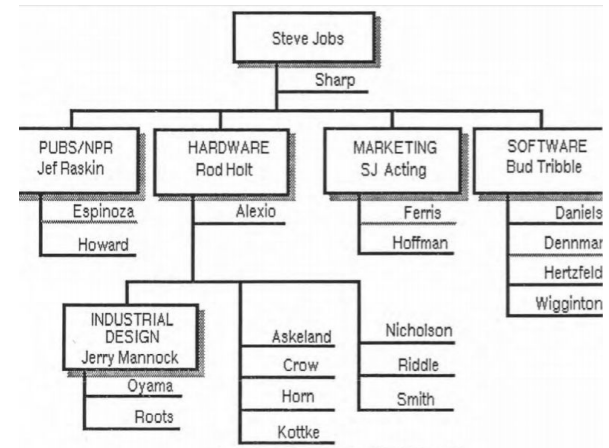
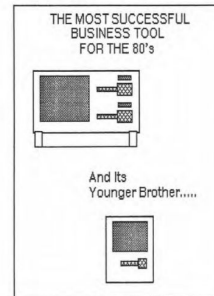
1. The Power of Strategic Planning

- Four years later, in 1981, they build a business plan for “Macintosh” (a.k.a. Mac)³



And a second poster for LISA dealers positioning MAC as "LISA's younger brother".

Imagine two posters next fall, the first appearing in retail dealers and Sears. The message: "Apple II has evolved into two new products, each one the best in its class and both low cost. Buy one... Or both !!"



³ <https://www.entrepreneur.com/starting-a-business/need-a-business-plan-template-here-is-apples-1981-plan/314615>

Agenda

1. The Power of Strategic Planning
2. **What is a Business Plan?**
3. Why Business Plans Matter?
4. The Essential Components: A Practical Guide
5. The Investor's Perspective
6. Tips to write a strong business plan
7. Examples of tools to build a business plan
8. Conclusion
9. Q&A

2. What is a Business Plan

A business plan is a formal, written document outlining a company's objectives, strategies, and financial forecasts, serving as a roadmap for business growth and development.

Agenda

1. The Power of Strategic Planning
2. What is a Business Plan?
- 3. Why Business Plans Matter?**
4. The Essential Components: A Practical Guide
5. The Investor's Perspective
6. Tips to write a strong business plan
7. Examples of tools to build a business plan
8. Conclusion
9. Q&A

3. Why Business Plans Matter?

- **For startups:** A business plan is crucial for launching a new venture and attracting investors.
- **For established businesses:** It helps keep the executive team focused on short- and long-term objectives.
- **For all businesses:** It serves as a roadmap for business growth and development.

3. Why Business Plans Matter?

- **A business plan helps businesses:**
 - Define their goals and strategies: It clarifies what the business aims to achieve and how it plans to do so.
 - Guide decision-making: It provides a framework for making informed decisions about operations, marketing, and finances.
 - Attract investors or lenders: A well-structured plan can demonstrate the viability of a business and its potential for success, making it easier to secure funding.
 - Track progress and make adjustments: It allows businesses to monitor their performance against their goals and make necessary adjustments along the way.
 - Enhance viability: It contributes to turning concepts into reality, guiding nascent-stage startups and existing firms.
 - Aids in decision making: It provides an organization the ability to anticipate the curveballs that the future could throw at them.

Agenda

1. The Power of Strategic Planning
2. What is a Business Plan?
3. Why Business Plans Matter?
- 4. The Essential Components: A Practical Guide**
5. The Investor's Perspective
6. Tips to write a strong business plan
7. Examples of tools to build a business plan
8. Conclusion
9. Q&A

4. The Essential Components: A Practical Guide

- Executive Summary
- Company Description
- Market Analysis
- Products and Services
- Marketing and Sales Strategy
- Operational Plan
- Financial Projections



4. The Essential Components: A Practical Guide

- Executive Summary:
 - It's a brief overview of the business
 - It's the most important part of the business plan: it often is the only thing an investor / a financier / your company management reads
 - Should be “short and sweet” - maximum 1-2 pages
 - Should end with that you are asking for: money, resources, advisory...

4. The Essential Components: A Practical Guide

- Company Description
 - Describes your company mission and objectives
 - Presents your company history
 - Presents your company legal structure
 - Presents your company management team and organizational structure:
 - Management Team CVs and main skills
 - Key Staff Members
 - Sometimes this final point is included as a separate chapter either in the beginning or in the very end of the Business Plan



4. The Essential Components: A Practical Guide

- Market Analysis
 - Definition of the Target Market: Type of clients; Geographical reach; Market size; Total Addressable Market; Serviceable Available Market; Serviceable Obtainable Market
 - Macro-economic trends
 - Industry trends
 - Competitive landscape
 - Competitors analysis

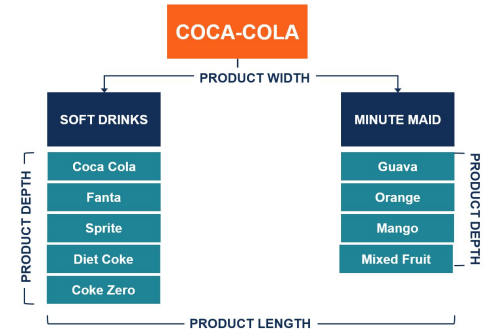


	Me & the Bees Lemonade*	Competitor 1	Competitor 2	Competitor 3	Competitor 4	Competitor 5	Competitor 6	Competitor 7
12 oz serving:								
Less than 33g sugar/serving	✓					✓	✓	✓
Less than 120 calories/serving*	✓					✓	✓	✓
Sweetened with honey	✓							
Functional ingredients: (flaxseed, honey, monk fruit)	✓					✓		
Sustainable mission	✓				✓	✓	✓	
100% sustainable glass bottles	✓				✓		✓	✓
Family-owned	✓							

*Serving equals 12 fluid oz/1 bottle
 Glycerin 140 calories/serving
 Real-GMO sugar

4. The Essential Components: A Practical Guide

- Products and/or Services
 - Features and main capabilities
 - Benefits and Competitive Advantages
 - IP Protection
 - Product Development Roadmap (12-24 months historicals; 12-36 months looking forward)
 - R&D Roadmap (36-60 months looking forward)



4. The Essential Components: A Practical Guide

- Marketing and Sales Strategy
 - Describes Product-Market fit
 - Describes Product Marketing Mix
 - Defines how the company will reach and acquire customers
 - Defines what kind of sales and marketing workforce will be necessary: inside sales, hunters, closers
 - Defines the communication means that will be used to reach the potential clients: what kind of advertising will be used and where it will be done.
 - Describes the distribution channels of the products/services
 - Assess the potential relevance of including a SWOT analysis



4. The Essential Components: A Practical Guide

- Operational Plan
 - This is a chapter that is mostly relevant for an industrial or a commercial business, although it
 - Describes how the distribution logistics will work
 - Describes how the post-sales product support will be performed
 - Describes how HR and other company policies will be designed, implemented and monitored



4. The Essential Components: A Practical Guide

- Financial Projections
 - Introduces the company projected financial statements: Income statements (a.k.a Profit and Loss Statements), Cash-Flow Statements and Balance Sheets
 - If the company has, should present up to 3 years of historical financial statements
 - Projected financials statements, namely Income statements and Cash-flow statements, should be prepared:
 - On a monthly basis, for the first 12-24 months
 - On a quarterly basis, for the subsequent 2-3 years
 - Financial projections should be prepared for no less than 5 years and not more than 10 years

The current business plan indicates the company's revenues for fiscal 78 will be in excess of 13 million with earnings of 2 million. Capital needs will be approximately 3 million* which the company intends to raise from a combination of equity financing, profits, and long term debt.

4. The Essential Components: A Practical Guide

- Financial Projections
 - Financials Projections should always be justified with defensible assumptions and be a result of what is described in the remaining chapters
 - An Investment and Financing plan, with capital needs, should also be included
 - If you are raising capital, be sure to also include a calculation of your company valuation
 - If you are raising capital, also know the all investors tend to discount your sales and revenues projections by a factor of 30-50%.

Macintosh Retail Price	\$995	\$1095	\$1195	\$1295	\$1395	\$1495
Operating Profit (assuming 40% cost of distribution and \$400 cost.)	\$197	\$257	\$317	\$377	\$437	\$497
% Operating Profit	33%	39%	44%	49%	52%	55%
Distribution Margin (assuming \$800 Fasp)	20%	27%	33%	38%	43%	46%

Agenda

1. The Power of Strategic Planning
2. What is a Business Plan?
3. Why Business Plans Matter?
4. The Essential Components: A Practical Guide
- 5. The Investor's Perspective**
6. Tips to write a strong business plan
7. Examples of tools to build a business plan
8. Conclusion
9. Q&A

5. The Investor's Perspective

- What investors look for?
 - **Return on investment (ROI)**: How fast can investors multiply the money they invested by a factor of 2x-20x (depending on the phase they are investing in a company)?
 - **Market potential**: How big is the Market? How scalable is the business? What is the minimum market share to have a successful business?
 - **Management team competence**: What's the background of the founding/management team? What's the mix of competencies?
 - **Risk assessment**: What are the main market risks? What are the main operational risks?

5. The Investor's Perspective

- Why business plans are crucial for investors?
 - **Due diligence:** The Business Plan is the first Due Diligence document that is share between the Company and the Investors and is the basis for all Due Diligence calls and steps thereafter, namely before a Term Sheet is considered.
 - **Risk evaluation:** Assessing and evaluating the risks associated with a business is one of the most relevant functions of a business plan and one of the most important uses given to it by an investor.
 - **Build financial scenarios:** The financial projections presented in the business plan are the base scenario for the due diligence, nonetheless, during that process the investors build their own projections to better understand the most sensitive variables of the business.

5. The Investor's Perspective

- Why business plans are crucial for investors?
 - **Decide on the valuation to offer:** based on the risk assessment done and the different financial projections scenarios built during the Due Diligence process, the investor determines a range for the company valuation that they are willing to offer to the founding shareholders.
 - **Decision making:** during all the decision making process of an investor the Business Plan and its updates and variations are the main document that supports the decision of investing or not in a business.

5. The Investor's Perspective

- What are the most important chapters of a Business Plan for an Investor?
 - Executive Summary: Your first impression
 - Market Analysis: Understanding the Opportunity
 - Financial Projections: The (only) numbers that matter
 - In certain stages of a business:
 - The introduction of the Management / Founding team might also important: “betting on the people”
 - The description of the Product and IP might also important: “betting on the Tech”

Agenda

1. The Power of Strategic Planning
2. What is a Business Plan?
3. Why Business Plans Matter?
4. The Essential Components: A Practical Guide
5. The Investor's Perspective
- 6. Tips to write a strong business plan**
7. Examples of tools to build a business plan
8. Conclusion
9. Q&A

6. Tips to write a strong business plan

- Keep it concise and clear
- Use data and research to support your claims
- Focus on your target audience
- Be realistic and objective
- Have someone else review it
- Keep on updating it



Agenda

1. The Power of Strategic Planning
2. What is a Business Plan?
3. Why Business Plans Matter?
4. The Essential Components: A Practical Guide
5. The Investor's Perspective
6. Tips to write a strong business plan
- 7. Examples of tools to build a business plan**
8. Conclusion
9. Q&A

7. Examples of tools to build a business plan

- <https://www.liveplan.com/>
- https://en.wikipedia.org/wiki/Business_model_canvas
- <https://create.microsoft.com/en-us/templates/business-plans>
- [Business Plan Document Template](#)
- [Business Plan Excel Template](#) (for financial projections)

The Business Model Canvas

Designed for: _____ Designed by: _____ Date: _____ Version: _____

Key Partners Who are the most important suppliers and partners that help you to deliver your value proposition? • Suppliers • Distribution partners • Complementary products and services	Key Activities What key activities must you perform to deliver your value proposition? • Production • Logistics • Distribution	Value Propositions What value do you provide to your customer segments? • Unique product features • Superior customer service • Cost efficiency	Customer Relationships How do you establish and maintain relationships with your customer segments? • Personalized attention • Self-service • Community	Customer Segments Who are the most important groups of people that you are creating value for? • Individual consumers • Small businesses • Large corporations
	Key Resources What key resources do you need to perform your key activities? • Human resources • Financial resources • Intellectual property		Channels How do you reach your customer segments? • Direct sales • Retail partners • Online channels	
Cost Structure What are the most important costs incurred in delivering your value proposition? • Fixed costs • Variable costs • Semi-variable costs			Revenue Streams How do you capture value from your customer segments? • Sales • Licensing • Advertising	

© 2014 Strategyzer. All rights reserved. Strategyzer is a registered trademark of Strategyzer Inc. All other trademarks are the property of their respective owners.

Strategyzer
strategyzer.com

Agenda

1. The Power of Strategic Planning
2. What is a Business Plan?
3. Why Business Plans Matter?
4. The Essential Components: A Practical Guide
5. The Investor's Perspective
6. Tips to write a strong business plan
7. Examples of tools to build a business plan
- 8. Conclusion**
9. Q&A

8. Conclusion

- Business planning is a continuous process!
 - It's not just about creating a document;
 - it's about regularly reviewing and updating the plan to reflect changes in the context and in the market, that have substantial impact in the business's strategy and, therefore, in its performance.

Agenda

1. The Power of Strategic Planning
2. What is a Business Plan?
3. Why Business Plans Matter?
4. The Essential Components: A Practical Guide
5. The Investor's Perspective
6. Tips to write a strong business plan
7. Examples of tools to build a business plan
8. Conclusion
9. **Q&A**



Thank you!

filipe@f6s.com