

APPENDICES

APPENDIX A**List of codes**

TC	Table of Contents
ES	Executive Summary
CO	Company Overview
PS	Product or Service Plan
MIA	Market and Industry Analysis
MKP	Marketing Plan
MNP	Management Plan
OP	Operations Plan
MnO	Management and Operations Plan
FP	Financial Plan
AP	Appendices

Appendix B

Table A.0.1 Twenty-one structural elements of a BSP drawn from the guidelines

No. Elements of a BSP	Explanation	Communicative purposes
1 Title/Cover Page	is the first page of the business plan, typically including the title of the document, company logo, and other relevant information such as the date and contact details.	to provide clear identification, attribute authorship, convey professionalism, and set the tone for the document's content, while potentially promoting interest in the business venture.
2 Table of Contents	provides an organized list of the sections and subsections within the business plan, along with their corresponding page numbers.	to provide a structured overview of the document's contents, facilitating navigation, guiding readers to specific sections of interest, and enhancing accessibility and comprehension of the business plan's organization and flow
3 Cover Letter	is a personalized introduction to the business plan, addressed to potential investors, lenders, or other stakeholders.	to introduce the business plan, establish a personal connection with the recipient, and provide a brief overview of the document's purpose and key highlights
4 Executive Summary	offers a condensed overview of the entire business plan, highlighting key points and insights to grab the attention of readers and provide a quick understanding of the business venture.	to concisely summarize the key components of the business plan to provide a comprehensive overview for stakeholders.
5 Company Overview	outlines essential details about the business, including its history, mission, vision, legal structure, location, and key personnel.	to provide detailed information about the business, offering readers a clear understanding of the company's background and context within the industry.
6 Product or Service Plan	describes the specific products or services offered by the business, including features, benefits, pricing,	to provide a comprehensive overview of its product or service portfolio

No. Elements of a BSP	Explanation	Communicative purposes
	and any unique selling propositions.	
7 Market and Industry Analysis	delves deeper into the market dynamics, customer demographics, market size, trends, growth prospects, competitive landscape, and potential opportunities and threats.	to evaluate the market current status, informing strategic decisions and market positioning within the broader industry context
8 The Economics of the Business	analyzes the economic aspects of the business, including cost structures, revenue streams, profit margins, and overall financial viability.	to analyze the financial aspects of the business model to assess the financial viability and sustainability of the venture.
9 Competition	identifies and assesses competitors operating in the same market or industry, analyzing their strengths, weaknesses, and strategies.	to identify and analyze key competitors, assess their strengths and weaknesses, and develop strategies to differentiate the company's offerings and gain a competitive advantage in the market
10 Marketing Plan	outlines the strategies and tactics the business will use to attract and retain customers, including market segmentation, targeting, positioning, and promotional activities.	to outline the company's marketing strategies and tactics, guiding the implementation of effective marketing campaigns
11 Technology Plan	details the technology infrastructure and resources required to support the business operations, including software, hardware, and IT systems.	to describe the company's technology infrastructure, development roadmap, innovation strategy, and intellectual property protection measures, highlighting how technology will support business objectives and drive innovation.
12 Development Plan	outlines the roadmap for developing and launching new	to outline the company's product development roadmap,

No. Elements of a BSP	Explanation	Communicative purposes
	products or services, including research, design, prototyping, testing, and implementation.	milestones, resource requirements, and timelines, guiding the execution of product development initiatives and ensuring alignment with business goals
13 Management Plan	describes the organizational structure of the business, including key personnel, roles, responsibilities, and governance.	to demonstrate the team's ability to execute the business plan successfully.
14 Operations Plan	details the day-to-day operations of the business, including production processes, supply chain management, facilities, and logistics.	to detail the day-to-day operations of the business, ensuring efficient and effective business operations
15 Financial Plan	provides a comprehensive overview of the financial aspects of the business, including revenue projections, expense forecasts, cash flow statements, and break-even analysis.	to present comprehensive financial projections, demonstrating the financial feasibility and growth potential of the business
16 Financing Requirements	outlines the funding needs of the business, including startup costs, working capital requirements, and potential sources of financing.	to outline the company's funding needs, sources of capital, financing strategy, and proposed terms for potential investors or lenders, facilitating discussions about securing financing for the business
17 Risks	identifies and assesses potential risks and challenges that could impact the success of the business, along with strategies for mitigating or managing these risks.	to identify potential risks and uncertainties that could impact the success of the business, assess their likelihood and potential impact, and develop risk mitigation strategies to minimize their effects

No. Elements of a BSP	Explanation	Communicative purposes
18 Summary	provides a brief recap of the key points and highlights from the entire business plan, serving as a final reminder of the business proposition and its potential.	to recap the key points and highlights of the business plan, providing a concise overview for readers who may not have time to review the entire document in detail
19 Overall Schedule	outlines the timeline and milestones for the implementation of the business plan, including key activities, deadlines, and dependencies.	to outline the timeline, milestones, and key activities for implementing the business plan, ensuring alignment with strategic objectives and facilitating project management and monitoring
20 Sustainability and Impact	addresses the environmental, social, and governance (ESG) considerations of the business, including sustainability initiatives, corporate social responsibility (CSR) efforts, and impact assessments.	to assess the environmental, social, and economic impact of the business operations, outline sustainability initiatives, and demonstrate the company's commitment to responsible business practices
21 Appendices	include supplementary materials that provide additional information or support for the main sections of the business plan, such as market research data, financial statements, the resumes of key personnel, and legal documents.	to provide supplemental information, data, supporting documents, or detailed analyses referenced in the main body of the business plan, enhancing the comprehensiveness and credibility of the document

APPENDIX C

Table A.0.2 Sub-components of the Executive Summary in detail

Code	Sub-components of ES	Communicative purposes
ES1	Summary financial projections/Financial plan	to provide a financial plan/condensed overview of the expected financial performance of the business over a specific period, typically including projections for revenue, expenses, and profitability in order to offer insights into the company's growth potential and financial performance.
ES2	Target market/customer	to define the specific demographic or customer segment that the business aims to serve, along with relevant market insights, in order to guide marketing and sales strategies
ES3	The product/service	to succinctly describe the company's offerings, highlighting their key features, benefits, and uniqueness
ES4	Near- and long-term objectives/goals	to outline the short-term and long-term goals or objectives that the business aims to achieve in order to guide decision-making and resource allocation
ES5	Competitive Advantage	to emphasize the unique aspects or strengths that differentiate the business from competitors in the market, to articulate the company's competitive edge, demonstrating how it stands out from competitors and attracts customers.
ES6	Funding/Capital requirements	to outline the financial needs or requirements of the business, including startup costs, ongoing expenses, and potential sources of funding in order to provide clarity to potential investors/lenders
ES7	The management team	to introduce the key members of the management team, highlighting their qualifications, experience, and roles in driving the company's success
ES8	Mission	to articulate the fundamental purpose or mission of the business
ES9	Business description	to provide an overview of the business, including its nature, industry, and any unique features, setting the stage for the rest of the business plan.
ES10	Strategic plan (to achieve goals)	to outline the strategies and actions the business intends to take to accomplish its goals, providing a roadmap for success.
ES11	Profits and cash forecast	to highlight the anticipated profitability and liquidity of the business over a specified period, helping stakeholders assess the financial viability and sustainability of the venture.
ES12	Opportunity (need, solution to problem, market size, trends)	to articulate the market situation, including the need or problem being addressed, the solution provided by the company, market size, and trends, demonstrating the demand for the company's offerings
ES13	Expected return on investment with timeframes	to present the expected return on investment (ROI) for investors, along with the projected timeframes for achieving profitability or milestones, providing clarity on the potential rewards for investing in the company
ES14	Concept description	entails a detailed description of the business concept or idea, including its features, benefits, and potential value proposition to customers or clients.
ES15	Investment offering	to outline the investment opportunity presented by the company, including the amount of capital sought, investment terms, potential returns, and use of funds, attracting potential investors and aligning their expectations with the company's financing needs and growth plans

Code	Sub-components of ES	Communicative purposes
ES16	Sources and uses of funds	to outline the sources of funding for the company's operations, as well as the intended uses of these funds, providing transparency and accountability to investors or lenders
ES17	Value proposition	to articulate the value proposition of the company's offerings, highlighting the benefits and advantages they provide to target customers, distinguishing the company from competitors
ES18	Business background (name, location, legal status, business model, contact)	to provide essential background information about the company, including its name, location, legal structure, business model, and contact details, facilitating communication and understanding.
ES19	Problem to be solved	to identify and describe the problem or need that the company's products or services address, highlighting the pain points or challenges faced by customers and the solution provided by the company
ES20	Highlights potential competitors	to identify and analyze potential competitors operating in the same market or industry for the understanding of the competitive landscape and the formulation of competitive strategies to differentiate the business from rivals.
ES21	The marketing plan	to outline the strategies and tactics, including target market analysis, marketing channels, promotional activities, and budget allocation, driving customer acquisition and retention
ES22	Vision	articulates the long-term vision or aspirational goals of the business, providing a sense of direction and purpose for the organization.
ES23	Key elements of your operations	to highlight the essential components of the company's operations, including production processes, supply chain management, facilities, and equipment, ensuring efficient and effective business operations
ES24	Keys to success	to identify and prioritize the critical success factors for the company's business model, operations, and market strategy, guiding decision-making and resource allocation
ES25	Purpose of the plan	to clarify the purpose and objectives of the business plan, including its intended audience and how it will be used, providing context and direction for readers
ES26	Core values	to succinctly communicate the fundamental values and principles that guide the company's actions and decision-making processes, shaping its culture and identity
ES27	Key risk factors	to identify and assess the key risks and uncertainties that could impact the company's operations, financial performance, or ability to achieve its objectives, informing risk management strategies and contingency planning
ES28	Marketing strategy	to outline the company's marketing strategy, including target market segmentation, positioning, branding, pricing, distribution channels, and promotional tactics, guiding the implementation of effective marketing campaigns.
ES29	Resources needed	to specify the resources required to execute the company's business plan successfully, including financial, human, physical, and technological resources, facilitating resource allocation and planning
ES30	Industry overview	to provide a brief overview of the industry in which the company operates, including market size, growth trends, key players, regulatory environment, and

Code	Sub-components of ES	Communicative purposes
		competitive landscape, providing context for the company's positioning and strategy.
ES31	Overview of technology	to summarize the role of technology in the company's operations, product development, and competitive strategy, highlighting technological capabilities and innovations driving business growth and differentiation
ES32	Revenue model	to describe the company's revenue model, including sources of revenue, pricing strategy, revenue streams, and monetization tactics, outlining how the company generates income and achieves profitability
ES33	Position	to clarify the company's market positioning and competitive advantage, including its unique value proposition, target market segments, and differentiation strategies, informing strategic decision-making and market positioning
ES34	Economics of the opportunity	to analyze the economic aspects of the business opportunity, including market demand, pricing dynamics, cost structure, and profit potential, assessing the financial attractiveness and viability of the venture
ES35	Key financial indicators (KFI)	to present the key financial metrics or indicators that the business will use to monitor performance and track progress towards its goals, e.g., revenue growth, profitability, and return on investment (ROI), providing stakeholders with insights into the company's financial status and performance trends.

APPENDIX D

Table A.0.3 Sub-components of the Company Overview in detail

Code	Sub-components of CO	Communicative purposes	Frequency No =50	%
CO1	Mission statement	to outline the purpose and vision of the company, including its core values and guiding principles.	26	52
CO1.1	<i>Purpose of the venture</i>	<i>to provide details about the opportunities or needs that the company aims to address through its products or services.</i>	18	36
CO1.2	<i>Vision</i>	<i>Similar to ES23</i>	16	32
CO1.3	<i>The values of the venture</i>	<i>Similar to ES27</i>	8	16
CO2	Legal structure	to inform form of business ownership (e.g., sole proprietorship, partnership, corporation)	19	38
CO3	Near- and long-term objectives/goals	Similar to ES2	18	36
CO4	Current position/status	to present an overview of the company's current position, including its stage of development, market presence, and key milestones achieved.	17	34
CO5	History of the business/industry	to summarize background information about the company, including its history, founding date, key milestones, and relevant industry background.	15	30
CO6	Location and facilities	to brief about the company's physical location(s) and facilities, including office space, manufacturing facilities, or distribution centers.	15	30
CO7	Products and services	Similar to ES1	15	30
CO8	The principal owners/ownership structure	to outline information about the principal owners or stakeholders of the company and the ownership structure, including any significant shareholders or investors.	15	30
CO9	Nature of the business	to describe the nature of the company's business activities regarding what it is, its functions, what it does and to whom	14	28
CO10	The industry	Similar to ES32	11	22
CO11	Personal history and business background of the managers	Similar to ES7	10	20
CO12	Competitive Advantage	Similar to ES3	9	18
CO13	Business model	to present an overview of the company's business model (a manufacturer, retailer, wholesaler, service provider, or some combination)	9	18
CO14	Business name	to provide the name of the company or venture	8	16
CO15	Target customer profile	Similar to ES20	7	14

Code	Sub-components of CO	Communicative purposes	Frequency No =50	%
CO16	Type of business	to classify the type of business regarding industry sector (retail industry, healthcare sector, technology sector, or hospitality industry, etc.)	7	14
CO17	Operation strategy	to outline the company's operational strategy, including production processes, supply chain management, and quality control measures	6	12
CO18	Personnel needed	to provide details about the staffing requirements and key personnel needed to support the company's operations and growth objectives	6	12
CO19	Reason for profitability/key success factors	to demonstrate factors contributing to the company's profitability and success, such as market demand, competitive advantages, or operational efficiencies	6	12
CO20	Start-up Plan/Summary	to present an overview of the company's start-up plan, including initial investment requirements, timeline, and key milestones	5	10
CO21	Strengths and Weaknesses	to provide an analysis of the company's strengths and weaknesses, including internal capabilities and areas for improvement	5	10
CO22	Uniqueness of the product/service	to describe unique features or attributes of the company's products or services that differentiate them from competitors	5	10
CO23	Future (growth) plans	to outline plans and strategies for future growth and expansion	4	8
CO24	Target timeline to achieve objectives	to demonstrate a timeline outlining the company's objectives and milestones	4	8
CO25	Value proposition	Similar to ES17	4	8
CO26	Intellectual Property Description	to brief about any intellectual property assets owned or licensed by the company, such as patents, trademarks, or copyrights	3	6
CO27	Market entry strategy	to introduce the strategy for entering new markets including market research, market segmentation, and distribution channels	3	6
CO28	Market growth strategy	To describe strategies for driving market growth and increasing market share, including product innovation, marketing campaigns, and strategic partnerships	3	6
CO29	Problem being solved	Similar to ES19	2	4
CO30	Technology	Similar to ES33	3	6
CO31	(Records and) insurance coverage	to specify information about business records and insurance coverage held by the company, including financial records, legal documents, and insurance policies	2	4
CO32	Business advisors	To present details about any business advisors, consultants, or mentors who provide guidance and support to the company's management team	2	4

Code	Sub-components of CO	Communicative purposes	Frequency No =50	%
CO34	Business strategy	to provide an overview of the company's overall business strategy, including its approach to achieving its objectives and goals	2	4
CO35	Financial status	to summarize the company's financial status, including revenue, expenses, profits, and financial projections	2	4
CO36	Target customer strategy	to introduce strategies for targeting and acquiring customers, including marketing tactics, sales channels, and customer relationship management	2	4
CO37	Threats	to identify and assess potential threats or challenges that could impact the company's success, such as competitive pressures, regulatory changes, or economic downturns	2	4
CO38	Core competencies and challenges	to describe the company's core competencies and capabilities, as well as any challenges or obstacles it faces	2	4
CO39	Distribution Channel	to describe the distribution channels used to deliver the company's products or services to customers, including direct sales, retail distribution, or online platforms	1	2
CO41	Key partnership (if any)	to present details about any strategic partnerships or alliances that the company has formed with other businesses or organizations	1	2
CO42	Market share strategy	to outline strategies for capturing, protecting market share and increasing market penetration, including pricing strategies, product differentiation, and competitive positioning	1	2
CO43	Resources (physical, financial, human)	Similar to ES31	1	2
CO44	Sales strategy	to outline the company's approach to selling its products or services and generating revenue, including sales channels, distribution methods, pricing strategies, sales tactics, customer acquisition strategies, and sales team structure	1	2

APPENDIX E

Table A.0.4 Sub-components of the Product/Service Plan in detail

Code	Sub-components of PS	Communicative purposes	Frequency No =50	%
PS1	Description/features of products/services	To provide a detailed description of the products or services offered by the company,	26	52
PS2	Benefits/value proposition	Similar to ES17	14	28
PS3	Competitive Comparison	to compare the company's products or services with those of competitors, highlighting strengths, weaknesses, and points of differentiation	11	22
PS4	A prototype of product/service (early sample/model)	to provide a demonstration of a prototype or early sample/model of the product or service to illustrate its functionality and potential.	9	18
PS5	Unique selling points	Similar to CO22	9	18
PS6	Technology	Similar to ES33	9	18
PS7	Proprietary rights	Similar to CO26	9	18
PS8	Need for the product/service (problem to be addressed)	Similar to ES19	8	16
PS9	Future products	to discuss future product developments or expansions planned by the company, including potential new offerings or product enhancements	8	16
PS10	Competitive advantage	Similar to ES2	7	14
PS11	Sourcing/Sources of supply	to describe the sourcing or supply chain for materials, components, or resources required to produce or deliver the products or services	6	12
PS12	Usage	to explain how customers use or interact with the products or services, including typical use cases or applications	5	10
PS13	Implementation plan	to outline the plan for implementing the products or services, including production processes, distribution channels, and go-to-market strategy	5	10
PS14	Pricing and Competitive Positioning Strategy	to discuss the pricing strategy for the products or services and how it positions the company competitively in the market	5	10
PS15	Current state of development of the product/service	to provide an assessment of the current stage of development or readiness of the products or services for market launch	5	10
PS16	Sales literature	to present a description or samples of sales literature, marketing materials, or product documentation used to promote the products or services to customer	4	8
PS17	Description of production and packaging process	to outline an overview of the production process and packaging methods used for the products or services.	4	8

Code	Sub-components of PS	Communicative purposes	Frequency No =50	%
PS18	General plan for growth	to present an outline of the company's general plan for growth and expansion related to the products or services.	4	8
PS19	Guarantees and warranties	to provide information about any guarantees or warranties offered with the products or services to assure customers of quality or satisfaction	3	6
PS20	Product or Service Strategy	to demonstrate overall strategy for developing, marketing, and selling the products or services to achieve business objectives	3	6
PS21	The company and the concept	to specify the connection between the company's overall mission, vision, and values, and how they align with the products or services offered	3	6
PS22	Readiness for market	to present an assessment of the readiness of the products or services for market launch, including any preparations or improvements needed	2	4
PS23	Anticipated demand	to estimate the anticipated demand for the products or services in the target market, based on market research or customer feedback	2	4
PS24	Industry	Similar to ES32	2	4
PS25	Applications	to present the description of the various applications or uses of the products or services across different industries or customer segments	2	4
PS26	Product life cycle	to introduce the analysis of the product life cycle stage, including introduction, growth, maturity, and decline, and strategies for managing each stage effectively	2	4
PS27	Target customer profile	Similar to ES20	2	4
PS28	Limits and liabilities	to identify and assess any limits or liabilities associated with the products or services, such as regulatory constraints or legal risks	1	2
PS29	A sales breakdown by product, region, and industry type	to analyze of sales performance and distribution of products or services by product type, geographic region, and industry sector	1	2
PS30	Duration and impact of product/service on competitive ad.	to evaluate the expected duration and impact of the products or services on the company's competitive advantage in the market	1	2
PS31	Market entry strategy	Similar to CO27	1	2

APPENDIX F

Table A.0.5 Sub-components of the Market and Industry Analysis in detail

Code	Sub-components of MIA	Communicative purposes	Frequency No=50	%
MIA1	Industry description and market environment	to provide an overview of the industry landscape, including key trends, size, growth rate, dynamics, and regulations, to contextualize the business's place within the industry	34	68
MIA2	Competition analysis	to assess the competitive landscape within the industry, including the strengths, weaknesses, strategies, and market positions of competitors, guiding strategic decisions and differentiation efforts.	32	64
MIA3	Potential and target customers' characteristics	to identify and describe the characteristics, behaviors, preferences, and needs of potential and target customers, guiding marketing and product development strategies	26	52
MIA4	Target market	Similar to ES6	23	46
MIA5	Market segmentation	to analyze and delineate the different segments within the market based on demographic, geographic, psychographic, or behavioral factors, enabling tailored marketing approaches	21	42
MIA6	Problems/needs	to identify and understand the problems, challenges, or unmet needs within the target market, guiding product development and value proposition creation	9	18
MIA7	Strengths and weaknesses	to assess the strengths and weaknesses of the business, highlighting areas of competitive advantage and areas for improvement	9	18
MIA8	Opportunity	to identify and evaluate opportunities for growth, innovation, and market expansion within the industry, informing strategic planning and investment decisions	8	16
MIA9	Target market segment strategy	to develop and articulate strategies for effectively reaching and serving the identified target market segments, guiding marketing, sales, and product development efforts	7	14
MIA10	Customer decision criteria	to clarify the factors and criteria that influence customers' purchasing decisions within the target market, guiding product positioning, pricing, and marketing messaging	5	10
MIA11	Estimated market shares and sales	to forecast and estimate the company's potential market share and sales volume within the target market, providing insights into revenue projections and market penetration strategies	5	10
MIA12	Value proposition	Similar to ES17	5	10
MIA13	Industry and market forecasts	to provide projections and forecasts of industry trends, market growth, and demand patterns, informing strategic planning and resource allocation	7	14

Code	Sub-components of MIA	Communicative purposes	Frequency No=50	%
MIA14	Market share	to assess the company's current and projected market share relative to competitors, gauging its competitive position and market penetration potential	4	8
MIA15	The total market potential	to estimate the maximum achievable sales level for a product or service within the target market, providing context for revenue projections and growth opportunities	4	8
MIA16	Differentiators	to identify and highlight the unique features, capabilities, or offerings that distinguish the business from competitors, shaping its positioning and marketing messaging	3	6
MIA18	The current level of demand	to assess the current demand for the company's products or services within the market, informing production, inventory, and sales planning	3	6
MIA19	Barriers for market entry	to identify and analyze barriers, obstacles, or challenges to entering the market successfully, guiding market entry strategies and risk management efforts	2	4
MIA20	Risk analysis	to evaluate and mitigate potential risks and uncertainties associated with market dynamics, competitive pressures, regulatory changes, and other external factors, informing risk management strategies and contingency plans	2	4

APPENDIX G

Table A.0.6 Sub-components of the Marketing Plan in detail

Code	Sub-components of MKP	Communicative purposes	Frequency No=50	%
MKP1	Pricing strategy	to outline the approach to setting prices for products or services, considering factors such as costs, competition, and perceived value, to achieve revenue and profitability goals	37	74
MKP2	Promotion strategy	to detail the tactics and channels used to advertise and promote the brand, products, or services to the target market, aiming to increase awareness, generate leads, and drive conversions	37	74
MKP3	Distribution strategy	to define the methods and channels through which products or services will be delivered to customers, ensuring efficient and effective distribution to reach the target market	30	60
MKP4	Positioning strategy	to define how the brand or products are positioned in the minds of target customers relative to competitors, emphasizing unique value propositions and differentiation factors	30	60
MKP5	(Target) market definition	to clearly define and describe the characteristics, needs, and preferences of the target market segments, guiding marketing efforts and resource allocation	22	44
MKP6	Product/service portfolio and strategy	to describe and outline the range of products or services offered by the business, as well as the strategies for product development, differentiation, and lifecycle management	21	42
MKP7	Overall marketing strategy	to provide an integrated overview of the marketing approach, including key objectives, strategies, tactics, and resource allocation, guiding coordinated efforts across marketing functions	19	38
MKP8	Sales plan	to outline the specific actions, tactics, and timelines for executing the sales strategy, breaking down the sales strategy into actionable steps, such as setting sales targets, defining sales territories, identifying sales tactics (like cold calling, email campaigns, or networking), and allocating resources (such as sales personnel and budgets)	17	34
MKP9	Competition analysis	Similar to MIA2	12	24
MKP10	Marketing budget	to allocate resources and funds to various marketing initiatives and activities, ensuring effective use of budget to achieve marketing objectives	10	20
MKP11	SWOT analysis	to assess the internal strengths and weaknesses, as well as external opportunities and threats facing the business, guiding marketing strategy development and risk management	8	16
MKP12	Service and warranty policies	to outline the policies and commitments related to service quality, customer support, and warranty provisions, enhancing customer satisfaction and loyalty	7	14
MKP13	Market/customer research	to gather and analyze data on market trends, customer preferences, and competitive dynamics, informing marketing strategy development and decision-making	6	12

Code	Sub-components of MKP	Communicative purposes	Frequency No=50	%
MKP14	Milestones	to set specific, measurable milestones and objectives for marketing initiatives, providing benchmarks for progress tracking and performance evaluation	6	12
MKP15	Proposed (geographical) location	to specify the physical locations or regions targeted for marketing activities, considering factors such as market demand, competition, and logistical considerations	6	12
MKP16	Trends	to identify and analyze relevant market trends, consumer behaviors, and industry developments, informing strategic planning and marketing adaptation efforts	5	10
MKP17	Competitive advantage	Similar to ES3	4	8
MKP18	Market and sales potentials	to estimate the size and growth potential of the target market, as well as the business's sales potential within that market, guiding revenue forecasting and growth strategies	3	6
MKP19	MKT objectives	to define clear, measurable marketing objectives aligned with overall business goals, providing direction and focus for marketing efforts	3	6
MKP20	Marketing supporters	to identify stakeholders, partners, or resources that support marketing initiatives, facilitating collaboration and resource mobilization	1	2
MKP21	Marketing challenges	to anticipate and address potential challenges or obstacles to marketing success, developing contingency plans and risk mitigation strategies	1	2
MKP22	Revenue model	to outline the business's revenue generation strategy, including pricing structures, revenue streams, and monetization tactics, supporting financial planning and forecasting.	1	2
MKP23	Strategic alliances	to identify potential partners or alliances that can enhance marketing effectiveness, broaden market reach, or create competitive advantages, fostering collaboration and synergies	1	2

APPENDIX H

Table A.0.7 Sub-components of the Management Plan in detail

Code	Sub-components of MNP	Communicative purposes	Frequency No=50	%
MNP1	Personal history of the principals	to provide background information on the key individuals involved in the management of the company, including their qualifications, experiences, and expertise	38	76
MNP2	Positions and duties/responsibilities	to outline the roles, responsibilities, and duties of each member of the management team, clarifying their contributions to the overall operation of the business	36	72
MNP3	Organizational structure/chart	to visually represent the hierarchy and relationships within the management team and the broader organization, illustrating reporting lines and decision-making processes	29	58
MNP4	Board of Directors/Advisors	to introduce the members of the board of directors or advisory board, highlighting their expertise, contributions, and governance roles within the company	26	52
MNP5	Ownership and Legal Structure	to detail the ownership structure of the company, including the legal entity type, ownership percentages, and any relevant legal agreements or documents	18	36
MNP6	Salaries, compensation and benefits	to outline the compensation packages, including salaries, bonuses, and benefits, offered to members of the management team, demonstrating the company's commitment to fair and competitive compensation practices	15	30
MNP7	Gaps	to identify any gaps or deficiencies in the management team's skills, expertise, or experience, and outline strategies to address these gaps through recruitment, training, or other means	10	20
MNP8	Personnel recruitment, training and development plan	to articulate the company's strategies and plans for recruiting, training, and developing talent within the management team, ensuring the team's continued growth and effectiveness	10	20
MNP9	Subcontractor/ business partners/Principal shareholders	to introduce key subcontractors, business partners, or principal shareholders involved in the management or operation of the company, highlighting their contributions and relationships with the business	6	12
MNP10	Diversity of team members	to showcase the diversity of the management team in terms of background, skills, perspectives, and experiences, emphasizing the value of diversity in driving innovation and decision-making	2	4

Code	Sub-components of MNP	Communicative purposes	Frequency No=50	%
MNP11	Employment and other agreements and stock options and bonus plans	to document any employment agreements, stock options, bonus plans, or other compensation arrangements in place for members of the management team, ensuring transparency and clarity regarding their remuneration	2	4
MNP12	Future additions to management team	to outline plans for future additions to the management team, including the criteria for recruitment, anticipated roles, and timelines for expansion, demonstrating the company's strategic vision and growth plans	2	4
MNP13	Identity of the owner	to disclose the identity of the owner or owners of the company, providing transparency and accountability regarding ownership interests and control	2	4
MNP14	Other investors	to identify any other investors or stakeholders with significant influence or ownership interests in the company, informing stakeholders about the broader ownership structure and relationships	2	4
MNP15	Other shareholders, rights, and restrictions	to detail the rights, privileges, and restrictions associated with ownership stakes held by other shareholders, ensuring clarity and understanding of shareholder agreements and governance arrangements	2	4
MNP16	Potential management risks/issues and solutions	to identify potential risks, challenges, or issues related to management and propose proactive solutions or mitigation strategies to address them effectively	2	4
MNP17	Back-up management plan	to develop contingency plans and protocols for addressing situations where key members of the management team are unavailable or incapacitated, ensuring business continuity and resilience	1	2
MNP18	Corporate Social Responsibility	to outline the company's commitments and initiatives related to corporate social responsibility, including environmental sustainability, social impact, and ethical business practices, reflecting the company's values and commitment to stakeholders	1	2
MNP19	Location	to specify the location of the company's headquarters, offices, or other facilities, providing context for the operational and strategic considerations associated with the company's physical presence	1	2

APPENDIX I

Table A.0.8 Sub-components of the Operations Plan in detail

Code	Sub-components of OP	Communicative purposes	Frequency No =50	%
OP1	Production facilities and capacity	to communicate the existing facilities and their capacity to produce goods or deliver services, providing insight into the operational capabilities of the business	30	60
OP2	Production process	to detail the steps involved in the production process, outlining how products or services are created or delivered efficiently and effectively	30	60
OP3	Suppliers	to identify the suppliers and vendors from whom the business procures raw materials, equipment, or other resources, ensuring a reliable supply chain	23	46
OP4	Staffing requirements	to specify the types and number of employees needed to operate the business successfully, ensuring adequate staffing levels for smooth operations	16	32
OP5	Additional equipment/machinery needed	to outline any additional equipment or machinery required to enhance production capacity or improve efficiency	15	30
OP6	Factors affecting the business operation	to identify external factors such as market conditions, regulatory requirements, or technological changes that may impact business operations	10	20
OP7	Quality control	to describe the measures in place to ensure the quality and consistency of products or services, safeguarding customer satisfaction and brand reputation	10	20
OP8	Inventory	to detail the inventory management practices and systems employed to track and manage inventory levels effectively	8	16
OP9	Outsourced support services	to specify any outsourced services or functions that support business operations, such as accounting, IT, or maintenance services	8	16
OP10	Location	to communicate the location of the business premises and its strategic significance in supporting operations, including factors such as accessibility, proximity to suppliers and customers, and zoning regulations	6	12
OP11	Costs and expenditures	to provide an overview of the costs associated with operating the business, including fixed and variable costs, to support financial planning and budgeting	4	8
OP12	Credit policies	to outline the policies and procedures for extending credit to customers, managing accounts receivable, and ensuring timely payment	4	8
OP13	Factors affecting production process	to identify internal and external factors that may impact the production process, such as equipment breakdowns, supply chain disruptions, or changes in demand	4	8

Code	Sub-components of OP	Communicative purposes	Frequency No =50	%
OP14	License, permits and recent by-laws compliance	to ensure compliance with legal and regulatory requirements by obtaining the necessary licenses, permits, and adhering to relevant by-laws	4	8
OP15	Operations strategy	to define the overall strategy and approach for conducting business operations, aligning operational activities with broader business goals and objectives	4	8
OP16	Scope of operations	to clearly define the range of activities that the operations team is responsible for, encompassing several areas such as location, equipment, labor and process	4	8
OP17	Storage and shipment	to detail the storage facilities and logistics arrangements for storing inventory and shipping products to customers, ensuring timely delivery and efficient distribution	4	8
OP18	Customer satisfaction feedback	to establish mechanisms for gathering feedback from customers to monitor satisfaction levels and identify areas for improvement in operations	2	4
OP19	Introduction	to provide an introduction to the operations plan, setting the context and highlighting its importance in achieving business objectives	2	4
OP20	Memberships and affiliations	to identify any industry associations or affiliations that the business is a part of, showcasing credibility and network connections	2	4
OP21	Projected annual overhead requirements	to forecast the overhead expenses required to support ongoing operations, assisting in financial planning and budgeting	2	4
OP22	Projected annual production/operation inputs requirements	to estimate the inputs required for production or operations over a specified period, aiding in resource planning and procurement	2	4
OP23	Sales outlets	to specify the channels or outlets through which products or services are sold to customers, including brick-and-mortar stores, online platforms, or distribution partners	2	4
OP24	Warranties and refund	to outline the warranties and refund policies offered to customers, ensuring transparency and building trust in the brand	2	4
OP25	Make or buy consideration	to evaluate the decision to manufacture products in-house or outsource production to third-party suppliers, considering factors such as cost, quality, and capacity	1	2

APPENDIX J

Table A.0.9 Sub-components of the Financial Plan in detail

Code	Sub-components of FP	Communicative purposes	Frequency No=50	%
FP1	Forecast income statement/profit and loss	to communicate projected revenues, expenses, and net income over a specific period, providing insights into the financial performance of the business	45	90
FP2	Forecast cash flow statement	to outline projected cash inflows and outflows, enabling stakeholders to understand the timing and adequacy of cash resources to meet financial obligations	40	80
FP3	Forecast balance sheet	to present projected assets, liabilities, and equity at a specific point in time, offering a snapshot of the financial position of the business	39	78
FP4	Breakeven analysis	to determine the level of sales needed to cover all costs and achieve a net profit of zero, aiding in decision-making regarding pricing, cost control, and profitability	25	50
FP5	Funding request	to specify the amount of funding required to support business operations or growth initiatives, along with the purpose and timing of the funding request	23	46
FP6	Funding sources	to identify potential sources of capital, such as equity financing (venture capital, angel investors, crowdfunding), debt financing (loans, bonds, credit lines), internal funds (retained earnings), or other financial instruments.	23	46
FP7	Sources and uses of funds	to identify the sources from which funds will be obtained and how they will be utilized, ensuring transparency and accountability in financial management	22	44
FP8	Important assumptions	to document the key assumptions underlying the financial projections, helping stakeholders understand the basis for the forecasts and their associated risks	11	22
FP9	Business ratios	to calculate and analyze financial ratios such as liquidity ratios, profitability ratios, and leverage ratios to assess the financial health and performance of the business	10	20
FP10	Potential return on investment	to estimate the expected return on investment for investors or stakeholders, providing insight into the attractiveness of the opportunity	6	12
FP11	Financial summary	to summarize the key findings and projections from the financial plan, highlighting the most critical financial metrics and insights	6	12
FP12	Long-term plan	to outline the long-term financial goals and strategies of the business, guiding decision-making and resource allocation for sustainable growth	5	10
FP13	Forecast expenses	to detail projected expenses across various categories, aiding in budgeting, cost control, and financial planning	5	10
FP14	Repayment terms	to define the terms and conditions for repaying any loans or financing obtained by the business, ensuring clarity and agreement between the borrower and lender	5	10

Code	Sub-components of FP	Communicative purposes	Frequency No=50	%
FP15	Forecast product demand	to estimate the demand for products or services over a specific period, informing production and inventory management decisions	3	6
FP16	Forecast revenue	to predict the revenue generated from sales of products or services, providing a basis for financial planning and performance evaluation	3	6
FP17	Key Financial Indicators	to identify and analyze key financial indicators such as profitability, liquidity, and solvency metrics to assess financial performance and health	3	6
FP18	Revenue model	to describe the methods and assumptions used to generate revenue, including pricing strategies, sales channels, and revenue recognition policies	3	6
FP19	Statement of operations	to present detailed information on revenue, expenses, and net income for a specific period, facilitating performance analysis and decision-making	3	6
FP20	Current financial status	to provide an overview of the current financial position of the business, including assets, liabilities, and equity, to inform stakeholders about the existing financial condition	1	2

APPENDIX K

Table A.0.10 Elements of the Appendices in detail

Code	Elements of Appendices	Frequency No = 50	%
AP1	Agreements (leases, contracts, purchase orders, letters of intent, etc.)	25	50
AP2	Intellectual property (trademarks, licenses, patents, etc.)	23	46
AP3	Resumes of owners/key employees	21	42
AP4	Advertising/marketing materials	20	40
AP5	Letters of reference	17	34
AP6	Details of market studies	15	30
AP7	Loan repayment schedule	15	30
AP8	Photographs	12	24
AP9	Management chart	10	20
AP10	Public relations/publicity	10	20
AP11	List of consultants, including your attorney and accountant	8	16
AP12	Client listings	10	14
AP13	Personal or business credit history	6	12
AP14	The implementation schedule	6	12
AP15	Blueprints/plans	5	10
AP16	Details of market, finance, operations	5	10
AP17	Supplier price lists	4	8
AP18	List of assets that can be used as collateral	3	6
AP19	List of equipment	3	6
AP20	Any historical financial information that exists.	1	2
AP21	Competitive brochure	1	2
AP22	Competitive price list	1	2

APPENDIX L

Table A.0.11 Student Business/Start-up Plan Assessment Rubric

Criteria	Excellent (5)	Good (4)	Fair (3)	Needs Improvement (1-2)
Executive Summary	Concise and comprehensive overview of the business concept, market analysis, and financial summary. Demonstrates a clear understanding of key elements.	Summarizes key aspects of the business plan effectively. Identifies market opportunities and outlines financial projections.	Provides a basic overview of the business plan components but lacks depth or clarity.	Executive summary is vague or incomplete. Fails to highlight critical elements of the business plan.
Business Description	Provides a comprehensive overview of the business model (<i>including the purpose, target market, industry positioning</i>). Articulates a unique and innovative business concept with clear differentiation from competitors. Provides a detailed rationale for the concept's viability. Demonstrates a clear vision for the business venture.	Describes the business model effectively. Proposes a distinctive business idea with potential market appeal. Demonstrates understanding of market gaps or opportunities. Provides a solid overview but may lack depth in certain strategic aspects.	Description lacks strategic depth or could be more specific. Concept shows potential but lacks strong differentiation or detailed rationale.	Description is superficial or lacks clarity regarding the business model. Business concept lacks uniqueness or clear market relevance, with limited evidence of market understanding.
Product/Service	Provides a comprehensive and detailed description of the product or service, emphasizing features, benefits, and unique selling points (USPs). Demonstrates thorough understanding of customer needs and value proposition.	Describes the product/service effectively, highlighting key attributes and customer benefits. Provides a solid overview of the offering but may lack depth in certain aspects.	Description lacks depth or could be more specific in conveying product/service details and customer value.	Description is insufficient or lacks clarity regarding the product/service offering, hindering understanding of its value proposition.
Market and Industry Analysis	Conducts thorough market research demonstrating a deep understanding of target audience, industry trends, and competitive landscape. Provides insightful conclusions based on data analysis.	Presents a comprehensive analysis of the market landscape, identifying key opportunities and challenges. Draws reasonable conclusions supported by evidence.	Market analysis is adequate but may lack depth or fail to draw robust conclusions from the research findings. Analysis is somewhat generic.	Market analysis is superficial or overlooks important market dynamics, incomplete/with limited evidence of informed decision-making.
Marketing Plan	Develops a strategic and well-aligned marketing and sales plan (<i>including product/service positioning, pricing, promotion, and distribution strategies</i>) tailored to the target market and business goals.	Outlines effective marketing and sales strategies with clear implementation steps. Demonstrates understanding of customer acquisition and retention strategies.	Strategies are outlined but could benefit from more detail or specificity in execution. Alignment with business objectives is	Marketing and sales strategies are underdeveloped or not fully aligned with business objectives, lacking innovative or effective approaches.

Criteria	Excellent (5)	Good (4)	Fair (3)	Needs Improvement (1-2)
	Includes innovative promotional tactics and customer acquisition strategies.		evident but may need refinement.	
Management and Operations Plan	Constructs a detailed and feasible operations plan covering production, logistics, staffing, technology, and management structure. Considers scalability, efficiency, and leadership roles within the organization.	Presents a coherent operations and management plan with realistic goals, resource allocation, and organizational structure. Addresses potential operational and managerial challenges effectively.	Plan lacks some detail or fails to fully address key operational and managerial aspects critical for successful implementation.	Plan is incomplete, unrealistic, or overlooks critical operational and managerial considerations, posing significant implementation risks.
Financial Plan	Provides a detailed financial forecast with realistic revenue projections, expense estimates, and break-even analysis. Demonstrates financial literacy and viability of the business model.	Outlines financial projections including revenue, expenses, and profitability. Presents a clear understanding of financial metrics.	Presents basic financial projections but lacks depth or detail. Some financial data may be inaccurate or unrealistic.	Financial projections are incomplete or unclear. Limited grasp of financial metrics.
Presentation and Structure	Organizes information logically with a clear structure, facilitating ease of understanding. Utilizes visuals and formatting effectively to enhance presentation quality.	Presents information in a structured and visually appealing manner, using appropriate sections, headings, and formatting techniques.	Structure is adequate but could be more refined for improved clarity and visual impact. Visual elements and formatting choices may need enhancement.	Presentation lacks coherence, structure, or visual appeal, hindering comprehension and detracting from the overall professionalism of the plan.
Writing Clarity and Style	Demonstrates exceptional writing quality with a professional tone, precise language, and grammatical accuracy. Communicates complex ideas effectively, maintaining reader engagement throughout the plan.	Expresses ideas clearly with appropriate language and minimal errors. Writing is mostly concise and maintains a professional tone.	Writing is generally understandable but may contain occasional grammatical or stylistic issues that detract from overall clarity.	Writing is unclear, overly informal, or riddled with grammatical errors, impeding comprehension and detracting from the plan's professionalism.
Consistency	Demonstrates strong coherence and alignment across all sections of the business plan. Information is logically organized and interconnected throughout.	Shows good coherence and alignment between most sections of the business plan. Some transitions or connections may be slightly unclear.	Sections of the business plan are somewhat connected but lack consistent flow or logical progression. Transitions between sections are disjointed at times.	Sections of the business plan are largely disconnected. Flow between sections is confusing or absent.

Scoring:

- **Excellent (43-50):** Exceeds expectations with exceptional depth, insight, and clarity.
- **Good (33-42):** Meets expectations with solid understanding and presentation.
- **Fair (23-32):** Adequately meets criteria but with room for improvement.
- **Needs Improvement (below 23):** Below expectations, lacking depth or clarity.