

**14. ELEVATOR PITCH: HOW WILL THE BUSINESS CREATE EMPLOYMENT AND PROFIT, WHILE DELIVERING PRODUCTS AND/OR SERVICES TO ITS CUSTOMERS?**

- In two, maximum three sentences, provide an “elevator-type” summary of your business idea.
- If CBA would *only* read this box, we should get so excited about your business idea that we would want to read everything below!

*The EXPENSE-side of your business*

**1. VALUE PROPOSITION**

*The INCOME-side of your business*

**7. KEY PARTNERS**

**8. KEY ACTIVITIES**

- What do you really need to do yourself, and what can you subcontract to others?
- Whom will you need as your partners, suppliers and contractors?
- Have you met with these partners, and do you already have trusted relationships with them?
- How will you pay your partners: pay-as-you-take, or will they offer you credit?

- What will be the most important things you need to do yourself as business, in order to create the value?
- What should you(r business) be a real expert at? How will you acquire that expertise?

**6. KEY RESOURCES**

- What do you need to have to make your products and services?
- What essential assets (machines, IT, office, shop), resources (people) and capital are required? What do you have already?
- What is needed to find the right people and to train and retain them?

- What problems will your company solve and for whom?
- How will you provide value to your customers?
- What needs of your customers will your company fulfill?
- Don't just focus on specific products or services, first describe your customers' underlying issues, needs, desires, and explain how you will address these.

Fill in this template, starting at #1 and ending with #14  
Space is limited, so CHOOSE YOUR WORDS WISELY!

**4. CUSTOMER RELATIONSHIPS**

- How will you get, keep and grow your customers?
- How will you activate a potential customer?
- Once someone will be your customer, how can you make them buy more from you?

**3. CHANNELS**

- How will your product/service get to your customers?
- How will they know about your product, what will be your marketing strategy?
- Which distribution channels will you use: shop, your production location, market, web/mobile?

**2. CUSTOMER SEGMENTS**

- Who will be your customers, why would they buy (from you)?
- What are their characteristics: age, geography, social status etc.?
- What input did you get from them? Have you met with a representative sample of them? What key needs or problems etc. did they convey to you?
- Describe some “archetypical” customers? Which segments of society would be interested?

**9. COST STRUCTURE**

- What costs will you make to pay for people, buildings, machines, IT, materials?
- What about transport, telephone, utilities (electricity etc.).
- Which costs will be fixed (i.e. irrespective of my sales volume), and which will be variable (i.e. a function of the amount of sales)?
- Which will be the highest costs, and which activities will be most costly? What can you do to reduce these? Where can you make use of an economy-of-scale?

**5. REVENUE STREAMS**

- How will you actually make money from your sales to your customers? Will this be different between customer segments?
- What will be your pricing model of your products and services?
- How will you collect the money: pay-as-you-take, license or subscription with periodic fee, etc.

*The COMPETITIVE POSITION of your business*

**10. COMPETITIVE LANDSCAPE**

- Which other companies are active in your field?
- What makes your product/service/business model better than theirs?
- How will the competition react to your appearance?

**11. SUSTAINABILITY LONG-TERM**

- How easily can your product/service be copied by others? Why, why not?
- How can you stay ahead of your competition?
- What do you need to do to be sure that your business grows and exists in 5 years' time?

*The EMPLOYMENT and INVESTMENT aspects of your business*

**12. EMPLOYMENT: HOW WILL THE BUSINESS CREATE SUSTAINABLE JOBS?**

- How many employees will you require at the start? What will they be doing?
- By how will your employment grow and when? Why is this growth realistic?
- How have you taken account of salaries in your financials?

**13. INVESTMENT: HOW WILL THE INVESTMENT BE USED TO START THIS BUSINESS?**

- What is the base level of investment (minimum amount) required for your business and what is its primary purpose / how will it be used?
- What difference would it make if you received 150-200% of the requested funding?