

TVP Perspective in Reviewing Business Plans

1. Business overview
 - 1.1. Vision
 - Does the team have a clear view of what it wants to achieve, and what success would look like?
 - Is the vision exciting and achievable?
 - 1.2. Company Background
 - Does the background and history of this proposal show a history of achievement, and/or a background that would prepare a team for future success in the chosen field?
 - 1.3. Business Description
 - What is the business?
 - How does it make money?
 - What are the products or services being offered?
 - Who are the customers?
 - How does the business deliver its product or services?
 - Is additional development required?
 - What is the business today?
 - What is the proposed business?
 - Does the team really understand what business it is in?
 - Can the team clearly communicate what business they are in?
2. Business Strategy
 - 2.1. Industry analysis
 - Does the team have a deep understanding of the market: including the market dynamics, participants' market power, market trends and changes?
 - Is there a major market opportunity that could be addressable by this team?
 - 2.2. Market entry strategy
 - Is the team intending to work within the existing industry value chain and power structure or disrupt the industry?
 - Does the team intend to take on the world, or focus on selected target niches?
 - Is the team intending to partner with others to enter the market?
 - 2.3. Strategic alliances
 - Who is the team partnering with?
 - What is the nature of the relationship?
 - What do the other parties bring to the table?
 - Does the team possess the business development skills required to form key strategic relationships on favourable terms?
 - 2.4. Exit opportunity
 - If the business is successful, who will be the most logical buyer?
3. Marketing Plan
 - 3.1. Competitive analysis
 - How well does the team understand the competitive landscape, both existing players and potential new entrants and substitutes?
 - 3.2. Target Market segments
 - Does the team have a clear idea of the target customer and their requirements?
 - How well does the team understand the needs and motivations of target buyers?
 - 3.3. Value proposition
 - How compelling is the strength of the value proposition to customers and partners?
 - Is the value proposition strong enough to overcome inertia and resistance to change on the part of conservative customers?
 - 3.4. Pricing & Revenue model
 - Will the market support the proposed pricing?
 - Is the pricing level consistent with the intended market positioning?
 - Does the revenue model generate one-off sales or recurring income?

- 3.5. Promotional plan
 - Is the proposed promotional plan sensible in terms of reaching the target market in an efficient manner?
 - What level of marketing skills does the team have?
- 4. Operational Strategy
 - 4.1. Critical success factors
 - Does the team have a clear understanding of the things that it must do well in order to make this venture succeed?
 - 4.2. Major risks and mitigation strategies
 - Does the team have a realistic understanding of the major risks involved?
 - How deeply has the team thought about ways of managing the risks?
 - 4.3. Major milestones
 - Is the team already familiar with the discipline of setting and meeting business milestones?
 - Has the team considered what business milestones could be used to measure their progress towards their stated goals?
 - Does the team have a realistic understanding of what business milestones would have to be achieved prior to subsequent rounds of financing?
- 5. People
 - 5.1. The current management team
 - What indications are there to show that this is a stand out team or founding individual that TVP would be proud to be associated with?
 - What is the current capabilities and experience mix on the team?
 - How realistic is the team in understanding their strengths and areas where additional capabilities will need to be recruited?
 - What does the plan reveal about the emotional and business maturity of the key individuals?
 - Has the entrepreneur demonstrated the ability to attract and motivate a top class team?
 - 5.2. Key hires, recruitment & retention strategies
 - Who, when and how?
 - Does the entrepreneur already have individuals identified?
 - How hard will it be to fill key posts?
- 6. Financials
 - 6.1. Revenue model
 - How does the business make money?
 - 6.2. 3 year Revenue & P/L forecasts
 - Is this going to a big enough business within a reasonable time frame to justify our time and the risk?
 - 6.3. 12 months detailed operating budgets
 - How well does the team understand their cost base?
 - How fast does the business burn cash?
 - 6.4. Key assumptions & sensitivities
 - How robust are the projections?
 - What basis exists for the assumptions used?
 - 6.5. Capital raising requirements & strategy
 - What future rounds of financing are anticipated to get this venture to exit?
 - How much flexibility has been built into the plan to allow for delays and setbacks?
 - How appropriate are the milestones that the management team has set in place prior to raising the next round?