**10 Eye-catching ways to write the best Business plan**

Most guides to writing an executive summary miss the key point. The job of the executive summary is to sell, not to describe.

The executive summary is often your initial face to a potential incubator, so it is critically important you create the right first impression. Contrary to the advice in articles on the topic, you need not explain the entire business plan in 250 words. You need to convey the essence and its energy. You have about 30 seconds to grab an incubator’s interest. You want to be clear and compelling.

Here are the key components that should be part of your executive summary:

1. **The Grab:** You should lead with the most compelling statement of why you have a really big idea. This sentence (or two) sets the tone for the rest of the executive summary. Usually, this is a concise statement of the unique solution you have developed to a big problem. It should be direct and specific, not abstract and conceptual.

2**. The Problem:** You need to make it clear that there is a big, important problem (current or emerging) that you are going to solve. In this context you are establishing your Value Proposition —there is enormous pain out there, and you are going to increase revenues, reduce costs, increase speed, expand reach, eliminate inefficiency, and increase effectiveness, whatever. Don’t confuse your statement of the problem with the size of the opportunity (see below).

3. **The Solution:** What specifically are you offering to whom? Software, hardware, service, combination? Use commonly used terms to state concretely what you have, or what you do, that solves the problem you’ve identified. Avoid acronyms and don’t try to use this opportunity to create and trademark a bunch of terms that won’t mean anything to most people. You might need to clarify where you fit in the value chain or distribution channels — who do you work within the ecosystem of your sector, and why will they be eager to work with you.

4. **The Opportunity:** Spend a few more sentences providing the basic market segmentation, size, growth and dynamics — how many people or companies, how much money, how fast the growth and what is driving the segment. You will be better off targeting a meaningful percentage of a well-defined, growing market than claiming a microscopic percentage of a huge, mature market. Don’t claim you are addressing the entire market when you are really addressing the small market for specialized users.

5. **Your Competitive Advantage:** No matter what you might think, you have competition. At a minimum, you compete with the current way of doing business. Most likely, there is a near competitor or a direct competitor that is about to emerge. So, understand what your real, sustainable competitive advantage is and state it clearly. Do not try convincing incubators that your only competitive asset is your first-mover advantage. Here is where you can highlight your unique benefits and advantages. You should be able to make this point in one or two sentences.

6. **The Model:** How specifically are you going to generate revenues, and from whom? Why is your model profitable and scalable? Why will it be capital efficient? What are the critical metrics on which you will be evaluated -customers, licenses, units, revenues, margin etc.? What are your goals wish to achieve within three to five years?

7. **The Team:** Why is your team uniquely qualified to win? Don’t tell us you have combined years of expertise in this sector: telling us about your individual achievements in this sector of venture for example “Our CTO was the lead widget developer for Intel, and she was on the original IEEE standards committee for arc-widgets. "

Don’t show a shortened form of each founder’s resume; explain why the background of each team member fits. If you can, state the names of brand name companies your team has worked for. Don’t drop a name if it’s an unknown name or if you aren’t happy to give the contact as a reference at a later date.

8. **The Promise ($$):** When you are pitching to incubators, your fundamental promise is that you are going to make them a boatload of money. The only way you can do that is if you can achieve a level of success that far exceeds the capital required to do that. Your Summary Financial Projections should be believable and clearly show that. You should show five years of revenues, expenses, losses/profits, cash and headcount. It might also make sense to show a key driver, such as the number of customers or units shipped.

9. **The Ask:** This is the list of requirements you are asking for now. This should generally be the minimum requirement you need to reach the next major milestone. If you expect to be raising a round of financing later, make that clear, and state the expected amount.

**Conclusion “Very Important”:** You should be able to make each point in just two or three simple, clear, specific sentences. This means your executive summary should be about two pages, maybe three.

Please remember that the outline above should not be applied rigidly or religiously. No template fits all companies, but make sure you touch in each key issue. You need to think through what points are most important in your particular case, what points are irrelevant, what points need emphasis, and what points require no elaboration.

Some other general points:

1. **Do not lead** with broad, sweeping statements about the market opportunity. What matters is not market size, but rather compelling pain. Incubators would rather invest in a company solving a desperate problem for a small, growing market than a company providing an incremental improvement for a large established market.
2. Your Business Plan is the foundation of firm, so keep it clear and honest. **Use simple sentences**, not multi-tiered compound sentences.
3. **Avoid adjectives** that sound impressive but carry no substance. “Next generation” and “dynamic” probably don’t mean anything to your readers (unless you are talking about Technology name). Everybody thinks their software is “intelligent” and “easy-to-use,” and everyone thinks their financial projections are “conservative.” Explain your company the way you would to a friend.
4. State **your value proposition** and competitive advantage **in positive terms,** not negative terms. It is what you can do that is important, not what others cannot do.
5. **Use analogs**, as long as you are clarifying rather than hyping. You can say you are using the Google model for generating revenues, as long as you don’t say you expect to be the next Google.
6. **Go back and reread** each sentence when you're done: Are they clear, concise and compelling?

*Finally, the most important, your summary might not even get read if this sentence is not well-crafted. Again, it should be specific and compelling. It should sell your company, not just describe it.*