



Rev1 Entrepreneur Toolkit: BUSINESS

Executive Summary Guidelines

We recommend the following ten categories for your executive summary. The summary should be no longer than the front and back of a piece of paper - the shorter the better! Depending on your business, it is perfectly acceptable to emphasize some sections more than others.

1. General Information

- a. Name of Company - Include "Inc." or "LLC" as appropriate
- b. Logo
- c. Company Information
 - i. Address
 - ii. Industry
 - iii. Stage: Concept, Seed, Startup, Early, or Growth
 - iv. # of Employees
 - v. Date Founded
 - vi. Website/Social Media Profiles
- d. Names of management team. Contact info of Founders.
- e. Advisors
- f. Names of previous angel, venture capital, or grant investors in the company

2. Customer Problem

- a. Describe the problem that the product/service addresses, but do not the product in this section. Focus on the major pain points of customers.

3. Product/Service

- a. Describe how the product/service addresses the customer problem described in the section above. Be as specific as possible - avoid general blanket statements, overzealous adjectives, industry jargon, and buzzwords.

4. Target Market

- a. What is your total addressable market (TAM)? What is the value of the market today, in dollars? What industry sector are you in? Is it a growing market? E.g. Semiconductor industry of \$340B growing annually at 13% on average.
- b. What is your serviceable addressable market (SAM)? Think about the filters you should apply to your TAM to drill down to your customer. E.g. Who buys your product? Men? Women? 25 year-olds? 55 year-olds? Marketing firms? Accounting firms? Retail Clothing Stores? Construction companies? Exploration and production companies? Students? What is the dollar value of your SAM after applying the relevant filters? Hint: it should be a lot smaller than your TAM.

5. Customers

- a. Take the target market and drill down into more granularity. Whereas your target market is "Retail Clothing Stores," your current customer might be "Old Navy," or "Banana Republic."



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- b. What is the persona of your ideal customer? Who are they? Describe them in detail along with how they currently operate in the market.
- c. If the Company already has customers, this section should list the top customers, and how much revenue each customer represents on an annual basis. It is also appropriate to list customers that are not yet producing revenue for a company, but that are in a sales pipeline (note that they are prospective customers in the narrative). For customers in the pipeline, list what projected revenue might be.

6. Business Model

- a. How does the company make money? For how much does the product/service sell? How much does the product/service cost? What are gross margins? Will customers pay upfront for the product/service? Is it a license/royalty based business? Are there recurring revenues, or is it a onetime payment?
- b. What business partners will be crucial to successfully executing on your business strategy?

7. Sales/Marketing Strategy

- a. How does the company make itself visible to its buyers? Does it sell directly to the buyer? Does it use a distributor? Does it have an internal or contract sales force? Does the company advertise in magazines/billboards/publications? Will the Company attend trade shows? Social media advertising?

8. Competitors

- a. List specific competitors, along with brief descriptions of the competitive product/service. Price points are very helpful if available. Do not say that there are no competitors. If you have no competitors, there's a good chance you don't have a market.

9. Competitive Advantage

- a. Why is your product better than the competitors listed in the previous section? Does it beat competitors on price? Quality? Speed? Intellectual Property? Be concise and to the point in this section. Try to get as many points in as possible that differentiate the company's product from the competition.
- b. If price is the primary way you are differentiated, you probably don't have a defensible market position.

10. Management

- a. This section should only focus on the Company's top management (the C Suite"). Be specific about experience. If there is previous entrepreneurial experience, mention this. If there have been successful exits, mention this. Bad description: "Joe Johnson has had a highly successful 20+ year career in the food/beverage industry." Good description: "Joe Johnson has worked in the food/beverage industry for 20+ years. He served as VP of Sales for Coca Cola for 10 years, managing the Southwest region (\$150mm sales). Most recently, he was head of product development for Frito Lay, where he introduced three new flavors of Doritos that did \$200mm of sales in the first year.