

Part 1: “Elevator” Introduction

- In a few sentences, state your business’ elevator pitch. An elevator pitch should address the key elements investors look for: product category (i.e., software, device, service offering), target market (i.e., unemotional and qualified - “huge market” is not as good as “\$300 million US market.”), pain point, competitors/alternatives, and competitive advantage.
- The most effective introductions immediately convey a clear sense of purpose and value while exciting potential investors and grant funders about the opportunity.

Part 2: Market and Industry Analysis

- **Market sizing analysis.** How have you sized your market? How credible is your knowledge? This is aimed at your analysis quality, not the relative size of the market. (Attribute sources, if applicable.)
- **Market size.** How large is your addressable market? How attractive is this market's size for an investor? (Attribute sources, if applicable.)
- **Market growth.** How attractive is this market's growth to an investor? What is its potential for growth? (Attribute sources, if applicable.)
- **Incumbents' power.** How attractive is this market in terms of existing competitors', suppliers' and customers' power? If it is difficult for newcomers to commercialize in your market, what is your plan to succeed?

Part 3: Go-to-Market Plan

- **Customer engagement.** Who are (will be) your customers? Prove they are buying (or will buy) your product solution from you. Prove you have meaningful relationships with early-adopters who either are doing business with you or will be doing business with you soon. Prove you can close deals.
- Describe how you win customers today. Describe your future customer acquisition strategy.
- Describe marketing tactics you will use to let the market know you have a potential solution to their problem.
- **Partnership / channel.** Prove you understand with whom you must partner and in what order. Prove that you can consummate these partnerships. If you do not need any partners or a sales channel, please say so.
- **Market segmentation.** Use an identified pain-point to segment your market. Prove you understand which part of the market you are targeting. What sets this segment apart from the others? (Attribute sources, if applicable.)

Part 4: Technical Product Description and Plan

- Crisply describe your product. Briefly describe your product or service, being sure to focus on features that create a competitive advantage and address the pain point of your customer and entice them to start and continue using your product.
- **Competition, subs. & differentiation.** How are you better/different than your competitors? Prove customers will choose you given limited resources and lots of other choices for spending their money. How will you displace any incumbents/competitors?
- **Technology validation.** Prove that your technology works well. How have you validated your progress?
- **Product development risk.** Where are you in your product development cycle? How have you validated your progress? What remaining development risks exist?

- **Intellectual property.** Describe your company's current intellectual property status and plans for the future. (Issued patents? Licensing agreements? Pending patent applications? Trade secrets?)
- **Non-IP barriers to entry.** Argue you will overcome the non-IP barriers to you in your market. Argue you will build barriers against others who will seek to imitate your successes. For example, what you have done to make it difficult for others to challenge you like manufacturing arrangements, distribution contracts, partnerships, etc.?

Part 5: Economics

- Describe your business model, focusing on how you make money for your company and investors.
- **Pricing.** What is your company's pricing model? Do you understand your competitors' pricing? Discuss your pricing assumptions and expectations relative to competitor's pricing or the cost of alternative solutions. Prove your resulting gross margins will support your business.
- **Downstream value.** Analyze end-users' ROI in terms of time, cost and/or quality. Provide evidence that downstream partners make attractive margins.
- **Scalability.** Describe how your business scales. How will your business make more money by improving your cost structure over time? What milestones will signal that your business is ready to grow in headcount, new markets, revenue, and/or partnership opportunities? Argue your business gets more attractive as it grows. What's required to reach economies of scale (and, if appropriate, economies of scope)?
- **Funding strategy.** How will you fund your growth? Convince investors (1) you know what type of financing is appropriate for you, and (2) you will make your investors' money.

Part 6: Risk vs. Talent Narrative

- **Team membership.** Briefly list and describe your key team members. Provide enough backstory to set the stage for how each person will contribute to the success of the company's development.
- Describe any holes in your leadership team or key positions. How do you plan to address these needs in the near term?
- **Advisors.** Briefly list and describe your key advisors and their contributions to date.
- **Past Execution.** What risks has your team mitigated so far (business or technical)? Prove your team has executed well as a group. What milestones have you accomplished as a group in your current company?
- **Future Risk narrative.** What are the next major risk-reduction milestones? Outline the big challenges you face and briefly state what you are doing to address them.