

The Executive Summary is the last section written. It should be restricted to two to three pages in length. In essence the Executive Summary is a very effective distillation of the overall business plan into a 'hard hitting' summary of key performance initiatives and performance targets. Typically it would include the following:

- The Business Opportunity
- The Product
- The Market Strategy
- The Management Team
- Profit and Cash Projections
- Investment Needs
- Returns to Investors

The following is a simple, but effective planning format that will fit many of the sections in this plan.

The format is not rigid and should be adapted to the requirements of individual Sections as applicable.

The four sub-sections that comprise the format are as follows:

- Clearly identify the readers of this document. Then write the plan in a style that is easily understood by readers
- Remember that this plan is a working document that has the clear purpose of initiating focussed action and generating clear and measurable results. Avoid the excessive use of descriptive adjectives to 'pad' or over-sell the plan. Flowery, highly descriptive language can cloud key issues, blur the plan's focus and slow/confuse its implementation
- Keep the plan 'tight'; ensure it remains concise, balanced, clear and logical. Where possible use quantitative rather than qualitative information. Remember the KISS approach to planning; keep it simple, short and specific. Interlink all Sections, with the Market Analysis providing a clear focus for all subsequent sections.