

Business Model Analysis Assignment

You have identified a concept that you believe could be a viable business and formed a team to write a business plan. As part of the business planning process the team will conduct a business model analysis.

Business Model Analysis

The business model analysis investigates the fundamentals of your venture. It sets the stage for writing the various sections of the business plan.

- Opportunity
 - Define the market segment. What are the size and key trends?
 - What problem is being solved?
- Market Analysis
 - Determine the market size, growth and trends.
 - Segment the market to identify potential entry points.
 - Identify alternative target markets.
- Competitive Analysis
 - Identify the major competitors and evaluate them.
 - What could be your competitive advantages?
- Profitability
 - Describe the revenue model. What are the key assumptions?
 - What are the gross profit margins in your industry? How determine?
- Product/Service
 - Describe alternative products and/or services that you could offer.
 - What are the key features?
 - How would the offerings be differentiated from the competition?
 - What are the potential benefits?

Research

The assessment consists of both primary and secondary research:

1. Research the market and industry.

The Leeds School Library is a great source for conducting research. You have access to databases that should provide great information. Please refer to my website for a guideline for conducting research.

Identify the North American Industry Classification System (NAICS) and look at the statistics that are available for your industry. Historical data forms the basis for trends.

Your research should include industry and trade publications and associations; general business publications e.g. Fortune, Forbes, New York Times, etc; brokerage and investment banker reports; marketing studies (normally you need to purchase these reports, but you may be able to buy just one chart or graph that has the information that you need); company annual reports; government publications.

2. Interview at least 20 people who can provide information and feedback on your concept, including industry experts and organizations, competitors, distributors, investors, bankers, company CEO's, real estate companies, product and service designers, marketing experts, customers, distributors, engineers, vendors, suppliers, manufacturers, subcontractors, consultants, etc. Ideally you should talk to people in the same industry that you are considering, but should not be limited to these; talking with successful entrepreneurs can provide great insights. Prepare a Call Report for each contact and include in the binder.
3. Prepare financial COMP's. Look at comparable companies and industry financial data to develop measures of key ratios, profitability, returns and growth. Refer to the Comps tab in the Financial Projections Model that can be downloaded from my website.

Assignment

1. Make a 10 minute PowerPoint presentation of Business Model Analysis in class to a panel of entrepreneurs and investors (max 10 slides).
2. Submit in a three-ring binder the following:
 - MARKET ANALYSIS – draft of the business plan section
 - INDUSTRY ANALYSIS – draft of the business plan section
 - PRODUCT/SERVICE – draft of the business plan section
 - Value Chain analysis
 - Competitive Matrix
 - Financial COMP's
 - Revenue Model
 - Interviews 20 - Call Reports