

Executive Summary & Business Plan Resources

The social business plan

- + [Writing the social venture business plan](#): presented by Jeffrey Robinson, assistant professor at NYU Stern
 - + [Early-stage D.Light business plan](#): courtesy of Stanford University
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The business plan | Audio/Video

- + [Jim Goetz, Sequoia Capital](#): one-hour video (and accompanying [PowerPoint presentation](#)) of Jim Goetz of Sequoia Capital (venture capital firm) on business plans (2008 Entrepreneurship Conference, Center for Entrepreneurial Studies, Stanford)
- + [Jim Ellis, Stanford Lecturer](#): one-hour video of Jim Ellis, Stanford GSB Lecturer and co-Founder of Asurion Corp, on business plans (2007 Entrepreneurship Conference, Center for Entrepreneurial Studies, Stanford University)

The business plan | Articles

- + [How to write a great business plan](#): William A. Sahlman, Harvard Business Review, July-August 1997.
- + [Harvard Business School Case: Some Thoughts on Business Plans](#), Case #9-897-101, November 14, 1996.
- + [Outline for a Business Plan](#): Ernst & Young
- + [How to Structure a Business Plan](#): Inc.com
- + [How to write an effective business plan: Lifting you up towards your success](#): Deloitte, April 2010.

The business plan | Websites

- + [Entrepreneur.com](#): Business Plan resource page.
 - + [Harvard Business School: Business plan page](#), broader [Entrepreneurship page](#)
 - + [Stanford University's Entrepreneurship Corner](#): Collection of over 1,600 videos and podcasts, featuring lectures by entrepreneurial thought leaders. In particular, the *Submitting a plan for funding* and *Typical questions asked by Venture Capitalists* sections of this CES webpage are particularly useful.
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Social impact analysis

- + [The Best Available Charitable Option](#): Acumen Fund Concepts article introducing Acumen's method of measuring social returns (BAGO)
 - + [Example of Best Alternative Charitable Option analysis](#): in *Money Well Spent*, by Paul Brest and Hal Harvey
 - + [Social impact analysis resources](#): at the Global Social Venture Competition website
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The pitch

- + [Alliance of Angels "Anatomy of the 10-minute pitch"](#): Provides a concise overview of how to develop a high-impact pitch
- + [The 10-20-30 rule for presenting](#): Guy Kawasaki describing his 10-20-30 rule of presenting on video, and on his [blog](#)