



SPARK+ INVESTMENT READINESS PROGRAM EXECUTIVE SUMMARY TEMPLATE

INSTRUCTIONS:

Description: Applicants are required to submit a 6-page Executive Summary. This template has been designed as a practical tool to develop a structured and concise presentation of your business and growth plan. Once completed, you will be able to use the Executive Summary for other purposes, e.g. to present to potential investors or for similar applications. Applicants are encouraged to treat this as a valuable exercise and to design an Executive Summary that describes their business rather than customizing it for this application. Please be as specific and concise as possible, as the precision, structure and quality of information will ultimately impact perceptions of your business' investment-readiness.

Structure: Applicants are encouraged to use the Executive Summary structure and guidelines provided below, however this structure is not mandatory and you may choose to modify the template in order to best describe and represent your business. The bullets provided in each section are to help optimize the content of Summary, but are **not** mandatory and can be omitted or modified if the information is unavailable or not applicable. Applicants are also encouraged to brand their Executive Summary as they see fit with their logo, and to include relevant charts, graphs, diagrams and photos.

All Executive Summaries must respect the following guidelines:

- Be 6 pages or less, in no smaller than 10.5 point font
- Provide a concise and analytical overview of the business' operations, sales strategy, impact, and financial performance
- Include the mandatory summary financial table at the end, using the provided template

Applicants that have applied to previous rounds of Spark, PIF or WEF and already have an Executive Summary are welcome to submit an updated version. Applicants that have their own Executive Summary format can also submit it in lieu of the template below, however all Executive Summary submissions **must** adhere to the requirements listed above.

Executive Summaries that exceed the 6-page limit will not be considered.

Submission: The Executive Summary is a required document and must be submitted with the rest of the required documentation by **June 19, 2017 at 6pm EST** to investment@cleancookstoves.org. Only applications submitted via this email address will be accepted.



‘**APPLICANT ORGANIZATION NAME**’

EXECUTIVE SUMMARY

Applicants are encouraged to follow the Executive Summary structure and guidelines provided below and to be as specific as possible. All sections and bullet points are merely examples of topics that **might** be discussed, however you are free to customize the titles of sections/sub-sections, their order, and overall content as you see fit to best represent your business.

Note: **Please delete all italicized guidance** in the sections below before submitting the final Executive Summary.

I. ELEVATOR PITCH

Describe your business in 1-3 sentences, as if you were to pitch it to an investor in 60 seconds.

II. BUSINESS OVERVIEW

Use this section to describe your business, what it does, and what its unique value proposition is.

✓ **Mission & Vision Statement**

✓ **History & Background**

Provide a brief overview of the business’ core activity and track record in the clean cooking sector since it was created, its current status and stage of development, and any relevant milestones achieved to date.

✓ **Products & Services Offering**

Describe the product lines and services that your business currently offers. Include information on the research and technology that has gone into their development, as well as IWA test results as applicable. Mention any future products or services that you are developing or plan to add to your portfolio in the near- or mid-term.

✓ **Value Proposition**

What is the unique promise of value that the business offers to customers (product features, benefits, services, etc.)?

✓ **Business Model**

Provide an overview of your business model and how you support these activities through market-based revenue (from sale of cookstoves, fuels, or other goods or services) and non-market-based revenue (carbon credit revenues, grants, subsidies and donations)? If the business is currently not profitable, clarify your strategy to increase financial viability/profitability.

III. MARKET OVERVIEW

Use this section to describe your business’ target market(s) and competitive advantage. If your growth strategy includes entering new markets, you may want to discuss them briefly here as well as the rationale behind the new market focus. Be as specific as possible and provide information and results based on your own market research where possible.

✓ **Market Opportunity**

Describe the critical market need/demand that your business is filling and the identified market opportunities for growth.

✓ **Customers**

Describe the different customer profiles that you target based on population, geography, size, gender, consumer trends & behaviors, etc. Discuss the level of acceptance of the product/service in the market and customers’ willingness to pay for it.

✓ **Industry & Country Context**

Provide any relevant information on the local context in the target market e.g. regulatory framework, socio-economic and gender context, cultural trends, political environment, etc.

✓ **Competitive Landscape**

Describe the main sources of competition and their importance in the market. Think about what your customers would rely on if your product/service didn't exist and how it compares on quality, price, usability, etc. Describe your advantages in relation to the competition.

IV. SALES, MARKETING & DISTRIBUTION STRATEGY

✓ **Pricing Model**

What is your pricing strategy to allow for product affordability and business profitability (e.g. low margin-high volume, low cost to market with high margin, etc.)? How does it compare to your competition?

✓ **Sales & Distribution Strategy**

What are the main sales/distribution channels and/or partners that your business relies on to make its products available to end users? How do you take into account local culture and incorporate gender-informed sales and distribution practices?

✓ **Branding & Promotion Strategy**

What are you known for and how are your products/services positioned and differentiated in the market? Describe the marketing tools and strategies used to promote your brand and your product i.e. messaging, advertisement, social media, etc.

V. OPERATIONAL OVERVIEW

✓ **Production Operations**

Describe the processes involved to produce the products/services and deliver them to your target customers. Briefly elaborate on your manufacturing capabilities and facilities if relevant.

✓ **Supply Chain**

Who are your key suppliers and what agreements do you have in place, or are you planning for?

✓ **Distribution Model**

Describe the processes involved to deliver your products/services to end customers. Who are the key distribution partners (internal or external) and what agreements do you have in place, or are you planning for?

✓ **Other Key Partnerships**

Describe the partnerships and agreements you have with other stakeholders and how they are being leveraged to unlock operational efficiencies and competitive advantages.

✓ **Systems**

Describe the tools, systems and processes in place, or that you plan to use, for collecting data and managing information such as sales and inventory tracking, managing clients, HR & admin, and impact reporting.

VI. GROWTH STRATEGY

Use this section to describe your business' short (1-2 years), medium (3-5 years) and long-term (5-10 years) growth strategy and how financing from Spark+ and/or other investors will be catalytic in reaching those objectives.

✓ **Revenue Growth Strategy**

What is your strategy to grow revenues to the "next level"? Do you plan to enter new markets, launch new products or services, vertically integrate (or dis-integrate), or deepen your penetration in existing markets? Describe your plan and strategy to achieve this in the short, medium and long-term.

✓ **Business Scalability**

How will the business effectively adapt and scale its operations and distribution to drive the growth discussed above and contribute towards the Alliance’s goal of 100 million households adopting clean and efficient cooking technologies by 2020? Discuss the scalability of your value chain, new supplier/distributor relationships to be developed, and new operating entities or subsidiaries to be established if relevant.

✓ **Team, Staffing and Organizational Capacity Growth Plan**

How do you plan to grow your management team and staff to drive and achieve the growth discussed above? Discuss key management hires, changes/redesigns in staffing, sales team expansion, etc. What skills training or capacity development will the business require to successfully achieve this growth?

✓ **Investment Strategy**

What capital (amounts and types) does the business require to execute on this growth strategy, and provide a brief explanation as to the uses of the funding being sought from Spark+ and/or other investors?

VII. IMPACT

*Be as specific as possible to **differentiate your impact from the impact of other organizations** in the clean cooking sector. We are familiar with the issue, and most businesses will claim that their products or services generate social and environmental benefits, so please provide quantitative information based on your business, rather than sector-wide data, where possible.*

✓ **Social Impact**

Describe how your business generates positive social impacts on people at the Base of the Pyramid with regards to cost savings, livelihoods, user health, living conditions, gender, etc. Include quantitative information where relevant and possible.

✓ **Environmental Impact**

Describe and illustrate how your business generates positive environmental impacts with regards to carbon emissions reduction, natural resource and fuel consumption, deforestation, renewability of resources, etc.

VIII. MANAGEMENT

✓ **Management Team**

Describe key team members’ experience and expertise.

✓ **Board of Directors, Investors, and Advisors**

Indicate, where applicable, the members of your Board of Directors, key advisors, and investors, and their functions.

IX. FINANCIAL OVERVIEW (Note: This is a REQUIRED section)

Please provide robust commentary around your historical and projected financials. This can include, but is not restricted to:

✓ **Key Drivers & Assumptions**

Key drivers of historical and projected performance (revenues, margins, etc.), assumptions (e.g. growth rates), and important past or future changes (for ex: if margins dropped one year) to aid in evaluating and understanding the financial situation.

✓ **Revenue Streams and Profitability**

Break down revenue streams (e.g. revenue from sales of products/services; carbon credits; grants, etc.), costs of goods sold (raw materials, transportation, labor, etc.). If business is not profitable, explain how and when you expect to break even.

✓ **Balance Sheet**

Details around physical assets, and short-term and long-term liabilities.