

Lean Plan: can help the entrepreneur to answer the basic questions of how he/she should draft a business plan and how he/she must do it. Since the lean plan for running a business is a simple collection of lists, tables, and bullet points, the potential entrepreneur will be able to focus on taking small steps, on reviewing his/her results, and creating incremental improvements.



Strategy	Identity <i>A one-sentence overview of your business</i>	Your Solution <i>What's your solution to the problem?</i> <i>Describe your products and services here.</i>
	Problem worth solving <i>What problem are you solving for your customers?</i>	Target Market <i>Who are your customers?</i>
Tactics	Sales Channels <i>How will you sell your products and services to your customers?</i>	Marketing Activities <i>What are the key things that you're going to do to reach your customers?</i>
	Team and Key Roles <i>What are the key roles that you need in your business to be successful?</i>	Partners and Resources <i>Do you need to work with other businesses to make your business work?</i>
Schedule	Milestones <i>What is your roadmap to test and start your business?</i>	
Forecasts	Revenues <i>How are you going to make money?</i>	Expenses <i>What are your key expenses when you're running your business?</i>



Exercise 1: The entrepreneur has to fill in the template with his/her business idea and plan by answering the following straightforward questions:

- What the entrepreneur is going to do? [strategy]
- How he/she is going to do it? [tactics]
- Who is doing what and when? [execution]
- How is the entrepreneur going to make money? [essential]

Exercise 2: The entrepreneur can further develop his/her business idea by taking into consideration the **five key principles of the Lean Plan**. These key principles will aid the entrepreneurs to analyze the needs of the customers (value) and identify in what way these needs can be efficiently met (value stream, flow, pull and perfection).

Entrepreneur's answers will correspond to one of each of the five principles of the Lean Plan. This activity will help the entrepreneurs to depict both the customers' expectations and the entrepreneurs' capabilities.

1. What does our customer need? Why and when do they need it? (value)
2. What happens next and who does it? (value stream)
3. How can we think in a smart, streamlined way to reduce the steps needed to provide the most value to our customer? (flow)
4. How can we transform our approach so that we have exactly the quantity the customers need, exactly when they need it? (pull)
5. Did we execute our plan and realize gains in efficiency? Where else can we improve our approach to bringing value to our customers? (perfection)

Exercise 3: The entrepreneur following the Lean Plan 4-step process has to fill with his/her 4 steps of his/her own business idea. This exercise will help entrepreneurs to test and revise his/her plan and identify any corrective actions that need to be met.



The Lean Plan as a 4-step process

1. *Create the Lean Plan:*

The lean planning methodology starts with a one page only lean plan that can be created in minutes.

2. *Test the plan:*

The ideas of the lean plan can be validated by answering the following questions:

- Do the customers have a problem worth solving?
- Does the proposed solution actually solve the customers' problem?
- Do the customers want to pay for the solution?

3. *Review the results:*

By reviewing the results of the customer needs and of any other information gathered there is a possibility of refining the solutions or even changing the definition of the problem for which a solution is proposed.

4. *Revise the plan:*

As the lean plan is a process and not just a document it can be continuously improved. Lean planning never finishes. It is a process for running a business more effectively.

