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| **Business Planning Template**  |
| **1. Member Needs Assessment:** What jobs are your members trying to get done or problems they are trying to solve?* **Jobs to be done**:
* **Problems to solve**:
 | **2. Description of Business Product or Service**:What is the business product or service that will reduce members’ pains and increase members’ gains (needs assessment) AND is aligned with the network’s mission, vision, and strategic objectives? |
| **1a. Members Pains:** Describe the negative emotions, undesired costs, and situations that your members experience before, during or after getting the job done.* What are your members’ main challenges?
* What risks do your members’ fear?
* What common mistakes do your members make?
 | **1b. Member Gains:**  Describe the benefits your members expect, desire, or would be surprised by; including functional utility, social gains, positive emotions, and cost savings.* What would make your members work easier?
* How do your members measure success or failure?
 | **2a. Relieve Pains:**  Describe how this product or service alleviates the members’ pains. | **2b. Create Gains:**  Describe how this product or service creates member gains or reduces negative emotions. |
| **1c. Ranking Pains & Gains:*** Rank each pain according to the intensity it represents for your members (high or low) and how often it occurs.
* Rank each gain according to its relevance to your members (substantial or insignificant) and how often it occurs.
 | **2c. Ranking Pains & Gains:*** Rank each pain reliever according to the intensity it represents for your members (intense relief or light relief).
* Rank each gain creator according to its relevance to your members (substantial or insignificant).
* Rank all products and services according to their importance to your members (crucial or trivial).
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| **3. Desired End-User Experience & Relationship:*** What experience do you want your members to have while they are receiving or using your product or service? ( i.e. personal, interactive, remote, etc.)
* What relationship do your members expect you to establish and maintain with them when they receive or use your products or services? (i.e. personal assistance, self-service, automated, communities, co-creation, etc.)
 | **4. Product or Service Communication & Delivery:** * What communication methods will you use with your members as they learn about, receive and use your product or service?
* What are the methods you can use to deliver your product or service?
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| **5. Key Initiatives:*** What are the key initiatives (actions) and infrastructure needed to develop, implement, support and/or provide this product or service?
 | **6. Key Resources:*** What are the most important tools, technology, expertise, staffing, materials, and/or financial resources needed to develop, implement, support and/or provide this product or service?
 | **7. Key Partners**:* Who are the key partners that are needed to develop, implement, support and/or provide this product or service?
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| **8. Development & On-going Costs:**Describe and estimate costs related to the product or service. * Look to key initiatives, infrastructure, and resources for identifying costs.
* Estimate one-time purchases.
* Estimate on-going costs related to recurring fee and purchases, and human resources.

**Forecast Assumptions:**  | **9. Expected Income:*** Identify a payment type for your product or service.
* Estimate how much (price) and how often (frequency) your members are willing to pay.

Examples of payment types include: selling a physical product, charging on a per use basis (fee for service), subscription fee-based on a time period, rent or lease a physical product, and licensing an intellectual property (shared staffing). **Forecast Assumptions:** |

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|  **Business Planning Template**  |
| **1. Member Needs Assessment:**  | **2. Description of Business Product or Service**: |
| **1a. Members Pains:** *
 | **1b. Member Gains:** | **2a. Relieve Pains:** | **2b. Create Gains:** |
| **1c. Ranking Pains & Gains** | **2c. Ranking Pain Relief & Gain Creation** |
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| **3. Desired End-User Experience & Relationship:** | **4. Product or Service Communication & Delivery:** |
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| **5. Key Initiatives:***
 | **6. Key Resources:** | **7. Key Partners**: |
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| **8. Development & On-going Costs:** | **9. Expected Income:***
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