

As part of your business model competition, you could consider allowing applicants to share one supporting document as part of their submission. This guide provides more context around what a supporting document might look like and other best practices.

**What is a supporting document?**

It can be any additional content besides the video or in-person pitch that a competitor deems necessary to help the judges understand their idea at a deeper level.

Examples of supporting documents could include: a written executive summary, Business Model Canvas, marketing flyer or other promotional materials, product menu, financial documents, etc.

Parameters of the supporting document file for the competition might be:

- > Three pages maximum
- > One PDF file

**EXECUTIVE SUMMARY**

An executive summary is a brief introduction to a business plan. It should be persuasive in nature and describe the business, the problem it solves, target market and financial highlights. Think of it like a mini business plan. Many people don't have time to read an entire business plan, so they read the executive summary to decide if they want to read the rest of the plan.

**Tips to get started:**

- > Write it last. Because it highlights points from other areas of the business plan, it should be quick and easy to summarize once the business plan has been written.
- > Keep it short and simple. It should be no more than 1-3 pages long and written in the third person. Write in short, concise paragraphs and utilize bullet points, subheadings, charts or graphics, and/or other relevant illustrations.

**Potential Content to Include:****Our Company**

- > Business name and description
- > Mission statement
- > Description of product or service
- > Leadership team and employees
- > Location

**Market Analysis**

- > Target market description
- > Explanation of how product/service solves need
- > Size of your market/industry

**Our Financials**

- > Key financial highlights that support feasibility of your business.
- > Startup costs & funding sources (investment, loans, etc.)
- > Projected revenue or ROI

**Future of the Company**

- > Goals & Growth Plans
- > How you will ensure the business is a success

# Need some inspiration? Check out these resources and examples:

> [Small Business Administration](#)

## Executive Summary

Key milestones

- A 2014
- B 2015
- C 2016
- D 2017

### Market Overview

### Vision and Mission

- Lorem ipsum dolor sit amet, consectetur adipiscing elit.
- Maecenas porttitor congue massa.
- Fusce posuere, magna sed pulvinar ultricies, purus lectus.

### Capabilities

- Lorem ipsum dolor sit amet, consectetur adipiscing elit.
- Maecenas porttitor congue massa.
- Fusce posuere, magna sed pulvinar ultricies, purus lectus.

### Current Strategy

- Lorem ipsum dolor sit amet, consectetur adipiscing elit.
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- Fusce posuere, magna sed pulvinar ultricies, purus lectus.

**25 MM**  
Revenue

**2 MM**  
Net Profit

**Clients**

## Capstone Headwaters M&A EXECUTIVE SUMMARY | Q1 2019

### INDUSTRY OVERVIEW

- Amid the growing economy and the tight labor market, the healthcare staffing industry has flourished. Healthcare added an impressive 348,000 jobs to the US economy in 2018, a 21.8% increase from the 284,000 gained in 2017, according to the US Bureau of Labor Statistics.
- The US is projected to see a shortage of up to 130,000 physicians by the year 2030, according to the Association of American Medical Colleges. Contributing factors to the shortage include the trend toward physicians working fewer hours, the aging population (which includes retiring physicians), and increased regulatory burdens. A striking 54% of respondents to Medical Group Management Association's 2018 survey reported that administrative burnout was a contributing factor to their likelihood of retirement within the next five years. As this shortage intensifies, physician staffing companies will continue to be desired merger and acquisition (M&A) targets in 2019.

#### HR & STAFFING TRANSACTION VOLUME

M&A activity in the broader Human Resources & Staffing industry climbed to a record high in 2018 with 202 announced or closed transactions.

Deal activity within the Healthcare Staffing sector also eclipsed prior years with 35 transactions compared to 27 in 2017.

#### 2018 M&A ACTIVITY BY SEGMENT

Killed Healthcare followed by Locum Tenens were the most frequently targeted segments within Healthcare Staffing in 2018.

In addition, many large healthcare staffing providers are utilizing M&A to broaden their offerings outside of traditional clinical staffing to include executive search and interim management staffing. As an example, Capstone Headwaters advised Philips, Duffie & Associates and Leaders for Today on their combined sale to Adia Healthcare in April.

#### NOTABLE TRANSACTIONS

- Cross Country Healthcare acquires American Personnel (Overland, Ohio-based) - Cross Country Healthcare (Headquartered in Dallas, Texas), the largest provider of per diem staffing in the US, has acquired Boston-based American Personnel (operating as AP Staffing). Terms of the deal were not disclosed. In its 42 years in operation, AP Staffing evolved from a legal and administrative search firm to offer healthcare staffing. The acquisition will help expand Cross Country's healthcare presence in the Northeast.
- IBR Healthcare acquires Martin Healthcare Group (Bismarck, ND) - Technology-enabled practice management company iHR Healthcare acquired physician staffing provider Martin Healthcare Group for \$25 million. "Given the size and scale of the acquisition is unprecedented in iHR's history, this is the first step in our aggressive growth plan fueled by the significant health systems and physician practices have put into our differentiated approach to patient care," said iHR Founder and CEO Michael Gonzalez in a press release following the acquisition. iHR received a \$65 million dollar commitment from healthcare investment firm CVC to facilitate continued innovation.

#### FIRM TRACK RECORD

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## Company / Project Title

### EXECUTIVE SUMMARY

#### Overview - The Quick Pitch

This is a brief section that describes what your business or project is all about.

#### The Problem

Here is where you describe the problem that you are solving.

- What is the problem and how big is it?
- Who is the target audience? Who is this problem affecting?
- Are there currently any solutions to this problem? Who is the competition?

#### The Solution

Here you describe how your business solves the problem for your target audience.

- How does your business solve the problem?
- Is it a simple or complex solution?
- If it is complex, how can you make it simple, or describe it more simply?

#### Highlights

Here you can show the most important market analysis and data that captures the potential your solution can have in the marketplace. We recommend pulling the most compelling highlights from your plan or proposal. You can also talk about the strengths and advantages of your staff and any partnerships you may have.

[Optional caption for graph, if it doesn't speak for itself!]

#### Keys to Success

Discuss the main steps necessary for your business to be successful.

- What is your marketing strategy?
- What resources will you need? (partnerships, funding, materials)
- What does your timeline look like?

#### Financial Highlights

If part of the purpose of your proposal is to seek funding, you may want to dedicate a full section to talk about the funding you currently have and what funding you'll need.

- What is your 3-year earnings projection?
- When will you break even?
- How will investors be repaid?

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## Executive summary

### Lifelong learners

Some will tell you that university is the leastest road to the top because it teaches you to be a critical thinker. Others say that college is a more practical course because of the skills you acquire. Still others say that education is secondary to having the right entrepreneurial attitude. Looking at this year's Top 50 CEOs, it looks like all roads can lead to the top - provided you never stop learning.

**Highest level of education:**

- 7% High school
- 4% Some post-secondary
- 9% College
- 33% Undergraduate
- 34% Masters
- 13% Doctorate

**80%** of Top 50 CEOs have completed some level of university

**Top 10 post-secondary institutions attended by the 2014 Top 50 CEOs:**

1. Memorial University of Newfoundland
2. Dalhousie University
3. Rotman School of Management, University of Toronto
4. Harvard University
5. Richard Ivey School of Business, University of Western Ontario
6. Acadia University
7. Saint Mary's University
8. Mount Allison University
9. McGill University
10. University of New Brunswick

### They work hard for the money

Entrepreneurs can be found at both extremes of the CEO compensation spectrum, making less than \$100,000 annually or exceeding \$1.5 million. Corporate CEOs who are not the founders of the organization(s) they lead, however, don't dip below the \$100,000 mark. The lesson? Being an entrepreneur is risky business, but with great risk can come great rewards.

### Settle down/move up

Apparently, a stable home life is the secret to professional success - preferably with 2-3 children. For the 16th consecutive year, the overwhelming majority of Top 50 CEOs are in the family way.

**92%** are married

**88%** have children

### Coming of age

More than half (58 per cent) of this year's Top 50 CEOs are under 50 years of age, and 26 per cent are under 45. Which means that a significant number of them have at least another 20 years of leadership excellence ahead of them.

**34%** Age of this year's youngest Top 50 CEO, Ron Lovett (iGlobe Security)

**Incidentally,** this is his 8th time being named to the Top 50, making this his Hall of Fame induction year. Guessing, how, could you possibly get the bar any higher?

**Top 50 CEO ages:**

- 4% Under 40
- 20% 41-45
- 22% 46-50
- 14% 51-55
- 10% 56-60
- 10% 61-65
- 6% 66-70
- 2% Over 70

### Knowledge is power

Top 50 CEOs are around never-judges - with great reason. Competitive intelligence keeps them on top of their game and ahead of the competition.

**How do they consume news/information?**

- 22% Mobile device (Smart phones, tablets)
- 21% Print newspapers/magazines
- 20% Online (via desktop computer)
- 17% Television
- 15% Radio
- 4% Social media (Twitter, LinkedIn)
- 9% Industry reports
- 2% Personal experience

**46%** of Top 50 CEOs rely on the Internet for news and information

### Most trusted source of news/information:

- 21% State-owned media (CBC, BBC)
- 17% National newspaper (Globe & Mail, National Post)
- 15% Periodicals (The Economist, Maclean's, Time, Atlantic Business Magazine)
- 10% Word of mouth (colleague/supplementary specialist)
- 10% Local newspaper (The Telegram, Chronicle Herald)
- 9% Industry-specific research
- 6% Local radio stations (WOCM)
- 5% Commercial networks (NTV, CTV, Fox News, CNN)
- 4% Online news feed
- 3% Internet searches

## BUSINESS MODEL CANVAS

The Business Model Canvas is a one-page summary of the key aspects of an idea. It is used as an interactive tool to allow the creator to easily adjust and modify their planning as they discover more about the market and the value they can create for their customers.

### Helpful resources:

- > [YE - Business Idea Organizer and template](#)
- > [Strategyzer](#)
- > [Big Idea Canvas](#)

## FINANCIALS

Many listeners of business ideas want to know one thing – the numbers. Applicants can prove their Big Idea is feasible through financial information such as:

- > Revenue Streams
  - Pricing and Profit breakdown (includes Cost of Goods Sold)
- > Projected net income statement
- > Start-Up and operating cost assumptions
- > Financial ratios

### Helpful resources:

- > [Revenue Streams Explained](#)
- > [Investopedia.com - Financial Ratios Explained](#)

## MARKETING MATERIALS

How a business builds a relationship with their customers is critical. Sharing the marketing strategy and materials can help communicate how a customer base will be reached and maintained.

Marketing materials might include: a flyer, brochure, social media pages, etc.

### Helpful resources:

- > [Canva](#)
- > Microsoft Publisher
- > Photofy
- > Google Apps:
  - Lucidpress
  - Youidraw

## MISCELLANEOUS

Again, a supporting document can be any additional content besides the video or in-person pitch that the applicant deems necessary to help the judges understand their idea at a deeper level. Encourage applicants to be creative and decide what this supporting document should be. *The supporting document does not have to be one of the aforementioned documents.*