

# Business Plan Assessment Rubric

Originally prepared for RCI R&D RISK ASSESSMENT AND MANAGEMENT

Date

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## Author -Title

Trait	Exemplary	Accomplished	Attained	Unattained
Executive Summary/ Pain Statement	A concise and readable, non-confidential summary is given upfront that clearly outlines to any and all readers the pain in the marketplace and how this opportunity will address it.	A clear non-confidential summary of the opportunity is provided upfront.	A summary is provided. The reader can identify the opportunity but this requires some effort. Contact information is provided.	The opportunity is unclear or requires extensive work on the part of the reader to discern.
Technical aspects/ Probability of Success	The technical aspects and the associated risks are clearly presented: What is the basis of the opportunity, How will it be developed and tested, When, Where have others tried and failed, What experiments are planned, and Are their Go/No go gates.	The technical aspects are clearly presented: What is the basis of the opportunity, How will it be developed and tested, and When.	A clear explanation of the technical aspects of the business opportunity is presented.	No or an incomplete explanation of the technical aspects of the business is presented.
Intellectual Property/ Competitive Advantage/ "MAGIC"	A clear explanation of the competitive advantage of the opportunity, a defensible intellectual property strategy, competitive IP analysis, and a SWOT analysis are presented. The "job" that the customer is trying to solve is also identified.	A clear explanation of the competitive advantage of the opportunity and a defensible intellectual property strategy are presented. Major IP of the competitors is discussed.	A clear explanation of the competitive advantage of the opportunity is presented.	No or an incomplete explanation of the competitive advantage is presented.
Market Potential	The overall market size, growth rate and key characteristics are identified in addition to various appropriate segments of that market. Comparable growth and penetration rates are presented. Extensive research has been carried out and referenced.	The overall market size, growth rate and key characteristics are identified. Segmentation of the market is also discussed. Significant research has been carried out.	The overall market size, growth rate and key characteristics are identified as an aid to assessing the commercial potential of the opportunity.	No or incomplete market information is presented, making it difficult to assess the potential of the opportunity.

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Competitive Environment	Both the direct and indirect competitors are identified by name with some reference to their interests, capabilities and potential response. The potential barriers to entry are identified. There is clear evidence of extensive secondary research.	The direct competitors are identified and given appropriate recognition. Some reference to the indirect competitive threats is presented. Significant research has been carried out.	The direct competitors are identified and are not dismissed offhandedly. Some secondary research has been carried out.	No or incomplete identification of the competitive threats is presented.
Financial Model	A clear, consistent yet detailed and appropriate (significant items/ digits) financial model is presented, outlining the key assumptions and financial drivers. Appropriate graphics are employed. Some sensitivity analysis is also presented.	A detailed, consistent and appropriate financial model is presented with the underlying assumptions. Some illustrative graphics are provided.	A detailed financial model is presented and the assumptions can at least be derived from the plan. The plan is internally consistent.	No or an incomplete financial model is presented, with unclear assumptions
Financial Returns	The financial requirements are clearly outlined and the financial model supports a reasonable investment opportunity as measured by NPV or IRR. Appropriate sources of financing are identified as are time and available funding contingencies.	The financial requirements are clearly outlined, the financial model supports a reasonable investment opportunity as measured by NPV or IRR, and appropriate sources of financing are identified.	The financial requirements are clearly outlined and the financial model supports a reasonable investment opportunity.	No or incomplete discussion of financial requirements, sources of funding or returns
Operating Plans	Detailed operating plans, budgets and contingency plans especially for the next relevant period (3-12 months) are outlined and supported by project management tools.	Detailed operating plans and a budget are outlined that are consistent with the overall business plan.	An operating plan outlining the major milestones is presented.	No or an incomplete operating plan is presented. Important milestones are missing.

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Founders/ Management/ Advisors	The management/ advisory team is clearly identified along with their appropriate credentials. The team appears qualified for the task at hand. Weaknesses in the team are identified and plans to recruit are identified	The management/ advisory team is clearly identified along with their appropriate credentials and experience.	The management/ advisory team is clearly identified. It is unclear as to their qualifications for the task.	No or an incomplete management team is identified.
Presentation	Information is well organized including a Table of Contents, well- constructed paragraphs and subheadings. Graphics, pictures, diagrams and tables are used throughout. Few or no typographical errors and clear evidence of proofreading.	A Table of Contents and subheadings are used. There are a minimal number of typographic and grammatical errors. Graphics and tables are used to clarify points.	The document is laid out in a structured manner but with a number of typographic and grammatical errors.	The document is poorly laid out and difficult to navigate. In addition there are many errors indicative of a lack of proofreading.
Other Comments				
Overall impression/ Grade (Not necessarily a straight addition of the above scores)				

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