15.390 Final Business Plan Evaluation Form

Team Name: __________________________

Evaluator: __________________________

1. Idea: Grade: __, Comments: ____________________________________________________________

2. Target Customer & Market Analysis: Grade: __, Comments: __________________________________
   a. Target Customer Profile: ________________________________________________________________
   b. Persona: _________________________________________________________________________
   c. Identified Critical Pain Point: __________________________________________________________
   d. Primary Customer Research* (Quantity & Quality – e.g., did they include a table summarizing it):
      __________________________________________________________________________________
   e. Interpretation of Primary Customer Research: ____________________________________________
   f. TAM: ______________________________________________________________________________
   g. First 10 Target Customers Identified, Listed & Some Status: _________________________________
   h. Identified Important Trends: ____________________________________________________________
   i. Alternatives for Customer Identified: ____________________________________________________

3. Product: Grade: __, Comments: __________________________________________________________
   a. Good Simple High Level Description of Product: ___________________________________________
   b. Use Case: __________________________________________________________________________
   c. Value Prop: __________________________________________________________________________
   d. Competitive Advantage: ________________________________________________________________
   e. Identify Key Assumptions: __________________________________________________________________________________
   f. Test Key Assumptions (maybe in Concierge mode): _________________________________________
   g. Define MVP: __________________________________________________________________________
   h. Proof of Customer Adoption (“Dogs Eating Dog Food“): __________________________________
   i. Staged Development Plans with Clear Milestones: _________________________________________
   j. Assessment of Technology Involved – Viability/Risk, Value & Sources: ______________________
   k. Manufacturing Plans: ______________________________________________________________________
   l. R&D Plans: _____________________________________________________________________________
   m. COGS Analysis (as appropriate): __________________________________________________________________________________

4. Competition: Grade: __, Comments: ______________________________________________________
a. Identify Core: ____________________________________________

b. Identify Other Outer Walls/Traps: ____________________________

c. Translate Convincingly to Competitive Position for Customer: ______________________

d. Identify Key Short, Medium & Long Term Competitors: ____________________________

e. Do a Good Holistic Analysis of Key Competitors: ________________________________

f. Position Your Company Relative to Others: _________________________________

g. Deal with “Do Nothing Option” vs. Competitors in Balanced Fashion: ________________

5. Go To Market #1: Business Model: Grade: ___, Comments: ____________________________________________

   a. DMU: ___________________________________________
       
   b. DMP: __________________________________________
       
   c. Map of Sales Process to Acquire a Customer: ________________________________
       
   d. Thought on Alternatives for Biz Model to Extract Rent: ______________________
       
   e. Pricing: __________________________________________________________________
       
   f. Noting How Biz Model & Pricing Decision Effect COCA & LTV: ________________

6. Go To Market #2: Execution: Grade: ___, Comments: ____________________________

   a. Distribution Model: ______________________________________
       
   b. Sales Organization: ______________________________________
       
   c. Marketing Plans: ______________________________________
       
   d. Sales Funnel Presented: ________________________________
       
   e. COCA Calculation (over time): __________________________
       
   f. LTV Calculation (over time): __________________________
       
   g. Comparison of COCA & LTV Overtime: __________________

7. Financials: Grade: ___, Comments: ____________________________________________

   a. Top Line Revenue Model: ____________________________________________
       
   b. Understands/Explains COGS & Expenses: ____________________________
       
   c. Profit & Loss Statement: ____________________________________________
       
   d. Cash Flow: ____________________________________________
       
   e. Assumptions Clear: ____________________________________________
       
   f. Sensitivity Analysis: ____________________________________________
       
   g. Breakeven Analysis: ____________________________________________
       
   h. Cash Controls: ____________________________________________
       
   i. Clarity on How Much Was Needed to Execute Business Plan: __________________
       
   j. Clarity on What Exactly the Funds Would be Used For: ______________________
k. Were there clear milestones on the Funding: 

l. Financing Strategies (including analysis of a broad range of sources): 

8. People/Team: Grade: __, Comments: 

   a. Quality and Quantity of Founding Team 
   b. Clarity on Roles: 
   c. Clarity on What is Missing: 
   d. HR Plan to Add Missing Skills Aligned with Plan & Milestones: 
   e. Organization Chart Plan for 1, 2 and 5 years: 
   f. Capital Stock Table for Employees and Investors (hypothetical): 

9. Overall Business Plan Logic: Grade: __, Comments: 

   a. Logical Flow: 
   b. Scaling the Business: 
   c. Anticipating Risks & Mitigation Strategies: 

10. Other: Grade: __, Comments: 

   a. Presentation: 
   b. Magnitude of Opportunity: 
   c. Timing of the Opportunity: 
   d. Intangibles: 

11. Final Overall Grade: ___, Comments: 

