

# Business Plan Review

A simple check-list to help a company understand how it "looks" to others

\_\_\_\_\_  
*Company Name* \_\_\_\_\_  
*Evaluator* \_\_\_\_\_  
*Date*

**A. Reality check.** Please score the venture (✓) according to these eight initial criteria:

	Probably NO	Probably NO but a plan exists to address the issue	Probably YES
1 Is there a written and fully current <u>business plan</u> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 Are there <u>current financial statements</u> and <u>cash-flow projections</u> prepared or reviewed by an outside accountant?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 Does the business concept appear to be based on <u>sound technical and business principles</u> (i.e., does it <u>make sense</u> )?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 Is the <u>time</u> needed to reach positive cash-flow longer than the ideal term for a tenant in this facility?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5 Are <u>adequate financial resources</u> available?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6 If the business opportunity is based on proprietary technology, is the proprietary position adequately <u>protected</u> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7 Is there good <u>personal chemistry</u> among the principals?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8 Do the <u>personal financial needs</u> of the principals match the capacity of the business?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## B. Market Opportunity

Using the check-off scale (✓), please give this venture a rough ranking for each of the listed factors.

	Probably <b>Inadequate</b>	Probably <b>equal to the</b> competition	Probably <b>better than</b> most competition	Potentially <b>outstanding</b>	I cannot tell
1 Evaluate the company's belief that it has a significant and credible <u>market opportunity</u> (i.e., is the product or service or business system distinctive or an order of magnitude better in performance?).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 Assess the company's <u>market approach</u> including strategies for dealing effectively with customer indifference (or lack of knowledge), competitive offerings, and other economic forces.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 Evaluate the company's ability, as a new entrant in this market niche, to <u>survive long enough</u> to succeed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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**C. Management.** Please score the venture (✓) according to these five major criteria:

	Probably NO	Probably NO but a plan exists to address the issue	Probably YES
1 Is there at least one member of the management team <u>qualified</u> to undertake the work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 Is the management team <u>complete</u> and <u>appropriate</u> for the work that is to be done?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 Is there a willingness to bring in <u>additional management and outside directors</u> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 Is there an appropriate group of <u>outside professional advisors</u> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5 Does management have the ability and experience to <u>leverage scarce resources</u> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## D. Technology issues

Using the check-off scale (✓), please give this venture a rough ranking for each of the listed factors.

	Probably inadequate	Probably equal to the competition	Probably better than most competition	Potentially outstanding	I cannot tell
1 Assess the feasibility of the stated technology <u>development goals</u> and technology <u>application objectives</u> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 Compare the proposed development program with <u>existing technologies</u> (or with possible <u>competing</u> and <u>future</u> technologies).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 Assess the company's technical <u>achievements to date</u> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 Assess the company's plan for obtaining any necessary <u>regulatory</u> or <u>trade association approvals</u> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## E. Resources

Using the check-off scale (✓), please give this venture a rough ranking for each of the listed factors.

	Probably inadequate	Probably equal to the competition	Probably better than most competition	Potentially outstanding	I cannot tell
1 Evaluate the adequacy of the company's <u>budget</u> in comparison to the work that is outlined.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 Evaluate the possibility of raising <u>additional funds</u> to carry out the project.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 Evaluate the adequacy of the <u>facility</u> against the needs of the tenant company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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### F. Commercialization program

Using the check-off scale (✓), please give this venture a rough ranking for each of the listed factors.

	Probably inadequate	Probably equal to the competition	Probably better than most competition	Potentially outstanding	I cannot tell
1 Assess the proposed commercialization <u>timetable</u> , in terms of....					
1.1 R&D timetable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2 protecting proprietary rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3 marketing timetable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.4 manufacturing timetable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.5 possible regulatory factors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 Comment on the company's <u>sales function</u> and its <u>ability to compete</u> in the marketplace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 Evaluate the company's methods of <u>distribution</u> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 Evaluate the company's approach to <u>customer support</u> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5 Evaluate the company's <u>financial control, management, and strategic planning</u> capabilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6 Evaluate the feasibility of the company's <u>commercialization milestones</u> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**G. Critical issues.** Check (✓) the issues that the company itself needs to consider in more detail. Circle the issues that should be resolved prior to any formal commitment to this company.

#### The Fundamentals

A1    A2    A3    A4    A5    A6    A7    A8

#### Market Opportunity

B1    B2    B3

#### Management Issues

C1    C2    C3    C4    C5

#### Technology Issues

D1    D2    D3    D4

#### Resources

E1    E2    E3

#### Commercialization Program

F1.1    F1.2    F1.3    F1.4    F1.5  
 F2    F3    F4    F5    F6

