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| **Business Plan Grading Rubric** |
| Evaluation Dimensions | Performance Rating |  |
| Needs Improvement1 | Acceptable2 | Exemplary3 | Score |
| Business Plan Component Areas – Grading Criteria |
| Executive Summary | Executive summary does not present a clear overview of the business; main points are not outlined, or cannot be understood | Executive summary provides a satisfactory overview of the business; summary is missing a few minor points, but meets expectations | Executive summary is clear, concise, and effective; summary provides a thorough overview of the business, and fully outlines and describes main points |  |
| Business Description | Plan is missing a business description, or description of the business is vague and inadequately developed; few if any details are provided regarding product/service offered and strategic elements; business model is not sufficiently described; does not clearly describe the benefits of the good/service offered and how it addresses consumer needs; overall company focus is unclear | The business idea is clearly presented; strategic elements are satisfactorily outlined; with a few minor omissions, the business plan describes the reasons for starting the business, product or service offered, and the business model; the company’s value proposition is described, but is less than fully developed; business description is lacking some detail, but meets minimum standards | Presents the business idea thoroughly and effectively, including the company’s mission, vision, goals, objectives, and overall strategic direction; fully outlines the reasons for launching the venture, and describes product/service offered, company focus, and business model; clearly and convincingly articulates the company’s distinctive value proposition |  |
| Industry Analysis | Industry analysis is not provided, is inadequate, or is incomplete in significant respects; evaluation of important industry characteristics is lacking detail and does not present a comprehensive assessment of the industry in which the company will be competing; limited competitor and market analyses are provided; few if any competitive advantages are identified, and no analysis of their effects is provided | Business plan describes major characteristics of the industry, but analysis is limited or missing a few elements; market attributes are described and their impacts on the business are adequately assessed; plan identifies competitive advantages of the company, but a discussion of their contribution to the company’s market success is missing or less than fully developed; industry analysis is appropriately developed | Provides a thorough analysis of industry size, segments, maturity, opportunities and threats in the industry, overall trends and outlook for the industry, and major competitors; specifically identifies target market and consumer demographics, and fully describes niche in which the company will operate; clearly presents significant competitive advantages and effectively analyzes their impacts on organizational success  |  |
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| Business Plan Component Areas – Grading Criteria |
| Management Plan | A management plan is not provided, or is inadequate, imprecise, or incomplete in significant respects; description of important characteristics of members of the management team is vague and lacking detail; does not present a compelling case for a credible, capable, and professional management team; governing and advisory boards are not identified or not sufficiently described; external service providers that will support the management team are not identified or not sufficiently described | A management plan is outlined, but less than fully described; the plan outlines some important characteristics of members of the management team, but is missing a few minor elements; other stakeholders are identified and their contributions to the company are satisfactorily explained; external service providers and/or support firms are identified, but the description of their contributions is only partially developed and explained; there are a few minor omissions, but the management plan is adequately established | Clearly outlines and describes the management plan for the new enterprise; details the roles, responsibilities, qualifications, and relevant expertise of key members of the management team; clearly identifies other stakeholders, including a Board of Directors and any advisory boards, who will contribute management or consulting expertise, and highlights their strengths; fully describes other professional service firms that will provide management support (e.g., accounting, customer service, etc.) |  |
| Marketing Plan | Marketing plan is not provided, or is inadequate, imprecise, or incomplete in significant respects; description of important characteristics of the marketing strategy is vague and lacking detail; a sales management plan is not identified or not sufficiently described; a budget for the marketing plan is not provided, or is missing important elements, is unrealistic, and/or is incorrectly prepared | Marketing plan is outlined, but less than fully described; the plan summarizes the marketing strategy, but is missing a few elements; some specifics regarding pricing, promotion, advertising, distribution, media usage, public relations, and web/social media presence are provided, but some details are not described; the plan adequately addresses a sales management plan, and a satisfactory budget is provided | Clearly outlines and describes the marketing plan and an effective overall marketing strategy for the proposed new enterprise; provides details regarding pricing, promotion, advertising, distribution, media usage, public relations, and web/social media presence; fully describes sales management plan and composition of sales force; provides a comprehensive and detailed budget for marketing plan |  |
| Operational Plan | Operational plan is not provided, or is inadequate, not fully developed, or incomplete in significant respects; description of important resource needs is vague and lacking detail; a logistics and supply chain plan is not provided or is not sufficiently described | Operational plan is outlined, but less than fully described; the plan summarizes human resource, facility, and technology needs, but is missing a few elements; a logistics and supply chain plan is satisfactorily outlined; a few details are not described, but plan meets expectations | Effectively outlines and develops an operational plan for the proposed new enterprise; the plan clearly identifies needs relating to human resources, facilities, and technology infrastructure; fully describes plan for logistics and supply chain management |  |
| Financial Plan | Financial plan is not provided, or is inadequate, unrealistic, or incomplete in significant respects; analyses of and/or projections for key components of the financial plan are inaccurate, not developed, and/or lacking detail; a proposal for alternative financing sources is not provided or is not adequately described and/or substantiated | Plan outlines the principal financial elements, but analysis is limited or missing a few minor components; sales forecasts, income projections, pro-forma financial statements, a break-even analysis, and a capital budget are included, but are less than fully justified; the plan outlines possible sources of financing and is adequate in most respects | Presents an accurate, realistic, and achievable financial plan for the proposed new enterprise; the plan includes reasonable and fully supported sales forecasts and income projections, proforma financial statements, a break-even analysis, and a capital budget; the plan clearly identifies and effectively justifies possible sources of financing |  |