



Overall Concept	<b>Is this a compelling, innovative solution that meets a clear and large market need?</b>	
	4	An exciting concept that will appeal to a mass- or high-value market. Concept may be highly disruptive to existing players or enable significant new value creation for its customers.
	3	Concept addresses a clear market need or interest that currently is not well served by other solutions or competitors.
	2	Concept meets a market need in a differentiated manner; however, market is currently served by some viable alternatives.
	1	Concept doesn't meet a clear and/or significant market need. It is not clearly differentiated from alternatives currently addressing the market.
Market Opportunity	<b>How big is market size and/or business opportunity?</b>	
	4	Substantial global market (>\$1B potential) with no dominant competitor or alternative solution.
	3	Large global market (\$1B potential) served by a range of alternative solutions or competitors, but where no single competitor has majority market share.
	2	Significant global or domestic market currently well served by alternative solutions or competitors where one or more competitors have a dominant market position.
	1	Small (>\$500M) local or vertical market segment and/or market currently well served by one or more dominant players.
Competition & Business Risk	<b>How significant are the business and technical risks?</b>	
	4	No dominant competitor, or comparable alternative approach, in the market and/or the solution is highly disruptive to current market leaders. Technical and implementation risks are well understood.
	3	Multiple competitors but no single market leader. Solution is well differentiated, market channels are well understood.
	2	Many strong competitors. Solution is not significantly differentiated. Competitive advantage may not be sustainable.
	1	Many dominate competitors. Technical and implementation challenges not well understood. No clear plan to enter and disrupt current market.
Product Execution	<b>Is product complete and demonstrating strong product/market fit?</b>	
	4	Product complete and in the market with growing adoption by target customers.
	3	Product is in beta release with early customers. Promising feedback is driving further implementation.
	2	Product is pre-release (alpha). Concepts have been tested with target customers.
	1	Product is concept and/or first prototype only. No significant market testing has occurred.
Business Execution	<b>Are key business infrastructure and appropriate channel partners in place to support growth?</b>	
	4	The business has established its go-to-market channels and partnerships. Key infrastructure is in place to reach and service customers, deliver product to market, support growth and expansion.
	3	The business is supported by established management and organizational practices and processes. IP protections, as necessary, are in place. Key partnerships have been established.
	2	Key business structures are in place. Founders have engaged appropriate advisors/board members to guide strategy. Go-to-market partnerships are in formation.
	1	The business is newly formed (may or may not be legally structured) using rudimentary tools to manage business operations. No significant channel and/or go-to-market partnerships have been established.
Team	<b>Are an experienced executive team and appropriate personnel management practices in place?</b>	
	4	The management team is complete and key executives have relevant experience to execute on the market opportunity. Appropriate personnel management systems are in place.
	3	The management team is near-complete, but lacking one or more key executives with appropriate market and business experience for the current opportunity. Human Resource practices are not fully established.
	2	Founding management team is in place, but with critical gaps in the organizational structure (e.g., missing financial or marketing executive). Key roles filled by contractors rather than employees.
	1	Founder(s) only. May be lacking key business, market, or technical skills.
Business Model & Customer Adoption	<b>Does the company understand the metrics of its business? Is the business model working?</b>	
	4	The business is operating on a clear, proven business model. Cost and pricing, customer acquisition model, and metrics are well understood. Customers are buying. Business is meeting revenue and growth objectives.
	3	The business has developed a clear revenue and business model, established pricing and customer acquisition strategies. Early market tests demonstrate willingness to buy. Business has not hit growth objectives to date.
	2	The revenue and business model is defined, but concepts have not been widely tested.
	1	No clear path to revenue. No understanding of customer and/or channel requirements.