**Business Model Assessment Rubric**

**UTech – Sagicor Innovation Challenge**

At its highest level, the there are six fundamental questions to be answered:

1. *Is the market real?*
2. *Is the product/service real?*
3. *Can the product/service be competitive?*
4. *If a company were to be created to push this product/service. Can our company be competitive?*
5. *Will the product/service be profitable at an acceptable risk level?*
6. *Does launching the product/service make strategic sense?*

The more granular questions (*see below*) to be answered fall within the following larger questions:

* Is it **Real**?
* Can we **win**?
* Is it **worth** it?

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| **REAL** |  |
| The market: | **MAX**  **POINTS (10)** |
|  | Y-1, N-0 |
| 1. Is there a need or desire for the product/service? |  |
| 1. Can the customer buy it? (is it affordable relative to alternatives?) |  |
| 1. Is the size of the potential market adequate? |  |
| 1. Will the customer buy the product/service? |  |
| 1. Are there subjective barriers to purchasing it? |  |
| 1. Is there a clear concept? |  |
| 1. Can the product be made or the service designed? |  |
| 1. Could it be created with available technology and materials, or would it require a breakthrough of some sort? |  |
| 1. If it can be created, can it be produced and delivered cost-effectively, or would it be so expensive that potential customers would shun it? |  |
| 1. Will the final product or service satisfy the market? |  |

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| **WIN** |  |
| Exploring the competitive environment: | **MAX**  **POINTS (13)** |
|  | Y-1, N-0 |
| 1. Can the product or service be competitive? |  |
| 1. Does it have a competitive advantage? |  |
| 1. Can someone else’s offering provide customers with the same results or benefits? |  |
| 1. Can the advantage be sustained? |  |
| 1. How will competitors respond? |  |
| 1. If we were going to attack our own product or service, what vulnerabilities would we find? |  |
| 1. How can we reduce them? |  |
| 1. Would the product or service survive a sustained price war? |  |
| 1. Can our company (if created) be competitive? |  |
| 1. Do we have superior resources? |  |
| 1. Do we have appropriate management? |  |
| 1. Does the organization have direct or related experience with the market, are its development-process skills appropriate for the scale and complexity of the project, and does the project both fit company culture and have a suitable champion?   **NB:** organisation in this case can refer to the created organisation as a standalone or a combination of the created entity leveraging Sagicor. |  |
| 1. Can we understand and respond to the market? |  |

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| **WORTH IT** |  |
| Explore the risks vs. payoffs. | **MAX**  **POINTS (10)** |
|  | Y-1, N-0 |
| 1. Will the product or service be profitable at an acceptable risk? |  |
| 1. Are forecasted returns greater than costs? |  |
| 1. Are risks acceptable? |  |
| 1. How will small changes in price, market share, and launch timing affect cash flows and break-even points? |  |
| 1. Does launching the product make strategic sense? |  |
| 1. Does the project create opportunities for follow-on business or new markets that would not be possible otherwise? |  |