

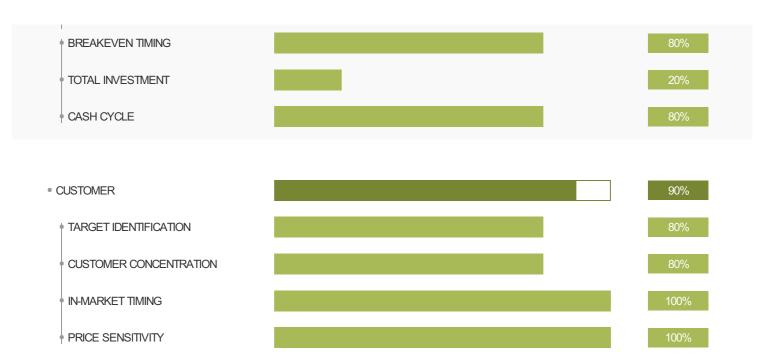
Opportunity Analysis July 1, 2014



Congratulations! Your Analysis Is Complete.

Below is the summary of your results.

70% Summary - Overall Opportunity Score Analysis Score **Needs Improvement** Excellent Percent • OVERALL OPPORTUNITY 70% INDUSTRY / MARKET ADDRESSABLE MARKET ORGANIC GROWTH TECHNOLOGICAL CHANGE SEASONALITY REGULATORY ENVIRONMENT OTHER MACRO TRENDS SUPPLIER CONCENTRATION SUPPLIER SWITCHING COSTS COMPETITOR CONCENTRATION COMPETITIVE RIVALRY • PRODUCT/ SERVICES 85% UNMET NEEDS IDENTIFICATION CONCEPT RISK DEVELOPMENT TIME FRAME TECHNOLOGY LEVERAGE FINANCIAL FIXED ASSET INVESTMENT



Pickle Me Timbers

ORGANIC GROWTH SCORE

INDU:	NDUSTRY / MARKET: Organic Growth	
©	Key Princip	ole .
	Definition	
	growth an	of annual growth of the addressable market. (There are other methods of growing your business, such as market share ad acquisition growth, but for purposes of analyzing the market, we should stick with the "organic" growth of the industry itself in different ways we can grow compared to our competitors.)
 	Why This M	latters
	The highe	er your organic growth, the better the opportunity. The faster the market grows, the easier it will be for you to grow your
ANS	WER	
	Very low annua	al organic growth (<0%)
	Low annual org	panic growth $(0-5\%)$
~	Moderate annua	al organic growth (5 – 10%)
	High annual org	anic growth (10 – 25%)
	Very high annu	al organic growth (>25%)
X ²	Show '	Your Work (shared)
E	How Y	ou Answered
Needs	s Improvement	Excellent Percentile
OPPOF	RTUNITY SCORE	70%
INDUS"	TRY / MARKET A	NALYSIS SCORE

INDUSTRY / MARKET ANALYSIS SCORE

SEASONALITY SCORE

INDU	NDUSTRY / MARKET: Seasonality	
8	Key Principle	
	Definition	
	The extent to which the ability to produce a product or service or the ability to sell a product or service depends on the time of year or season.	
 ≈	Why This Matters	
	The less the seasonality, the better the opportunity. The less the seasonality, the more the potential for consistently higher asset	
ANS	WER CONTROL OF THE CO	
	Very high seasonality (ability to produce or market demand < 3 months per year)	
	High seasonality (ability to produce or market demand 3 – 6 months per year)	
	Moderate seasonality (ability to produce or market demand 6 – 9 months per year)	
	Low seasonality (ability to produce or market demand 9 – 12 months per year)	
	Very low or no seasonality (ability to produce or market demand 12 months per year)	
x²	Show Your Work (shared)	
	How You Answered	
Needs	s Improvement Excellent Percentile	
OPPOF	RTUNITY SCORE	

70%

60%

Needs Improvement Excellent Percentile OPPORTUNITY SCORE INDUSTRY / MARKET ANALYSIS SCORE REGULATORY BW/RONMENT SCORE 80%

্ব	Key Principle
=	
	Definition
	The extent to which major trends in customer behavior or demographics play a critical role in shaping the market conditions and customer demand.
 ≈	Why This Matters
	These "macro trends" are major trends that tend to affect the entire industry and typically come in the form of trends in customer
ANSW	R.
V	ery unfavorable macro trends (2 or 3 trends that negatively affect the target market)
	nfavorable macro trends (1 trend that negatively affects the target market)
✓ N	eutral macro trends (no identifiable trends that affect the target market)
F	avorable macro trends (1 trend that favorably affects the target market)
	ery favorable macro trends (2 or 3 trends that favorably affect the target market)
x²	Show Your Work (shared)
	How You Answered
Needs I	mprovement Excellent Percentile
OPPORTU	INITY SCORE 70%
INDUSTR	Y / MARKET ANALYSIS SCORE
OT ED.	60%
OIHERN	ACRO TRENDS SCORE 60%

Needs Improvement Excellent Percentile

OPPORTUNITY SCORE

FINANCIAL ANALYSIS SCORE

TOTAL INVESTMENT SCORE

20%

Needs Improvement Excellent Percentile

OFFORTUNITY SCORE

FINANCIAL ANALYSIS SCORE

CASH CYCLE SCORE

80%

BREAKEVEN TIMING SCORE

INDUSTRY / MARKET ANALYSIS SCORE

ADDRESSABLE MARKET SCORE

NDUST	RY / MARKET: Addressable Market
0	Key Principle
	Definition
	The "addressable market" is size of the market that is likely to have an interest in what you have to offer. It is that portion of the market that you are ready, willing, and able to serve.
 ≈	Why This Matters
	The larger your potential market, the better the opportunity. The larger the market, the easier it will be for you to enter the market and
ANSWE	R.
V	ery small addressable market size (<\$5 million)
✓ SI	mall addressable market size (\$5 million - \$25 million)
M	ediumaddressable market size (\$25 million - \$100 million)
Lá	arge addressable market size (\$100 million - \$1 billion)
V	ery large addressable market size (>\$1 billion)
x²	Show Your Work (shared)
	How You Answered
Needs Ir	nprovement Excellent Percentile
OPPORTU	INITY SCORE 70%

60%

TECHNOLOGICAL CHANGE SCORE

INDU	NDUSTRY / MARKET: Technological Change		
8	Key Principle		
	Definition		
	The extent to which technology plays a major role in shaping the market conditions and the competitive landscape; where a new and exciting technology can cause large changes in market share shifting from one competitor to another.		
 ≈	Why This Matters		
	The lower the degree of technological change, the better the opportunity. The lower the degree of technological change, the less risk		
ANS	WER		
	Very high degree of technological change		
~	High degree of technological change		
	Moderate degree of technological change		
	Low degree of technological change		
	Very low degree of technological change		
x²	Show Your Work (shared)		
	How You Answered		
	s Improvement Excellent Percentile		
OPPOF	TUNITY SCORE 70%		
INDUS"	TRY / MARKET ANALYSIS SCORE		

60%

INDUS	TRY / MARKET: Competitor Concentration
8	Key Principle
	Definition
	The amount of market share concentrated among the largest competitors within an industry; an indication of the market power of the largest competitors.
 	Why This Matters
	The less concentrated your potential market, the more "competitive" the industry, but the better the opportunity for a new entrant. The
ANSW	ER CONTROLLER
	/ery high degree of competitor concentration (top 4 control >80% market share or largest controls >40% market share)
✓ I	righ degree of competitor concentration (top 4 control 50 – 80% market share or largest controls 25 - 40%)
	Vbderate degree of competitor concentration (top 4 control 25 - 50% market share or largest controls 15 - 25%)
	Low degree of competitor concentration (top 4 control 10 - 25% market share or largest controls 5 - 15%)
() \	ery low degree of competitor concentration (top 4 are not identifiable or control <10% market share and the largest is not identifiable or controls <5% market share)
x ²	Show Your Work (shared)
	How You Answered
Needs	Improvement Excellent Percentile
OPPORT	UNITY SCORE 70%
NDUSTF	RY / MARKET ANALYSIS SCORE
327	60%
COMPET	ITOR CONCENTRATION SCORE 40%

Needs Improvement Excellent Percentile OPPORTUNITY SCORE FINANCIAL ANALYSIS SCORE FIXED ASSET INVESTMENT SCORE 60%

Ŷ	Key Principle
	Definition
	The intensity with which the target industry competitors compete with each other over customers.
≈	Why This Matters
	,
	The less the competitive rivalry, the better the opportunity. The less the competitive rivalry, the higher the margins tend to be in the
ANSWE	R
V	ery high competitive rivalry (> 15% customer churn)
Н	gh competitive rivalry (10% - 15% customer churn)
✓ M	oderate competitive rivalry (5% - 10% customer churn)
Lo	ow competitive rivalry (2.5% - 5% customer churn)
V	ery low competitive rivalry (< 2.5% customer churn)
X ²	Show Your Work (shared)
	How You Answered
Needs Ir	nprovement Excellent Percentile
DPPORTL	NITY SCORE
VDI ISTON	70% / / MARKET ANALYSIS SCORE
NDUS IK	77 IVARREI ANALYSIS SOURE 60%
OOMPETT	TVERIVALRY SCORE 60%

	The state of the s
8	Key Principle
	Definition
	The amount of supplier market share concentrated among the largest suppliers within an industry; an indication of the market power of the largest suppliers.
~	Why This Matters
	The less concentrated the suppliers in your potential market, the more "competitive" the suppliers and the better the opportunity. The
ANS	MER.
	Very high degree of supplier concentration (50% or more of the variable input costs are only available from a few suppliers each)
	High degree of supplier concentration (25 - 50% of the variable input costs are only available from a few suppliers each)
	Moderate degree of supplier concentration (10 - 25% of the variable input costs are only available from a few suppliers each)
	Low degree of supplier concentration (5 - 10% of the variable input costs are only available from a few suppliers each)
	Very low degree of supplier concentration (all inputs are readily available from an abundance of suppliers)
x ²	Show Your Work (shared)
	How You Answered
Needs	Improvement Excellent Percentile
OPPOR	TUNITY SCORE 70%
INDUST	RY / MARKET ANALYSIS SCORE 60%
SIPPI	ER CONCENTRATION SCORE
5611	60%

NDUSTR	Y / MARKET: Supplier Switching Costs
♡ k	Cey Principle
	Definition
TI	he costs involved in switching from one supplier to another. The lower the switching costs, the better the opportunity.
~ ∨	Why This Matters
Tł	he lower the switching costs, the easier it will be for you to negotiate favorable input costs for your product or service from among the
ANSWER Very	high supplier switching costs (>200% of total monthly supplier cost)
	supplier switching costs (100% - 200% of total monthly supplier cost)
	erate supplier switching costs (50% - 100% of total monthly supplier cost)
	supplier switching costs (25% - 50% of total monthly supplier cost)
Very	v low supplier switching costs (<25% of total monthly supplier cost)
X ²	Show Your Work (shared)
	How You Answered
Needs Imp	rovement Excellent Percentile
OPPORTUNIT	TY SOORE 70%
NDUSTRY / I	MARKET ANALYSIS SCORE 60%
SUPPLIER SV	MTCHING COSTS SCORE
	100%

Ŷ	Key Principle
	Definition
_	Definition
	The ability to identify the target market's needs that are not currently being met or that are being under served by an existing product or
	service.
le-i	
~	Why This Matters
	The greater your ability to identify unmet needs, the better the opportunity. The greater your ability to identify unmet needs, the more
	en de la composition de la composition de la composition de la figura de la composition de la composition de l La composition de la
ANSW	MER
	Very low ability to identify unmet needs
	Low ability to identify unmet needs
	Woderate ability to identify unmet needs
	High ability to identify unmet needs
	Very high ability to identify unmet needs
2	Show Your Work (shared)
X ²	Show rour work (shared)
	How You Answered
	Improvement Excellent Percentile
	UNITY SCORE
5 0. (1	70%
PRODUC	CT / SERVICES ANALYSIS SCORE 85%
UNMET	NEEDS IDENTIFICATION SCORE
	80%

Definition The risk that the value proposition will not be easily understood, accepted and adopted by the potential customers. **Why This Matters** The more difficult it is to articulate the value proposition, the more complex the product or service, the more unsophisticated the ANSWER Very high concept risk (new service/product + new pricing model + new to the industry) High concept risk (new service/product + readily understood pricing + new to the industry) Moderate concept risk (readily understood service/product + new pricing model + new to industry) Low concept risk (readily understood service/product + readily understood pricing + new to industry) Very low concept risk (readily understood service/product + readily understood pricing + current industry participant) Show Your Work (shared)

Excellent Percentile Needs Improvement OPPORTUNITY SCORE PRODUCT / SERVICES ANALYSIS SCORE CONCEPT RISK SCORE

Ŷ	Key Principle
	Definition
	The total time that it takes to bring your product to market or perfect your service so that your service is ready to take to market.
 ~	Why This Matters
	The shorter the development time frame, the better the opportunity. The shorter the development time frame, the less the risk, the
	MER
	Very long development time frames (>2 years)
	Long development time frames (1 - 2 years)
	Moderate development time frames (6 months – 1 year)
	Short development time frames (3 months – 6 months)
	Very short development time frames (<3 months)
x ²	Show Your Work (shared)
	How You Answered
eds	Improvement Excellent Percei
	TUNITY SCORE 70%
PORT	
	CT / SERVICES ANALYSIS SCORE 85%

Needs Improvement Excellent Percentile OFFORTUNITY SCORE FRODUCT / SERVICES ANALYSIS SCORE TECHNOLOGY LEVERAGE SCORE 85%

Ŷ	Key Principle
	Definition
	The ability to identify the name and contact information of those potential customers in your addressable market.
 ≈	Why This Matters
	The higher the ability to identify targets or customer prospects, the better the opportunity. The higher the ability to identify targets, the
ANSV	
	Very low ability to identify targets (<10% of the addressable market at a cost of less than 1% of revenue)
	Low ability to identify targets (10% - 25% of the addressable market at a cost of less than 1% of revenue)
	Moderate ability to identify targets (25% - 50% of the addressable market at a cost of less than 1% of revenue)
	High ability to identify targets (50% - 75% of the addressable market at a cost of less than 1% of revenue)
	Very high ability to identify targets (>75% of the addressable market at a cost of less than 1% of revenue)
X ²	Show Your Work (shared)
	How You Answered
Needs	Improvement Excellent Percentile
OPPOR	TUNITY SCORE 70%
CUSTO	VER ANALYSIS SCORE
TARGE	T IDENTIFICATION SCORE
., 11 WC	80%

CUSTOMER: Customer Concentration
∇ Key Principle
■ Definition
The amount of market share concentrated among the largest customers within an industry; an indication of the market power of the largest customers.
NV Why This Matters
The less concentrated the customers in your potential market, the more "competitive" the customers and the better the opportunity.
ANSWER
Very high degree of customer concentration (top 4 control >80% market share or largest controls >40% market share)
High degree of customer concentration (top 4 control 50 – 80% market share or largest controls 25 - 40%)
Moderate degree of customer concentration (top 4 control 25 - 50% market share or largest controls 15 - 25%)
Low degree of customer concentration (top 4 control 10 - 25% market share or largest controls 5 - 15%)
Very low degree of customer concentration (top 4 are not identifiable or control <10% market share and the largest is not identifiable or controls <5% market share)
x ² Show Your Work (shared)
How You Answered
Needs Improvement Excellent Percentile
OPPORTUNITY SCORE 70%
CUSTOMER ANALYSIS SCORE
90%
CUSTOMER CONCENTRATION SCORE 80%

How You Answered

Needs Improvement Excellent Percentile

OPPORTUNITY SCORE

70%

CUSTOMER ANALYSIS SCORE

100%

IN-MARKET TIMING SCORE

Needs Improvement Excellent Percentile OPPORTUNITY SCORE TO% OUSTOMER ANALYSIS SCORE PRICE SENSITIVITY SCORE 100%



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