

# Pembina Valley Venture Challenge

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## Marking Guide for Written Business Plan

Business Name: \_\_\_\_\_

Some sections of this marking plan may not apply to the plan you are examining. Contestants have been given this marking grid.

*The marks indicated show a suggested range. Judges may assess each section at any value from zero to the maximum shown. Written comments are much more valuable for contestants than a simple numerical grade.*

### 1. Executive Summary

- A) Does the summary highlight the most significant features and opportunities of the venture?
- B) Are you able to decide quickly whether or not the venture is feasible?
- C) Is there likely to be the demand indicated?
- D) Are the capitalization requirements stated?

*Award mark that reflects work presented*

<b>A Number of Major Errors or Unacceptable</b>	<b>Lacking in a Key Area</b>	<b>Meets Standard Expected</b>	<b>Above Standard</b>	<b>Extra Thought or Exceptionally Complete</b>
<b>Points</b> <3	5	6	7-8	9-10

*Comments and suggestions, if any:*

## 2. Business Description

- A) Is the business concept clearly defined?
- B) Does this section describe the product/service, special features and benefits?
- C) Are owner(s) and legal form of business stated?
- D) Are future plans indicated?
- E) Are mission statement and goals identified?

*Award mark that reflects work presented*

<b>A Number of Major Errors or Unacceptable</b>	<b>Lacking in a Key Area</b>	<b>Meets Standard Expected</b>	<b>Above Standard</b>	<b>Extra Thought or Exceptionally Complete</b>
<b>Points</b> <7	7-8	9-10	11-12	13-15

*Comments and suggestions, if any:*

### 3. Industry Analysis

- A) Is an overview of the industry provided?
- B) Does this plan take into account trends in the industry?
- C) Are the other players in the industry identified?

*Award mark that reflects work presented*

<b>A Number of Major Errors or Unacceptable</b>	<b>Lacking in a Key Area</b>	<b>Meets Standard Expected</b>	<b>Above Standard</b>	<b>Extra Thought or Exceptionally Complete</b>
<b>Points</b> ≤3	<b>5</b>	<b>6</b>	<b>7-8</b>	<b>9-10</b>

*Comments and suggestions, if any:*

## 4. Market Research and Analysis

- A) Does this plan demonstrate:
- i) A clear understanding of the target market and the segment to be served.
  - ii) That appropriate research has been conducted?
- B) Are calculations of market potential and market share given?

*Award mark that reflects work presented*

<b>A Number of Major Errors or Unacceptable</b>	<b>Lacking in a Key Area</b>	<b>Meets Standard Expected</b>	<b>Above Standard</b>	<b>Extra Thought or Exceptionally Complete</b>
<b>Points</b> <7	7-8	9-10	11-12	13-15

*Comments and suggestions, next page:*

## 5. Competition Analysis

- A) Does this plan indicate knowledge of competitive forces at work in the venture's marketplace?
- B) Does it explain the venture's strengths over its competition?
- C) Does it demonstrate how the business will develop a competitive edge?
- D) Are the strengths and weaknesses of the competitors listed?
- E) Does the plan outline to market share of the competitors?

*Award mark that reflects work presented*

<b>A Number of Major Errors or Unacceptable</b>	<b>Lacking in a Key Area</b>	<b>Meets Standard Expected</b>	<b>Above Standard</b>	<b>Extra Thought or Exceptionally Complete</b>
<b>Points</b> <b>&lt;10</b>	<b>10-11</b>	<b>12-13</b>	<b>14-15</b>	<b>16-20</b>

*Comments and suggestions, next page:*

## 6. Marketing Plan

A) The four P's of marketing: Product, Place, Promotion, and Price *must* be addressed, but headings may differ.

B) Does the plan explain how the venture will:

- a) enter the market;
- b) obtain a niche;
- c) achieve and maintain a market share;

*Award mark that reflects work presented*

<b>A Number of Major Errors or Unacceptable</b>	<b>Lacking in a Key Area</b>	<b>Meets Standard Expected</b>	<b>Above Standard</b>	<b>Extra Thought or Exceptionally Complete</b>
<b>Points</b> <b>&lt;10</b>	<b>10-11</b>	<b>12-13</b>	<b>14-15</b>	<b>16-20</b>

*Comments and suggestions, if any:*

## 7. Ownership and Management

- A) Does the plan state the appropriate form of ownership and necessary legal requirements?
- B) Is a rationale given for the form of ownership (partnership, corporation, etc.) and is it reasonable?
- C) Does the plan indicate how changes in ownership/management would be handled?
- D) Are the qualifications for the management team articulated?
- E) Is there a clear definition of leadership/management responsibilities?
- F) Does the plan outline the management team and their qualifications?

*Award mark that reflects work presented*

<b>A Number of Major Errors or Unacceptable</b>	<b>Lacking in a Key Area</b>	<b>Meets Standard Expected</b>	<b>Above Standard</b>	<b>Extra Thought or Exceptionally Complete</b>
<b>Points</b> <3	5	6	7-8	9-10

*Comments and suggestions, if any:*

## 8. Production / Operations Plan

- A) Does the plan explain how to produce or obtain the venture's product/service?
- B) Will the operations plan be cost efficient?
- C) Does the plan comment adequately on suppliers, equipment, facilities, properties, subcontractors, and layout?
- D) Is an adequate customer service strategy described?

*Award mark that reflects work presented*

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<b>Points</b> <3	5	6	7-8	9-10

*Comments and suggestions, if any:*

## 9. Administration and Organization

Does the plan outline the venture's organizational structure?

- A) lines of authority and responsibility
- B) appropriate human resource allocation
- C) appropriate remuneration for position/job assignments
- D) schedules and hours of operation
- E) skill requirements of the staff
- F) Any training that will be provide for staff

*Award mark that reflects work presented*

<b>A Number of Major Errors or Unacceptable</b>	<b>Lacking in a Key Area</b>	<b>Meets Standard Expected</b>	<b>Above Standard</b>	<b>Extra Thought or Exceptionally Complete</b>
<b>Points</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

*Comments and suggestions, if any:*

## 10. Legal

- A) Does the plan outline the necessary clearances, permits, licenses, agreements, etc., to be obtained?
- B) Does the plan recognize legal requirements unique to the industry?

*Award mark that reflects work presented*

<b>A Number of Major Errors or Unacceptable</b>	<b>Lacking in a Key Area</b>	<b>Meets Standard Expected</b>	<b>Above Standard</b>	<b>Extra Thought or Exceptionally Complete</b>
<b>Points</b> 1	2	3	4	5

*Comments and suggestions, if any:*

## 11. Implementation Plan and Risks

- A) Were all risks unique to the industry identified and addressed?
- B) Is there an adequate response planned for every risk?
- C) Are there appropriate insurance policies?
- D) Were all risks identified that could cause problems in the business?

*Award mark that reflects work presented*

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<b>Points</b> <3	5	6	7-8	9-10

*Comments and suggestions, if any:*

## 12. Financial Data and Projections

- A) The financial section in the body of the business plan should present the important assumptions and a very brief synopsis of the financial statements.
- a) What are the sources of capital?
  - b) What cash is required for start-up?
  - c) Are the sources and terms of financing realistic?
  - d) Are the credit terms sought and offered those common to the industry?
- B) Statements may appear in the body of the plan or as appendices. In either case, the notes to the statements should resolve all the reader's questions about how the statements were prepared, and the assumptions made.

### Pro Forma Statements Required

#### Cash Flow Statements

Year one: monthly

Years two and three: annual

*Award mark that reflects work presented*

A Number of Major Errors or Unacceptable	Lacking in a Key Area	Meets Standard Expected	Above Standard	Extra Thought or Exceptionally Complete
Points <10	10-11	12-13	14-15	16-20

*Comments and suggestions, next page:*

**Mark Summary:** Please total your marks below

	<b>Maximum</b>	<b>Mark</b>
1. Executive Summary	10	
2. Business Description	15	
3. Industry Analysis	10	
4. Market Research and Analysis	15	
5. Competition Analysis	20	
6. Marketing Plan	20	
7. Ownership and Management	10	
8. Production / Operations Plan	10	
9. Administration and Organization	5	
10. Legal	5	
11. Implementation Plan and Risks	10	
12. Financial Data and Projections	20	
<b>Total out of 150</b>		

Judge: \_\_\_\_\_

*Overall Comments:*

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