



approda

Evaluation feedback

Project Name:	<i>progetto Esempio</i>
Team:	<i>utente1 approda, utente2 approda</i>
Industrial Sector:	<i>Information Service</i>
Geographical Area:	<i>Bozen</i>
Evaluation Date:	<i>2017, January 27,</i>

Table of contents

1	INTRODUCTION	3
2	OVERALL PROJECT EVALUATION	4
2.1	TEAM EVALUATION	4
2.2	MARKET EVALUATION	10
2.3	EVALUATION OF STRATEGIES FOR VALUE CREATION	12
2.4	EVALUATION OF GOVERNANCE AND EXIT STRATEGIES	13
2.5	ECONOMICS AND FINANCIALS EVALUATION	14

Introduction

This document analyzes many areas that characterize the organizational strategic configuration of the business project. It is structured in the following SECTIONS -> AREAS--> ELEMENTS:

Team Evaluation
<i>Professional Experience</i>
<i>Interpersonal and team skills</i>
<i>Technical skills</i>
<i>Performance accelerators</i>
<i>Strategic and organizational alignment among team members</i>
Evaluation of Market and Competition
Evaluation of Strategies of value creation
Evaluation of Governance and Exit Strategies
Economics and Financials Evaluation

For each section this document shows the analysis and its evaluation of individual items and elements that compose it.

The analysis and evaluation scale is the following: di rating:

All the key features that make up these areas are well constructed and organically coherent	A
	B
	C
These ratings represent generally an acceptable assessment; some of their components however show criticalities that bring risks for the project	D
	E
	F
These ratings show the presence of different inconsistent and/or critical elements	G
	H
	I
	L

AREAS and ELEMENTS are evaluated using a scale in% as compared to the maximum value. This for a better completeness of evaluation.

At the end of analysis phase, for each AREA a specific suggestion for improvement is provided.

Overall Project Evaluation

Project Description: Questo è un progetto esempio che ti mostra le potenzialità di approda!

Overall Project Rating	I
Team Evaluation	L
Market Evaluation	L
Evaluation of Strategies of Value Creation	C
Evaluation of Governance and Exit Strategies	I
Economics and Financials Evaluation	B

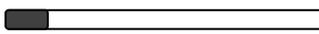
2.1 Team Evaluation

"Management" Section	L
<p>The "Management" section addresses the assessment team. This element takes a very high importance since even the best idea needs the "right" people to be brought to success. It is clear that the characteristics of the team take on fundamental and strategic importance in the overall assessment of a business plan, to which they are strictly connected. Under this aspect, both the experience usefully to be spent in the business project and the characteristics of the team are taken into account. These characteristics can bring the project to a level of superior performance while minimizing the risks. In this case, the team comes up with high criticalities and inconsistencies than requested and thus not showing up as adequate to complete successfully the business project.</p>	

H

2.1.1 Professional Experience	L
<p>This section takes into consideration the Curriculum Vitae of each component of the team and assesses the experience useful to be transferred to the business project. The type of experience can infer a greater or lesser ability to manage a business project. In this case the team as a whole looks weak since no worthwhile experience is present from which it is possible to deduce entrepreneurial ability. In this sense, entrust such a project in this group shows a high degree of risk.</p>	

Hereunder the micro areas of analysis are commented:

Biodata	 12,50%
<p>The starting point is the "photograph" of the team, which describes it in personal terms. The team is made up of 2 members with mean age of 44 years old. Biodata profile (as age of members, languages etc.) comes up with a series of shortcomings that makes the team weak from the entrepreneurial point of view.</p>	

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2.1.5 Strategic and organizational alignment among team members	I
<p>The strategic and organizational alignment among team members investigates how the vision, the strategy and the resources organization are clear to each member. From this point of view, the team has a strong criticality. The individual members appear not to be aligned among them neither about the goal of their project, neither about how to achieve it.</p>	

Suggestions for Strategic and organizational alignment among team members:

The members are suggested to have a thorough discussion within the team on the strategy and the vision of their business project, in order to be eventually all on the same wavelength.

2.2 Market and competition	L
<p>It is extremely important that the team members have a clear understanding of the market, the peculiar characteristics of the segment to which they intend to refer and, finally, have a strategy for entering that market which shall be consistent either with the needs, either with the chosen business model. The results of this section show little understanding and consistency between all these elements. This determines a serious risk.</p>	

Hereunder the micro areas of analysis are commented:

Target market	<input type="text" value="0,0%"/> 0,0%
<p>The target market is the set of customers current or potential interested and the potential competitors. These customers are those to whom we refer when we ask:</p> <ul style="list-style-type: none"> - for who we want to create value? - How many are current or potential customers? <p>In this case, the market identification appears unclear and this causes a high risk.</p>	
Consistency between entrepreneurial project and market segment life cycle	<input type="text" value="60,0%"/> 60,0%
<p>The attractiveness of a market not only depends on the size of the potential market and extension capabilities, but also on the characteristics of the life cycle (emerging, growing, mature, declining). This must be consistent with the type of project to be accomplished. In this case, the project seems to be consistent with the market life cycle. Possible subsequent adaptations of the project activities to the specific characteristics of the sector, will provide advantages for further possible openings.</p>	
Industry growth rate	<input type="text" value="0,0%"/> 0,0%
<p>The Industry growth rate represents one of its main indicators of attractiveness and must be consistent with its life cycle. In this case, the answers given indicate the presence of inconsistencies that may refer to the growth rate of the sector or to its life cycle or to both.</p>	

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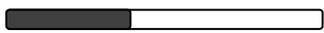
Brand strategy	 100%
<p>The brand identity is a crucial strategic asset which increases the consensus toward your company by the public. The aim is at increasing the value perceived by a consumer with respect to a product; this in turn increases the brand equity thus increasing the ability to defend themselves from the competition. Consumer products and many kinds of services are easily replicable and not always represent, alone, the main distinctive component on own target market. In this case an excellent Brand Strategy is detected.</p>	

Suggestions for Strategies of value creation:

The result is good because it reflects a consistency between all the key features. While on one hand Identification and availability of Key Resources and Strategy for maintaining competitive advantage, appear well designed, on the other hand there are inconsistencies related to section Distribution channels. If you have a brilliant strategic model and an amazing product but you have not chosen the best way with which your customer can reach it and can buy it easily, you will hardly have a successful business. It would be a bit like having a Ferrari and keep it in the garage! It is advisable to make a better choice of how to reach your customer segment.

2.4 Governance & Exit Strategies I	I
<p>The procedures of company control and the will of shareholders to have lean procedures that allow investors to leave the company at the end of the investment period, are of great importance. The answers given in this section show that the internal relations of the organizational structure and the will of shareholders to have fast procedures to terminate an investment, letting the investors to exit from the company, appear difficult or not adequately managed.</p>	

Hereunder the micro areas of analysis are commented:

Regulation of organizational structure	 30,0%
<p>Team members will be responsible for strategic and operational decisions that will make the difference between driving a successful business or contribute to its failure. For this reason, the company's top management, along with its main external suppliers, represent a very important element and the clarity and the protection of their relations is crucial to the success of the project. In this case, the informations collected outline a risk profile of medium grade: indeed, the relationships between shareholders and/or among the main suppliers appear clarified and protected, although not in the best way.</p>	
Investor or shareholder exit clauses	 45,0%
<p>These clauses are required to regulate the exit hypothesis of industrial or financial partners of particular relevance, from the company. Team members, in this case, should further clarify these options. The uncertainty on this point results in uncertainty about the procedures of realization of profit for the investors, at the end of the investment period. This can push an investor not to finance the development of your company.</p>	