

Business Readiness Level – BRL

BRL 9 **BRL** 8 **BRL BRL BRL** 3 **BRL** 2 **BRL**

Business model is final and is scaling with growing recurring revenues that results in a profitable and sustainable business

Sales and metrics show business model holds and can scale Business model is fine-tuned to explore more revenue options

Product/market fit and customers payment willingness demonstrated Attractive revenue vs cost projections (validated by data and sales)

Full business model incl. pricing verified on customers (by test sales)

Parts of business model tested on market and canvas updated First version of revenue model incl. pricing hypotheses Verified competitive position/uniqueness through market feedback

First version of full business model in canvas (incl. revenues/costs) First projections to show economic viability and market potential

Draft of business model in canvas (excl. revenues/costs)
Described market potential and complete competitive overview

First possible business concept described (e.g. NABC) Identified overall market and some competitors/alternatives

Hypothesizing on possible business concept Little knowledge or insight into market and competition

Business model is final and business is scaling with growing and recurring revenues. The business scales by growing in new markets, new geographies, new segments etc. There is a working business which is profitable and sustainable over time. Sales and other metrics show the business model holds and is profitable e.g. customer acquisition is not costing too much. The business model shows it can scale (potentially globally). Sales channels and supply chain are fully in place. Business model is set but is continuously fine-tuned to explore more revenue options. There is product/market fit meaning you can demonstrate significant customer interest and use of products and sales where customers show clear payment willingness. Attractive revenue vs cost projections (being validated by sales and data) implying a sustainable/ attractive business could be built. Preparations for scaling business with suppliers, sales channels etc (incl. agreements). A complete business model incl. the pricing is tested vs. customers by test sales or similar. The revenue model incl. pricing is updated and refined based on customer feedback. First more complete projections on revenue/costs (profit and loss projections or similar) with more details and well-grounded assumptions/data (e.g. 1-3 years horizon) The business model is updated and refined to new version based on customer feedback. There is a first version of a more detailed revenue model incl. pricing hypotheses (what revenue streams are there, from what, when, how and what prices are possible?) The competitive position and differentiation is verified by market feedback. There is a full business model in canvas format incl. details on possible revenues/costs. First economic projections with numbers to show the market potential and economic viability (bottom-up calculations based on projections/guesstimates on volumes, prices etc) Assessed feasible Share Of Market based on e.g. barriers to entry incl. competition Made a competitive analysis on your position and uni	Level	Description
The business scales by growing in new markets, new geographies, new segments etc. There is a working business which is profitable and sustainable over time. Sales and other metries show the business model holds and is profitable e.g. customer acquisition is not costing too much. The business model shows it can scale (potentially globally). Sales channels and supply chain are fully in place. Business model is set but is continuously fine-tuned to explore more revenue options. There is product/market fit meaning you can demonstrate significant customer interest and use of products and sales where customers show clear payment willingness. Attractive revenue vs cost projections (being validated by sales and data) implying a sustainable/ attractive business could be built. Preparations for scaling business with suppliers, sales channels etc (incl. agreements). A complete business model incl. the pricing is tested vs. customers by test sales or similar. The revenue model incl. pricing is updated and refined based on customer feedback. First more complete projections on revenue/costs (profit and loss projections or similar) with more details and well-grounded assumptions/data (e.g. 1-3 years horizon) The business model (at least parts of it) is tested against customers for verifying hypotheses. There is a first version of a more detailed revenue model incl. pricing hypotheses (what revenue streams are there, from what, when, how and what prices are possible?) The competitive position and differentiation is verified by market feedback. There is a full business model in canvas format incl. details on possible revenues/costs. First economic projections with numbers to show the market potential and economic viability (bottom-up calculations based on projections/guessimates on volumes, prices etc) Assessed feasible Share Of Market based on e.g. barriers to entry incl. competition Made a competitive analysis on your position and uniqueness/differentiation vs them. The market description is getting more high	9	•
- Sales and other metrics show the business model holds and is profitable e.g. customer acquisition is not costing too much The business model shows it can scale (potentially globally). Sales channels and supply chain are fully in place Business model is set but is continuously fine-tuned to explore more revenue options There is product/market fit meaning you can demonstrate significant customer interest and use of products and sales where customers show clear payment willingness Attractive revenue we cost projections (being validated by sales and data) implying a sustainable/ attractive business could be built Preparations for scaling business with suppliers, sales channels etc (incl. agreements) A complete business model incl. the pricing is tested vs. customers by test sales or similar The revenue model incl. pricing is updated and refined based on customer feedback First more complete projections on revenue/costs (profit and loss projections or similar) with more details and well-grounded assumptions/data (e.g. 1-3 years horizon) - The business model (at least parts of it) is tested against customers for verifying hypotheses The business model is updated and refined to new version based on customer feedback - There is a first version of a more detailed revenue model incl. pricing hypotheses (what revenue streams are there, from what, when, how and what prices are possible? - The competitive position and differentiation is verified by market feedback There is a full business model in canvas format incl. details on possible revenues/costs First conomic projections with numbers to show the market potential and economic vability; (bottom-up calculations based on projections/guesstimates on volumes, prices etc) - Assessed feasible Share Of Market based on e.g. barriers to entry incl. competition - Made a competitive analysis on your position and uniqueness/differentiation vs them There is draft of the business model in a canvas format (business model canvas/lean canvas) but ty		
acquisition is not costing too much. The business model shows it can scale (potentially globally). Sales channels and supply chain are fully in place. Business model is set but is continuously fine-tuned to explore more revenue options. There is product/market fit meaning you can demonstrate significant customer interest and use of products and sales where customers show clear payment willingness. Attractive revenue vs cost projections (being validated by sales and data) implying a sustainable/ attractive business could be built. Preparations for scaling business with suppliers, sales channels etc (incl. agreements). A complete business model incl. the pricing is tested vs. customers by test sales or similar. The revenue model incl. pricing is updated and refined based on customer feedback. First more complete projections on revenue/costs (profit and loss projections or similar) with more details and well-grounded assumptions/data (e.g. 1-3 years horizon) The business model (at least parts of it) is tested against customers for verifying hypotheses. The business model is updated and refined to new version based on customer feedback There is a first version of a more detailed revenue model incl. pricing hypotheses (what revenue streams are there, from what, when, how and what prices are possible?) The competitive position and differentiation is verified by market feedback. There is a full business model in canvas format incl. details on possible revenues/costs. First economic projections with numbers to show the market potential and economic viability (bottom-up calculations based on projections/guesstimates on volumes, prices etc) Assessed feasible Share Of Market based on e.g. barriers to entry incl. competition Made a competitive analysis on your position and uniqueness/differentiation vs them. There is draft of the business model in a canvas format (business model canvas/lean canvas) but typically without the revenues/cost parts and details of these. The market description is getting more h		
chain are fully in place. Business model is set but is continuously fine-tuned to explore more revenue options. There is product/market fit meaning you can demonstrate significant customer interest and use of products and sales where customers show clear payment willingness. Attractive revenue vs cost projections (being validated by sales and data) implying a sustainable/ attractive business could be built. Preparations for scaling business with suppliers, sales channels etc (incl. agreements). A complete business model incl. the pricing is tested vs. customers by test sales or similar. The revenue model incl. pricing is updated and refined based on customer feedback. First more complete projections on revenue/costs (profit and loss projections or similar) with more details and well-grounded assumptions/data (e.g. 1-3 years horizon) The business model (at least parts of it) is tested against customers for verifying hypotheses. The business model is updated and refined to new version based on customer feedback There is a first version of a more detailed revenue model incl. pricing hypotheses (what revenue streams are there, from what, when, how and what prices are possible?) The competitive position and differentiation is verified by market feedback. There is a full business model in canvas format incl. details on possible revenues/costs. First economic projections with numbers to show the market potential and economic viability (bottom-up calculations based on e.g. barriers to entry incl. competition Made a competitive analysis on your position and uniqueness/differentiation vs them. There is draft of the business model in a canvas format (business model canvas/lean canvas) but typically without the revenues/cost parts and details of these. The market description is getting more highly resolved with more specific market applications and segments being identified. Target applications identified. There is draft of the business iden in some structured form e.g. NABC One or several markets or appl	8	1
- There is product/market fit meaning you can demonstrate significant customer interest and use of products and sales where customers show clear payment willingness. - Attractive revenue vs cost projections (being validated by sales and data) implying a sustainable/ attractive business could be built. - Preparations for scaling business with suppliers, sales channels etc (incl. agreements). - A complete business model incl. the pricing is tested vs. customers by test sales or similar. - The revenue model incl. pricing is updated and refined based on customer feedback. - First more complete projections on revenue/costs (profit and loss projections or similar) with more details and well-grounded assumptions/data (e.g. 1-3 years horizon) - The business model (at least parts of it) is tested against customers for verifying hypotheses. - The business model is updated and refined to new version based on customer feedback - There is a first version of a more detailed revenue model incl. pricing hypotheses (what revenue streams are there, from what, when, how and what prices are possible?) - The competitive position and differentiation is verified by market feedback. - There is a full business model in canvas format incl. details on possible revenues/costs. - First economic projections with numbers to show the market potential and economic viability (bottom-up calculations based on projections/guesstimates on volumes, prices etc) - Assessed feasible Share Of Market based on e.g. barriers to entry incl. competition - Made a competitive analysis on your position and uniqueness/differentiation vs them. - There is draft of the business model in a canvas format (business model canvas/lean canvas) but typically without the revenues/cost parts and details of these. - The market description is getting more highly resolved with more specific market applications and segments being identified. Target applications identified. - The market potential and the market size is quantified with TAM and SAM-Segmented/Served		
use of products and sales where customers show clear payment willingness. Attractive revenue vs cost projections (being validated by sales and data) implying a sustainable/ attractive business could be built. Preparations for scaling business with suppliers, sales channels etc (incl. agreements). A complete business model incl. the pricing is tested vs. customers by test sales or similar. The revenue model incl. pricing is updated and refined based on customer feedback. First more complete projections on revenue/costs (profit and loss projections or similar) with more details and well-grounded assumptions/data (e.g. 1-3 years horizon) The business model (at least parts of it) is tested against customers for verifying hypotheses. The business model is updated and refined to new version based on customer feedback There is a first version of a more detailed revenue model incl. pricing hypotheses (what revenue streams are there, from what, when, how and what prices are possible?) The competitive position and differentiation is verified by market feedback. There is a full business model in canvas format incl. details on possible revenues/costs. First economic projections with numbers to show the market potential and economic viability (bottom-up calculations based on e.g. barriers to entry incl. competition Made a competitive analysis on your position and uniqueness/differentiation vs them. There is draft of the business model in a canvas format (business model canvas/lean canvas) but typically without the revenues/cost parts and details of these. The market description is getting more highly resolved with more specific market applications and segments being identified. Target applications identified. The market potential and the market size is quantified with TAM and SAM-Segmented/Served Available/Addressable Market (everyone you have decided/can reach) A more complete competitor overview with direct/indirect competitors and alternatives Described the proposed business concept in some structured fo		- Business model is set but is continuously fine-tuned to explore more revenue options.
sustainable/ attractive business could be built. Preparations for scaling business with suppliers, sales channels etc (incl. agreements). A complete business model incl. the pricing is tested vs. customers by test sales or similar. The revenue model incl. pricing is updated and refined based on customer feedback. First more complete projections on revenue/costs (profit and loss projections or similar) with more details and well-grounded assumptions/data (e.g. 1-3 years horizon) The business model (at least parts of it) is tested against customers for verifying hypotheses. The business model is updated and refined to new version based on customer feedback There is a first version of a more detailed revenue model incl. pricing hypotheses (what revenue streams are there, from what, when, how and what prices are possible?) The competitive position and differentiation is verified by market feedback. There is a full business model in canvas format incl. details on possible revenues/costs. First economic projections with numbers to show the market potential and economic viability (bottom-up calculations based on projections/guesstimates on volumes, prices etc) Assessed feasible Share Of Market based on e.g. barriers to entry incl. competition Made a competitive analysis on your position and uniqueness/differentiation vs them. There is draft of the business model in a canvas format (business model canvas/lean canvas) but typically without the revenues/cost parts and details of these. The market description is getting more highly resolved with more specific market applications and segments being identified. Target applications identified. The market potential and the market size is quantified with TAM and SAM-Segmented/Served Available/Addressable Market (everyone you have decided/can reach) A more complete competitor overview with direct/indirect competitors and alternatives Described the proposed business concept in some structured form e.g. NABC One or several markets or applications are identified	7	
- A complete business model incl. the pricing is tested vs. customers by test sales or similar. - The revenue model incl. pricing is updated and refined based on customer feedback. - First more complete projections on revenue/costs (profit and loss projections or similar) with more details and well-grounded assumptions/data (e.g. 1-3 years horizon) - The business model (at least parts of it) is tested against customers for verifying hypotheses. - The business model is updated and refined to new version based on customer feedback - There is a first version of a more detailed revenue model incl. pricing hypotheses (what revenue streams are there, from what, when, how and what prices are possible?) - The competitive position and differentiation is verified by market feedback. - There is a full business model in canvas format incl. details on possible revenues/costs. - First economic projections with numbers to show the market potential and economic viability (bottom-up calculations based on projections/guesstimates on volumes, prices etc) - Assessed feasible Share Of Market based on e.g. barriers to entry incl. competition - Made a competitive analysis on your position and uniqueness/differentiation vs them. - There is draft of the business model in a canvas format (business model canvas/lean canvas) but typically without the revenues/cost parts and details of these. - The market description is getting more highly resolved with more specific market applications and segments being identified. Target applications identified. - The market potential and the market size is quantified with TAM and SAM-Segmented/Served Available/Addressable Market (everyone you have decided/can reach) - A more complete competitor overview with direct/indirect competitors and alternatives - Described the proposed business concept in some structured form e.g. NABC - One or several markets or applications are identified and described on overall level e.g. user numbers, TAM- Total Available or Addressable Market (everyone you		
The revenue model incl. pricing is updated and refined based on customer feedback. First more complete projections on revenue/costs (profit and loss projections or similar) with more details and well-grounded assumptions/data (e.g. 1-3 years horizon) The business model (at least parts of it) is tested against customers for verifying hypotheses. The business model is updated and refined to new version based on customer feedback There is a first version of a more detailed revenue model incl. pricing hypotheses (what revenue streams are there, from what, when, how and what prices are possible?) The competitive position and differentiation is verified by market feedback. There is a full business model in canvas format incl. details on possible revenues/costs. First economic projections with numbers to show the market potential and economic viability (bottom-up calculations based on projections/guesstimates on volumes, prices etc) Assessed feasible Share Of Market based on e.g. barriers to entry incl. competition Made a competitive analysis on your position and uniqueness/differentiation vs them. There is draft of the business model in a canvas format (business model canvas/lean canvas) but typically without the revenues/cost parts and details of these. The market description is getting more highly resolved with more specific market applications and segments being identified. Target applications identified. The market potential and the market size is quantified with TAM and SAM-Segmented/Served Available/Addressable Market (everyone you have decided/can reach) A more complete competitor overview with direct/indirect competitors and alternatives Described the proposed business concept in some structured form e.g. NABC One or several markets or applications are identified and described on overall level e.g. user numbers, TAM- Total Available or Addressable Market (everyone you wish to reach) Some competitors and/or alternatives are identified and listed Vague and unspecific description of the potential business i		- Preparations for scaling business with suppliers, sales channels etc (incl. agreements).
First more complete projections on revenue/costs (profit and loss projections or similar) with more details and well-grounded assumptions/data (e.g. 1-3 years horizon) The business model (at least parts of it) is tested against customers for verifying hypotheses. The business model is updated and refined to new version based on customer feedback There is a first version of a more detailed revenue model incl. pricing hypotheses (what revenue streams are there, from what, when, how and what prices are possible?) The competitive position and differentiation is verified by market feedback. There is a full business model in canvas format incl. details on possible revenues/costs. First economic projections with numbers to show the market potential and economic viability (bottom-up calculations based on projections/guesstimates on volumes, prices etc) Assessed feasible Share Of Market based on e.g. barriers to entry incl. competition Made a competitive analysis on your position and uniqueness/differentiation vs them. There is draft of the business model in a canvas format (business model canvas/lean canvas) but typically without the revenues/cost parts and details of these. The market description is getting more highly resolved with more specific market applications and segments being identified. Target applications identified. The market potential and the market size is quantified with TAM and SAM-Segmented/Served Available/Addressable Market (everyone you have decided/can reach) A more complete competitor overview with direct/indirect competitors and alternatives Described the proposed business concept in some structured form e.g. NABC One or several markets or applications are identified and described on overall level e.g. user numbers, TAM- Total Available or Addressable Market (everyone you wish to reach) Some competitors and/or alternatives are identified and listed Vague and unspecific description of the potential business idea or business concept Little insight into the market and its potential/size-hypo	6	- A complete business model incl. the pricing is tested vs. customers by test sales or similar.
- First more complete projections on revenue/costs (profit and loss projections or similar) with more details and well-grounded assumptions/data (e.g. 1-3 years horizon) - The business model (at least parts of it) is tested against customers for verifying hypotheses The business model is updated and refined to new version based on customer feedback - There is a first version of a more detailed revenue model incl. pricing hypotheses (what revenue streams are there, from what, when, how and what prices are possible?) - The competitive position and differentiation is verified by market feedback There is a full business model in canvas format incl. details on possible revenues/costs First economic projections with numbers to show the market potential and economic viability (bottom-up calculations based on projections/guesstimates on volumes, prices etc) - Assessed feasible Share Of Market based on e.g. barriers to entry incl. competition - Made a competitive analysis on your position and uniqueness/differentiation vs them. - There is draft of the business model in a canvas format (business model canvas/lean canvas) but typically without the revenues/cost parts and details of these The market description is getting more highly resolved with more specific market applications and segments being identified. Target applications identified Themarket potential and the market size is quantified with TAM and SAM-Segmented/Served Available/Addressable Market (everyone you have decided/can reach) - A more complete competitor overview with direct/indirect competitors and alternatives - Described the proposed business concept in some structured form e.g. NABC - One or several markets or applications are identified and described on overall level e.g. user numbers, TAM- Total Available or Addressable Market (everyone you wish to reach) - Some competitors and/or alternatives are identified and listed - Vague and unspecific description of the potential business idea or business concept		- The revenue model incl. pricing is updated and refined based on customer feedback.
- The business model is updated and refined to new version based on customer feedback - There is a first version of a more detailed revenue model incl. pricing hypotheses (what revenue streams are there, from what, when, how and what prices are possible?) - The competitive position and differentiation is verified by market feedback. - There is a full business model in canvas format incl. details on possible revenues/costs First economic projections with numbers to show the market potential and economic viability (bottom-up calculations based on projections/guesstimates on volumes, prices etc) - Assessed feasible Share Of Market based on e.g. barriers to entry incl. competition - Made a competitive analysis on your position and uniqueness/differentiation vs them. - There is draft of the business model in a canvas format (business model canvas/lean canvas) but typically without the revenues/cost parts and details of these The market description is getting more highly resolved with more specific market applications and segments being identified. Target applications identified The market potential and the market size is quantified with TAM and SAM-Segmented/Served Available/Addressable Market (everyone you have decided/can reach) - A more complete competitor overview with direct/indirect competitors and alternatives - Described the proposed business concept in some structured form e.g. NABC - One or several markets or applications are identified and described on overall level e.g. user numbers, TAM- Total Available or Addressable Market (everyone you wish to reach) - Some competitors and/or alternatives are identified and listed - Vague and unspecific description of the potential business idea or business concept - Little insight into the market and its potential/size-hypothesizing on possible applications		
- There is a first version of a more detailed revenue model incl. pricing hypotheses (what revenue streams are there, from what, when, how and what prices are possible?) - The competitive position and differentiation is verified by market feedback. - There is a full business model in canvas format incl. details on possible revenues/costs. - First economic projections with numbers to show the market potential and economic viability (bottom-up calculations based on projections/guesstimates on volumes, prices etc) - Assessed feasible Share Of Market based on e.g. barriers to entry incl. competition - Made a competitive analysis on your position and uniqueness/differentiation vs them. - There is draft of the business model in a canvas format (business model canvas/lean canvas) but typically without the revenues/cost parts and details of these. - The market description is getting more highly resolved with more specific market applications and segments being identified. Target applications identified. - The market potential and the market size is quantified with TAM and SAM-Segmented/Served Available/Addressable Market (everyone you have decided/can reach) - A more complete competitor overview with direct/indirect competitors and alternatives - Described the proposed business concept in some structured form e.g. NABC - One or several markets or applications are identified and described on overall level e.g. user numbers, TAM- Total Available or Addressable Market (everyone you wish to reach) - Some competitors and/or alternatives are identified and listed - Vague and unspecific description of the potential business idea or business concept - Little insight into the market and its potential/size-hypothesizing on possible applications	5	- The business model (at least parts of it) is tested against customers for verifying hypotheses.
revenue streams are there, from what, when, how and what prices are possible?) The competitive position and differentiation is verified by market feedback. There is a full business model in canvas format incl. details on possible revenues/costs. First economic projections with numbers to show the market potential and economic viability (bottom-up calculations based on projections/guesstimates on volumes, prices etc) Assessed feasible Share Of Market based on e.g. barriers to entry incl. competition Made a competitive analysis on your position and uniqueness/differentiation vs them. There is draft of the business model in a canvas format (business model canvas/lean canvas) but typically without the revenues/cost parts and details of these. The market description is getting more highly resolved with more specific market applications and segments being identified. Target applications identified. The market potential and the market size is quantified with TAM and SAM-Segmented/Served Available/Addressable Market (everyone you have decided/can reach) A more complete competitor overview with direct/indirect competitors and alternatives Described the proposed business concept in some structured form e.g. NABC One or several markets or applications are identified and described on overall level e.g. user numbers, TAM- Total Available or Addressable Market (everyone you wish to reach) Some competitors and/or alternatives are identified and listed Vague and unspecific description of the potential business idea or business concept Little insight into the market and its potential/size-hypothesizing on possible applications		- The business model is updated and refined to new version based on customer feedback
- The competitive position and differentiation is verified by market feedback. - There is a full business model in canvas format incl. details on possible revenues/costs. - First economic projections with numbers to show the market potential and economic viability (bottom-up calculations based on projections/guesstimates on volumes, prices etc) - Assessed feasible Share Of Market based on e.g. barriers to entry incl. competition - Made a competitive analysis on your position and uniqueness/differentiation vs them. - There is draft of the business model in a canvas format (business model canvas/lean canvas) but typically without the revenues/cost parts and details of these. - The market description is getting more highly resolved with more specific market applications and segments being identified. Target applications identified. - The market potential and the market size is quantified with TAM and SAM-Segmented/Served Available/Addressable Market (everyone you have decided/can reach) - A more complete competitor overview with direct/indirect competitors and alternatives - Described the proposed business concept in some structured form e.g. NABC - One or several markets or applications are identified and described on overall level e.g. user numbers, TAM- Total Available or Addressable Market (everyone you wish to reach) - Some competitors and/or alternatives are identified and listed - Vague and unspecific description of the potential business idea or business concept - Little insight into the market and its potential/size-hypothesizing on possible applications		
- There is a full business model in canvas format incl. details on possible revenues/costs First economic projections with numbers to show the market potential and economic viability (bottom-up calculations based on projections/guesstimates on volumes, prices etc) - Assessed feasible Share Of Market based on e.g. barriers to entry incl. competition - Made a competitive analysis on your position and uniqueness/differentiation vs them. - There is draft of the business model in a canvas format (business model canvas/lean canvas) but typically without the revenues/cost parts and details of these The market description is getting more highly resolved with more specific market applications and segments being identified. Target applications identified The market potential and the market size is quantified with TAM and SAM-Segmented/Served Available/Addressable Market (everyone you have decided/can reach) - A more complete competitor overview with direct/indirect competitors and alternatives - Described the proposed business concept in some structured form e.g. NABC - One or several markets or applications are identified and described on overall level e.g. user numbers, TAM- Total Available or Addressable Market (everyone you wish to reach) - Some competitors and/or alternatives are identified and listed - Vague and unspecific description of the potential business idea or business concept - Little insight into the market and its potential/size-hypothesizing on possible applications		
- First economic projections with numbers to show the market potential and economic viability (bottom-up calculations based on projections/guesstimates on volumes, prices etc) - Assessed feasible Share Of Market based on e.g. barriers to entry incl. competition - Made a competitive analysis on your position and uniqueness/differentiation vs them. - There is draft of the business model in a canvas format (business model canvas/lean canvas) but typically without the revenues/cost parts and details of these The market description is getting more highly resolved with more specific market applications and segments being identified. Target applications identified The market potential and the market size is quantified with TAM and SAM-Segmented/Served Available/Addressable Market (everyone you have decided/can reach) - A more complete competitor overview with direct/indirect competitors and alternatives - Described the proposed business concept in some structured form e.g. NABC - One or several markets or applications are identified and described on overall level e.g. user numbers, TAM- Total Available or Addressable Market (everyone you wish to reach) - Some competitors and/or alternatives are identified and listed - Vague and unspecific description of the potential business idea or business concept - Little insight into the market and its potential/size-hypothesizing on possible applications		* *
 viability (bottom-up calculations based on projections/guesstimates on volumes, prices etc) Assessed feasible Share Of Market based on e.g. barriers to entry incl. competition Made a competitive analysis on your position and uniqueness/differentiation vs them. There is draft of the business model in a canvas format (business model canvas/lean canvas) but typically without the revenues/cost parts and details of these. The market description is getting more highly resolved with more specific market applications and segments being identified. Target applications identified. The market potential and the market size is quantified with TAM and SAM-Segmented/Served Available/Addressable Market (everyone you have decided/can reach) A more complete competitor overview with direct/indirect competitors and alternatives Described the proposed business concept in some structured form e.g. NABC One or several markets or applications are identified and described on overall level e.g. user numbers, TAM- Total Available or Addressable Market (everyone you wish to reach) Some competitors and/or alternatives are identified and listed Vague and unspecific description of the potential business idea or business concept Little insight into the market and its potential/size-hypothesizing on possible applications 	4	*
 Made a competitive analysis on your position and uniqueness/differentiation vs them. There is draft of the business model in a canvas format (business model canvas/lean canvas) but typically without the revenues/cost parts and details of these. The market description is getting more highly resolved with more specific market applications and segments being identified. Target applications identified. The market potential and the market size is quantified with TAM and SAM-Segmented/Served Available/Addressable Market (everyone you have decided/can reach) A more complete competitor overview with direct/indirect competitors and alternatives Described the proposed business concept in some structured form e.g. NABC One or several markets or applications are identified and described on overall level e.g. user numbers, TAM- Total Available or Addressable Market (everyone you wish to reach) Some competitors and/or alternatives are identified and listed Vague and unspecific description of the potential business idea or business concept Little insight into the market and its potential/size-hypothesizing on possible applications 		viability (bottom-up calculations based on projections/guesstimates on volumes, prices etc)
- There is draft of the business model in a canvas format (business model canvas/lean canvas) but typically without the revenues/cost parts and details of these. - The market description is getting more highly resolved with more specific market applications and segments being identified. Target applications identified. - The market potential and the market size is quantified with TAM and SAM-Segmented/Served Available/Addressable Market (everyone you have decided/can reach) - A more complete competitor overview with direct/indirect competitors and alternatives - Described the proposed business concept in some structured form e.g. NABC - One or several markets or applications are identified and described on overall level e.g. user numbers, TAM- Total Available or Addressable Market (everyone you wish to reach) - Some competitors and/or alternatives are identified and listed - Vague and unspecific description of the potential business idea or business concept - Little insight into the market and its potential/size-hypothesizing on possible applications		, , ,
canvas) but typically without the revenues/cost parts and details of these. The market description is getting more highly resolved with more specific market applications and segments being identified. Target applications identified. The market potential and the market size is quantified with TAM and SAM-Segmented/Served Available/Addressable Market (everyone you have decided/can reach) A more complete competitor overview with direct/indirect competitors and alternatives Described the proposed business concept in some structured form e.g. NABC One or several markets or applications are identified and described on overall level e.g. user numbers, TAM- Total Available or Addressable Market (everyone you wish to reach) Some competitors and/or alternatives are identified and listed Vague and unspecific description of the potential business idea or business concept Little insight into the market and its potential/size-hypothesizing on possible applications		
 applications and segments being identified. Target applications identified. The market potential and the market size is quantified with TAM and SAM-Segmented/Served Available/Addressable Market (everyone you have decided/can reach) A more complete competitor overview with direct/indirect competitors and alternatives Described the proposed business concept in some structured form e.g. NABC One or several markets or applications are identified and described on overall level e.g. user numbers, TAM- Total Available or Addressable Market (everyone you wish to reach) Some competitors and/or alternatives are identified and listed Vague and unspecific description of the potential business idea or business concept Little insight into the market and its potential/size-hypothesizing on possible applications 	4	
 The market potential and the market size is quantified with TAM and SAM-Segmented/Served Available/Addressable Market (everyone you have decided/can reach) A more complete competitor overview with direct/indirect competitors and alternatives Described the proposed business concept in some structured form e.g. NABC One or several markets or applications are identified and described on overall level e.g. user numbers, TAM- Total Available or Addressable Market (everyone you wish to reach) Some competitors and/or alternatives are identified and listed Vague and unspecific description of the potential business idea or business concept Little insight into the market and its potential/size-hypothesizing on possible applications 		
Segmented/Served Available/Addressable Market (everyone you have decided/can reach) - A more complete competitor overview with direct/indirect competitors and alternatives - Described the proposed business concept in some structured form e.g. NABC - One or several markets or applications are identified and described on overall level e.g. user numbers, TAM- Total Available or Addressable Market (everyone you wish to reach) - Some competitors and/or alternatives are identified and listed - Vague and unspecific description of the potential business idea or business concept - Little insight into the market and its potential/size-hypothesizing on possible applications		
 A more complete competitor overview with direct/indirect competitors and alternatives Described the proposed business concept in some structured form e.g. NABC One or several markets or applications are identified and described on overall level e.g. user numbers, TAM- Total Available or Addressable Market (everyone you wish to reach) Some competitors and/or alternatives are identified and listed Vague and unspecific description of the potential business idea or business concept Little insight into the market and its potential/size-hypothesizing on possible applications 		
 One or several markets or applications are identified and described on overall level e.g. user numbers, TAM- Total Available or Addressable Market (everyone you wish to reach) Some competitors and/or alternatives are identified and listed Vague and unspecific description of the potential business idea or business concept Little insight into the market and its potential/size-hypothesizing on possible applications 		
 One or several markets or applications are identified and described on overall level e.g. user numbers, TAM- Total Available or Addressable Market (everyone you wish to reach) Some competitors and/or alternatives are identified and listed Vague and unspecific description of the potential business idea or business concept Little insight into the market and its potential/size-hypothesizing on possible applications 	2	- Described the proposed business concept in some structured form e.g. NABC
 Some competitors and/or alternatives are identified and listed Vague and unspecific description of the potential business idea or business concept Little insight into the market and its potential/size-hypothesizing on possible applications 		- One or several markets or applications are identified and described on overall level e.g.
- Little insight into the market and its potential/size-hypothesizing on possible applications		
- Little insight into the market and its potential/size-hypothesizing on possible applications		- Vague and unspecific description of the potential business idea or business concept
- Little knowledge or insight into competition and alternative solutions	1	