



ProGrid Process™ Workbook

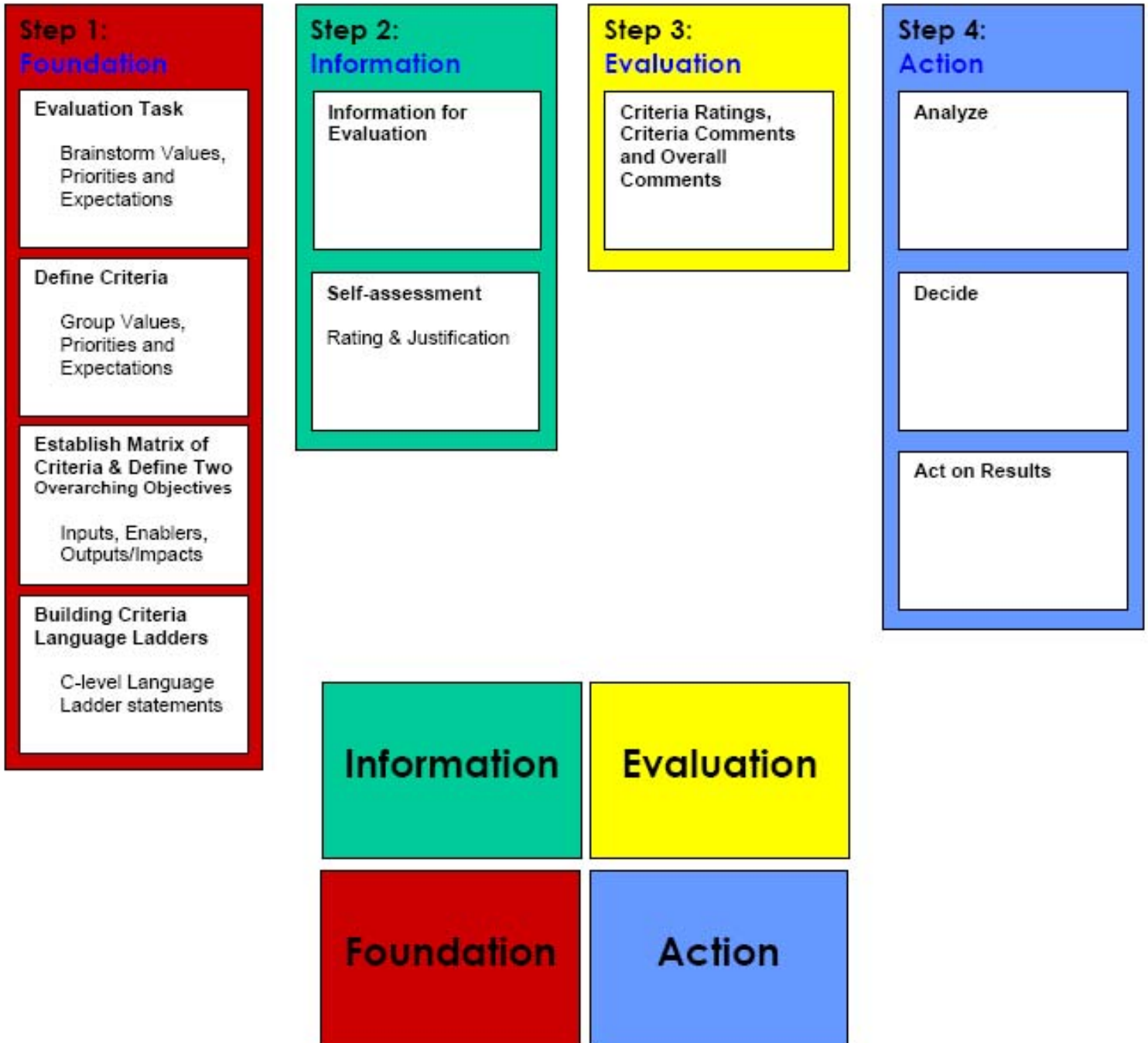


ProGrid Process™ Workbook

This workbook is to be used in the application of ProGrid® methodology as outlined in the "ProGrid Applications Guide"

1. The ProGrid Process™
2. Step 1-1 Brainstorm: write down as many values, priorities and expectations for the organization, stakeholders and situation that you can.
3. Step 1-2 Define Criteria – Grouping VPEs, and write down 4 to 6 themes or categories that can be expressed as criteria that they see emerging from the Brainstorm list.
4. Step 1-3 Establish a Matrix of Criteria.
5. Step 1-4 Build Criteria Language Ladders.
6. Step 2-1 Generic Proponent Information.
7. Step 3-1 Generic Evaluation Form.
8. Step 4-1 Resource for generating a Grid & Profile.

The ProGrid Process™ For Improving Evaluation & Decision Making



Step 1-1 Brainstorm: Values, Priorities & Expectations

Write down up to 24 values, priorities and expectations of the organization and/or stakeholders in the space below

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____
21. _____
22. _____
23. _____
24. _____

Step 1-2: Define Criteria: Group VPEs

Write down 4 to 6 themes or categories that you see emerging from the Brainstorm list that can be expressed as criteria. Write down the corresponding reference numbers from your Brainstorm list as you work through this process.

| <u>Group</u> | <u>Theme / Category</u> | <u>Ref. Numbers</u> |
|--------------|-------------------------|---------------------|
| A | _____ | |
| B | _____ | |
| C | _____ | |
| D | _____ | |
| E | _____ | |
| F | _____ | |

Write the other Theme(s)/Category(s) in the table below.

| <u>Group</u> | <u>Theme / Category</u> | <u>Ref. Numbers</u> |
|--------------|-------------------------|---------------------|
| G | _____ | |
| H | _____ | |
| I | _____ | |

Step 1-3: Matrix of Criteria & Overarching Objectives

1. For each theme or category you defined in Step 1-2, please write down a criteria name (1 to 3 words) in a cell below. You do not have to fill every cell in the matrix below, nor have the same number of cells in each column. Criteria do not need to 'connect' or correlate to other criteria in the same row.
2. Review your criteria names in Column A (Inputs); write up to three potential column labels that embody the essence of your criteria names. Do the same for column C (Outcomes/Impacts).

| Potential Column Label |
|------------------------|
| 1. _____ |
| 2. _____ |
| 3. _____ |

| Potential Column Label |
|------------------------|
| 1. _____ |
| 2. _____ |
| 3. _____ |

| INPUTS Column A | PROCESSES/ENABLERS Column B | OUTCOMES/IMPACTS Column C |
|--------------------|--------------------------------|------------------------------|
| | | |
| | | |
| | | |
| | | |
| | | |

Step 1-4: Build Criteria Language Ladders

Remembering that for the 'D' level Language Ladder™ statement your expectations are exceeded - write a statement that reflects *what would exceed your expectations for this criterion*. This should be a significant step above the 'C' level statement

In the same way, the 'A' level Language Ladder™ statement should reflect not meeting any of the expectations for the criterion. Develop a statement *that would reflect not meeting expectations for this criterion*.

Now write a statement that reflects *meeting some but not all expectations for this criterion*. This will form your 'B' level Language Ladder™, and should be halfway between the 'A' level and 'C' level statements.

Step 2-1: Sample Opportunity Form

PART A – Proponent and Opportunity Information

[Program Name]
ProGrid® Generic Opportunity Form - Part A

Opportunity No. (Office use only)

[Proponent] Information:

Name: [Salutation] [First Name] [Last Name]

Organization: [Organization]

Opportunity Title:

Opportunity Summary:

Opportunity Description:

Date Project Start (mm/dd/yyyy): Project Duration:

Budget Information

| \$\$ Requested | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | |
|---------------------------|--------|--------|--------|--------|--------|-----|
| [Category 1] | | | | | | \$0 |
| [Category 2] | | | | | | \$0 |
| [Category 3] | | | | | | \$0 |
| [Category 4] | | | | | | \$0 |
| [Category 5] | | | | | | \$0 |
| [Category 6] | | | | | | \$0 |
| [Category 7] | | | | | | \$0 |
| [Category 8] | | | | | | \$0 |
| [Category 9] | | | | | | \$0 |
| [Category 10] | | | | | | \$0 |
| Total \$\$ Requested: \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | |

| Financial Information: | | Categories: | |
|------------------------|--|--|---|
| | [Cost type 1] | [Cost type 2] | [Selected from list] |
| Year 1 \$ | <input style="width: 100px;" type="text"/> | <input style="width: 100px;" type="text"/> | Category A <input style="width: 100px;" type="text"/> |
| Year 2 \$ | <input style="width: 100px;" type="text"/> | <input style="width: 100px;" type="text"/> | Category B <input style="width: 100px;" type="text"/> |
| Year 3 \$ | <input style="width: 100px;" type="text"/> | <input style="width: 100px;" type="text"/> | Category C <input style="width: 100px;" type="text"/> |
| Year 4 \$ | <input style="width: 100px;" type="text"/> | <input style="width: 100px;" type="text"/> | Category D <input style="width: 100px;" type="text"/> |
| Year 5 \$ | <input style="width: 100px;" type="text"/> | <input style="width: 100px;" type="text"/> | |
| | \$0 | \$0 | |

Step 2-1: Sample Opportunity Form

PART B – Proponent Self-Assessment

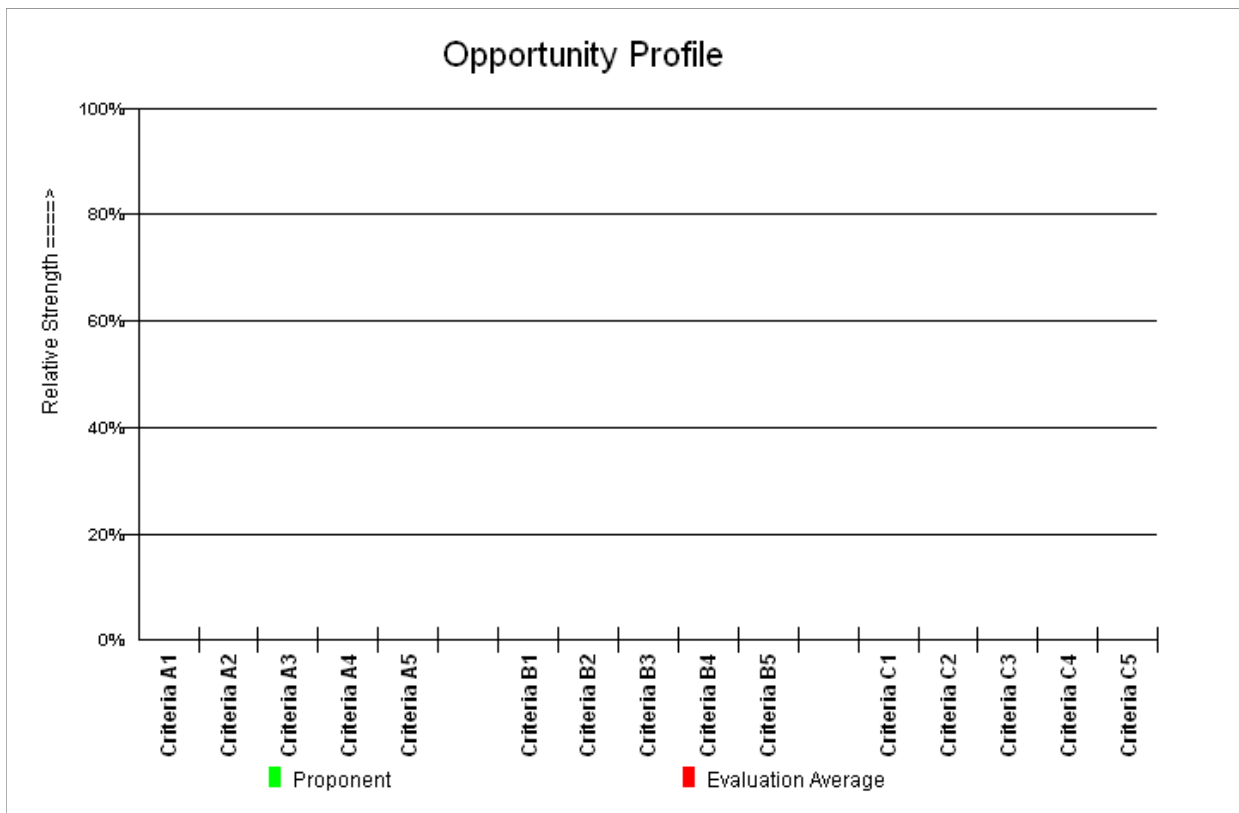
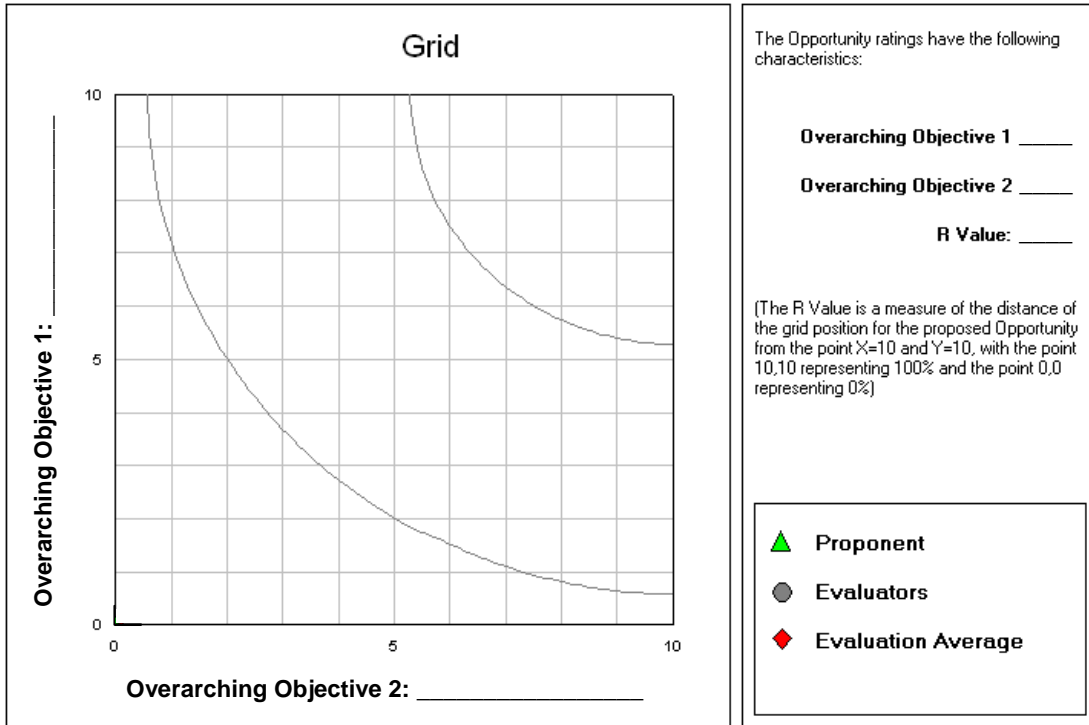
| | | |
|--|--|--|
| <i>[Program Name]</i> | | |
| <i>ProGrid® Generic Self-assessment for</i> | | |
| <input type="text" value="[Opportunity Title]"/> | | |
| <input type="text" value="[Salutation]"/> | <input type="text" value="[First Name]"/> | <input type="text" value="[Last Name]"/> |
| A1 Criteria A1 | | |
| A1 - Criteria Definition | | |
| <input type="checkbox"/> A | Does not meet expectations. | |
| <input type="checkbox"/> B | Meets some, but not all expectations. | |
| <input type="checkbox"/> C | Meets all expectations. | |
| <input type="checkbox"/> D | Exceeds expectations. | |
| Rating | Explain and justify your rating for this criterion | |
| <input type="checkbox"/> | <input type="text"/> | |
| A2 Criteria A2 | | |
| A2 - Criteria Definition | | |
| <input type="checkbox"/> A | Does not meet expectations. | |
| <input type="checkbox"/> B | Meets some, but not all expectations. | |
| <input type="checkbox"/> C | Meets all expectations. | |
| <input type="checkbox"/> D | Exceeds expectations. | |
| Rating | Explain and justify your rating for this criterion | |
| <input type="checkbox"/> | <input type="text"/> | |
| A3 Criteria A3 | | |
| A3 - Criteria Definition | | |
| <input type="checkbox"/> A | Does not meet expectations. | |
| <input type="checkbox"/> B | Meets some, but not all expectations. | |
| <input type="checkbox"/> C | Meets all expectations. | |
| <input type="checkbox"/> D | Exceeds expectations. | |
| Rating | Explain and justify your rating for this criterion | |
| <input type="checkbox"/> | <input type="text"/> | |
| A4 Criteria A4 | | |
| A4 - Criteria Definition | | |
| <input type="checkbox"/> A | Does not meet expectations. | |
| <input type="checkbox"/> B | Meets some, but not all expectations. | |
| <input type="checkbox"/> C | Meets all expectations. | |
| <input type="checkbox"/> D | Exceeds expectations. | |
| Rating | Explain and justify your rating for this criterion | |
| <input type="checkbox"/> | <input type="text"/> | |
| C3 Criteria C3 | | |
| C3 - Criteria Definition | | |
| <input type="checkbox"/> A | Does not meet expectations. | |
| <input type="checkbox"/> B | Meets some, but not all expectations. | |
| <input type="checkbox"/> C | Meets all expectations. | |
| <input type="checkbox"/> D | Exceeds expectations. | |
| Rating | Explain and justify your rating for this criterion | |
| <input type="checkbox"/> | <input type="text"/> | |
| C4 Criteria C4 | | |
| C4 - Criteria Definition | | |
| <input type="checkbox"/> A | Does not meet expectations. | |
| <input type="checkbox"/> B | Meets some, but not all expectations. | |
| <input type="checkbox"/> C | Meets all expectations. | |
| <input type="checkbox"/> D | Exceeds expectations. | |
| Rating | Explain and justify your rating for this criterion | |
| <input type="checkbox"/> | <input type="text"/> | |

Step 2-2: Sample Evaluation Form

| ProGrid-Venture Evaluation Program | | ProGrid® Evaluation Form | | | | | | | | |
|--|--|---------------------------------|----------|--|----------|--|----------|---|----------|--|
| Opportunity Number: | <input style="width: 95%;" type="text"/> | | | | | | | | | |
| Proponent Name: | <input style="width: 95%;" type="text"/> | | | | | | | | | |
| Opportunity Name: | <input style="width: 95%;" type="text"/> | | | | | | | | | |
| Evaluator - please insert name: | <input style="width: 95%;" type="text"/> | | | | | | | | | |
| <p>When completing your evaluation please keep the following in mind:</p> <ul style="list-style-type: none"> > On the basis of the information provided, select one of the four statements (A to D) that you feel best describes the proposal and record your rating in the shaded box below the statements for each Criterion. Use only the letters (A, B, C or D). > If all the aspects of a statement are not fully met, select the statement immediately preceding it, e.g. if all the characteristics of a D statement have not been met, then select the C statement. > An A score does not mean automatic rejection and a D score does not mean automatic acceptance. > You may also add a short (~30 word, 255 characters max.) comment on each Criterion in the shaded comment box to the right of the rating's box. Comments should be constructive. Please be concise. > After you have completed your evaluation provide an overall comment on this proposal at the end of this evaluation form. > The comment boxes are spreadsheet cells; thus, if you want to insert a carriage return in your comments, use "Alt/Enter". If only "Enter" is pressed, the cursor will move out of the comment cell. > This form allows you to tab between cells that need to be filled. > You may want to check your spelling as the MS "Spell-Check" feature does not work with this form. > Please do not change any of the proposal information in the boxes above these instructions. > Thank you for using this form. It allows your evaluation to be automatically imported into the database. | | | | | | | | | | |
| <p>A1 The Commercial Advance</p> <p>Practice covers all products/processes/services that are commercially available. The descriptions of the level of advance on current commercial practice which you provide below are essential to the evaluation of the concept. The concept on which the Venture depends:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 5%; text-align: center;">A</td><td>Represents a small but measurable advance on current commercial practice.</td></tr> <tr><td style="text-align: center;">B</td><td>Represents a significant and recognizable advance on current commercial practice.</td></tr> <tr><td style="text-align: center;">C</td><td>Is a major advance on current commercial practice and will change the market dynamics in a significant way.</td></tr> <tr><td style="text-align: center;">D</td><td>Is unique and provides the basis for replacing existing products/processes/services, or the basis for providing new products/processes/services.</td></tr> </table> <p>Rating <input type="checkbox"/> Comment on criteria <input style="width: 95%;" type="text"/></p> | | | A | Represents a small but measurable advance on current commercial practice. | B | Represents a significant and recognizable advance on current commercial practice. | C | Is a major advance on current commercial practice and will change the market dynamics in a significant way. | D | Is unique and provides the basis for replacing existing products/processes/services, or the basis for providing new products/processes/services. |
| A | Represents a small but measurable advance on current commercial practice. | | | | | | | | | |
| B | Represents a significant and recognizable advance on current commercial practice. | | | | | | | | | |
| C | Is a major advance on current commercial practice and will change the market dynamics in a significant way. | | | | | | | | | |
| D | Is unique and provides the basis for replacing existing products/processes/services, or the basis for providing new products/processes/services. | | | | | | | | | |
| <p>A2 Competitive Advantage</p> <p>Competitive advantage may arise from proprietary know-how, trademarks, copyrights or an enforceable patent position. On the other hand competitors may be able to satisfy the market with products/processes/services that are based on different concepts. Please describe below not only the nature of the advantage you hold, but also your assessment of the strength and longevity of this advantage.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 5%; text-align: center;">A</td><td>Competitors will be able to respond with their own version of the concept, and customers will be able to easily switch between competing offers.</td></tr> <tr><td style="text-align: center;">B</td><td>Competitive advantage will be based on first to the market" and high switching costs will maintain this advantage."</td></tr> <tr><td style="text-align: center;">C</td><td>Competitive advantage will initially be based on first to the market" and this advantage will be extended by expected proprietary strengths, such as patents, trademarks, copyrights, protected trade secrets etc."</td></tr> <tr><td style="text-align: center;">D</td><td>Competitive advantage is based on existing strong proprietary strengths, such as issued patents, trademarks, copyrights, protected trade secrets etc and these will provide protection from competition for at least 10 years.</td></tr> </table> <p>Rating <input type="checkbox"/> Comment on criteria <input style="width: 95%;" type="text"/></p> | | | A | Competitors will be able to respond with their own version of the concept, and customers will be able to easily switch between competing offers. | B | Competitive advantage will be based on first to the market" and high switching costs will maintain this advantage." | C | Competitive advantage will initially be based on first to the market" and this advantage will be extended by expected proprietary strengths, such as patents, trademarks, copyrights, protected trade secrets etc." | D | Competitive advantage is based on existing strong proprietary strengths, such as issued patents, trademarks, copyrights, protected trade secrets etc and these will provide protection from competition for at least 10 years. |
| A | Competitors will be able to respond with their own version of the concept, and customers will be able to easily switch between competing offers. | | | | | | | | | |
| B | Competitive advantage will be based on first to the market" and high switching costs will maintain this advantage." | | | | | | | | | |
| C | Competitive advantage will initially be based on first to the market" and this advantage will be extended by expected proprietary strengths, such as patents, trademarks, copyrights, protected trade secrets etc." | | | | | | | | | |
| D | Competitive advantage is based on existing strong proprietary strengths, such as issued patents, trademarks, copyrights, protected trade secrets etc and these will provide protection from competition for at least 10 years. | | | | | | | | | |
| <p>assessment provided below of who represents the competition and how their competitive strengths relative to theirs is essential in order to assess the potential for success in the market. The assessment provided by this concept:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 5%; text-align: center;">A</td><td>Will face major competition from well-established companies that have existing products/processes/services competing for the same market.</td></tr> <tr><td style="text-align: center;">B</td><td>May not face immediate competition but established companies will quickly develop and offer competing products, processes or services.</td></tr> <tr><td style="text-align: center;">C</td><td>Will have a 'window of opportunity' to achieve a sustainable market position before competition responds with equivalent products/processes/services.</td></tr> <tr><td style="text-align: center;">D</td><td>Will face only weak or limited competition for the foreseeable future.</td></tr> </table> <p>Rating <input type="checkbox"/> Comment on criteria <input style="width: 95%;" type="text"/></p> | | | A | Will face major competition from well-established companies that have existing products/processes/services competing for the same market. | B | May not face immediate competition but established companies will quickly develop and offer competing products, processes or services. | C | Will have a 'window of opportunity' to achieve a sustainable market position before competition responds with equivalent products/processes/services. | D | Will face only weak or limited competition for the foreseeable future. |
| A | Will face major competition from well-established companies that have existing products/processes/services competing for the same market. | | | | | | | | | |
| B | May not face immediate competition but established companies will quickly develop and offer competing products, processes or services. | | | | | | | | | |
| C | Will have a 'window of opportunity' to achieve a sustainable market position before competition responds with equivalent products/processes/services. | | | | | | | | | |
| D | Will face only weak or limited competition for the foreseeable future. | | | | | | | | | |
| <p>C4 Financial Returns to VC</p> <p>Venture capital investors typically expect returns on their investment of a minimum of 30% compounded annually from the time of investment to the time when their investment is returned. This means, for instance, that an investor would expect to at least double their investment after three years. Equally important to the investor is that you present a clear picture of how and when the investment can realistically be returned - through what it called an exit strategy".</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 5%; text-align: center;">A</td><td>Commercialization of this concept is unlikely to provide minimum acceptable venture capital rates of return.</td></tr> <tr><td style="text-align: center;">B</td><td>Commercialization of this concept will likely provide acceptable venture capital rates of return of 30% but it is uncertain whether the investor will be able to realize" that return within 2 years."</td></tr> <tr><td style="text-align: center;">C</td><td>Commercialization of this concept will likely provide acceptable venture capital rates of return of 30% with the potential that the investor can 'realize' that return within 2 years.</td></tr> <tr><td style="text-align: center;">D</td><td>Commercialization of this concept has the potential to yield exceptional rates of return of 50% or more with the strong likelihood that the investor can 'realize' that return within 2 years.</td></tr> </table> <p>Rating <input type="checkbox"/> Comment on criteria <input style="width: 95%;" type="text"/></p> | | | A | Commercialization of this concept is unlikely to provide minimum acceptable venture capital rates of return. | B | Commercialization of this concept will likely provide acceptable venture capital rates of return of 30% but it is uncertain whether the investor will be able to realize" that return within 2 years." | C | Commercialization of this concept will likely provide acceptable venture capital rates of return of 30% with the potential that the investor can 'realize' that return within 2 years. | D | Commercialization of this concept has the potential to yield exceptional rates of return of 50% or more with the strong likelihood that the investor can 'realize' that return within 2 years. |
| A | Commercialization of this concept is unlikely to provide minimum acceptable venture capital rates of return. | | | | | | | | | |
| B | Commercialization of this concept will likely provide acceptable venture capital rates of return of 30% but it is uncertain whether the investor will be able to realize" that return within 2 years." | | | | | | | | | |
| C | Commercialization of this concept will likely provide acceptable venture capital rates of return of 30% with the potential that the investor can 'realize' that return within 2 years. | | | | | | | | | |
| D | Commercialization of this concept has the potential to yield exceptional rates of return of 50% or more with the strong likelihood that the investor can 'realize' that return within 2 years. | | | | | | | | | |
| <p>Overall Comments on the Proposal (200 - 225 words, 1500 characters max.):</p> <div style="border: 1px solid black; height: 100px; width: 100%;"></div> | | | | | | | | | | |

Step 4-1: Sample Grid & Profile Chart

You can generate the R Value for these charts using Progrid® software, available at: <http://www.progrid.info/software>



ProGrid Process™ Workbook

Additional Worksheets



Step 1-4: Build Criteria Language Ladders

Remembering that for the 'D' level Language Ladder™ statement your expectations are exceeded - write a statement that reflects *what would exceed your expectations for this criterion*. This should be a significant step above the 'C' level statement

In the same way, the 'A' level Language Ladder™ statement should reflect not meeting any of the expectations for the criterion. Develop a statement *that would reflect not meeting expectations for this criterion*.

Now write a statement that reflects *meeting some but not all expectations for this criterion*. This will form your 'B' level Language Ladder™, and should be halfway between the 'A' level and 'C' level statements.

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