

two on any existing machine even though the power is then halved. Apparently someone else also thought of the same idea and had created backpacked blowers for the professionals. Changing the hose to a split output is cheap. There is insufficient reason to do this even as I will continue to use it myself.

There are at least 10 other ideas that I rejected or deferred based on the commercialization assessment criteria. In all cases it was a matter of knowing the criteria, what makes them practical in the real market, and a willingness to recognize it and move on. Are they opportunity losses? Not necessary. I believe the process saved me from losing my time, money, and other resources.

1.9 ATTRIBUTES: THE GOOD, THE BAD, AND THE UGLY

In contrast to the attributes of a good product/service/business, I have also a **list of undesirable traits that should put any idea to rest**. They are:

- * Limited market sizes
- * Limited usefulness
 - * Outdated methods
 - * Cost too much to produce
 - * Price is too high
 - * No distribution channel
 - * Don't have the necessary skills, knowledge, money, time
 - * No lasting value
 - * Barrier to entry too low; knock-offs too easy
 - * Short shelf life
 - * Too difficult to manufacture
 - * Infrastructure is not there
 - * Existing products good enough
 - * Too much liability

Notice that I freely share these three ideas fully even as they have not been commercialized or protected. This is because it takes so much more to bring each to market and make it profitable. This is just a reminder that you are better off if you focus on finding a tested concept instead of dwelling on an idea that may not be “fertilized.”

Concept evaluation is done on several dimensions. It is important to keep all of them in mind when looking at something that you believe has profit potential. You should start with this baseline of thinking...

<u>Dimension</u>	<u>Consider</u>
Idea	good/bad aspects
Physical	function, safety, looks & feel, testing
Market	size, location, reachable?
Operation	logistics planning, can things happen, how?
Financial	money, money, money (the ones you spend and hopefully make)

By now you should have a pretty good idea on what to look for if you were to do a self-evaluation of your ideas. The table below gives a very high level view for this purpose. Much more detail will be covered in Appendix 4 where 120 evaluation questions will examine the most critical aspects of your concept in concrete terms.

Each aspect below has its corresponding condition(s). For example, a product’s function should be needed, the competitive product or substitutes should be inferior, and the design must work, etc.

HIGH LEVEL IDEA SELF-EVALUATION CHECKLIST

ASPECT	CONDITION IS
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CONCEPT EXPLORATION

<input type="checkbox"/>	DESCRIPTION	ACCURATE
<input type="checkbox"/>	FUNCTION	NEEDED
<input type="checkbox"/>	VALUE PROPOSITION	RELEVANT

COMPARATIVE LANDSCAPE

<input type="checkbox"/>	COMPETITION	INFERIOR
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DESIGNING AND PROTOTYPING

<input type="checkbox"/>	DESIGN	WORKS
<input type="checkbox"/>	PROTOTYPE	DESCRIPTIVE
<input type="checkbox"/>	MATERIAL	LEGAL
<input type="checkbox"/>	QUALITY	CONSISTENT

FEEDBACK, VALIDATION, REFINEMENT

<input type="checkbox"/>	FEEDBACK	FAVORABLE
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<input type="checkbox"/>	IMPROVEMENTS	ON TARGET
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MARKET IDENTIFICATION

<input type="checkbox"/>	MARKET	LARGE ENOUGH
<input type="checkbox"/>	CUSTOMER PROFILE	COMPREHENSIVE

MARKETING STRATEGY

<input type="checkbox"/>	PRICE	REASONABLE
<input type="checkbox"/>	PROMOTIONAL EFFORTS	EFFECTIVE
<input type="checkbox"/>	POSITIONING	CORRECT

DISTRIBUTION & SALES APPROACH

<input type="checkbox"/>	DISTRIBUTION CHANNEL	WITHIN REACH
<input type="checkbox"/>	SALES EFFORT	REPEATABLE

SECURING YOUR PATENT, TRADEMARK, COPYRIGHTS

<input type="checkbox"/>	INTELLECTUAL PROPERTY	PROTECTABLE
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RESOURCES ASSESSMENT

<input type="checkbox"/>	RESOURCES	COMPLETE
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HUMAN RESOURCES

<input type="checkbox"/>	TALENTS AND SKILLS	ACQUIRABLE
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BUSINESS INFRASTRUCTURE

<input type="checkbox"/>	INFRASTRUCTURE	DEPENDABLE
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BUSINESS OPERATIONS

<input type="checkbox"/>	OPERATIONS	EFFICIENT
<input type="checkbox"/>	CUSTOMER INTERFACE	CAN BE MANAGED WELL

MANUFACTURING & VENDORS

<input type="checkbox"/>	FACTORY	TRUSTWORTHY
<input type="checkbox"/>	SUPPLIERS/SERVICE VENDORS	CAPABLE

LEGAL AND INSURANCE PROTECTION

<input type="checkbox"/>	INSURANCE	SUFFICIENT
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DETAILED FINANCIAL ASSESSMENT

<input type="checkbox"/>	COST OF GOODS SOLD	LOW
<input type="checkbox"/>	PROFIT MARGIN	WITHIN INDUSTRY NORM
<input type="checkbox"/>	CAPITAL REQUIREMENT	CAN BE FUNDED
<input type="checkbox"/>	EXIT STRATEGY	REALISTIC
<input type="checkbox"/>	VENTURE	HAS ATTRACTIVE ROI