Annex A: Sample Stage 1 Report

An illustrative example of the Assessment & Recommendation Report a client receives at Stage 1, shown here for BDM-03 Market Entry Strategy. The company and all figures are fictitious.

NURTURED BY DN69-RISE

Assessment & Recommendation Report

BDM-03 | Market Entry Strategy

Prepared for Sample Company Ltd.

Segment	Business Development Management
Reference	DN69-A/BDM-03/Client/Date
Status	Indicative assessment, based on self-reported information

1 Executive Summary

OVERALL SCORE	RATING	TARGET
2.8 / 5	**Established**	**3.5 / 5**
Established	Core practices defined; gaps remain	For a mid-sized company

The company scores 2.8 out of 5, rated Established, against a target of 3.5 for a mid-sized firm. The assessment shows clear strengths to build on and a small number of gaps that, once addressed, would lift consistency.

Key messages

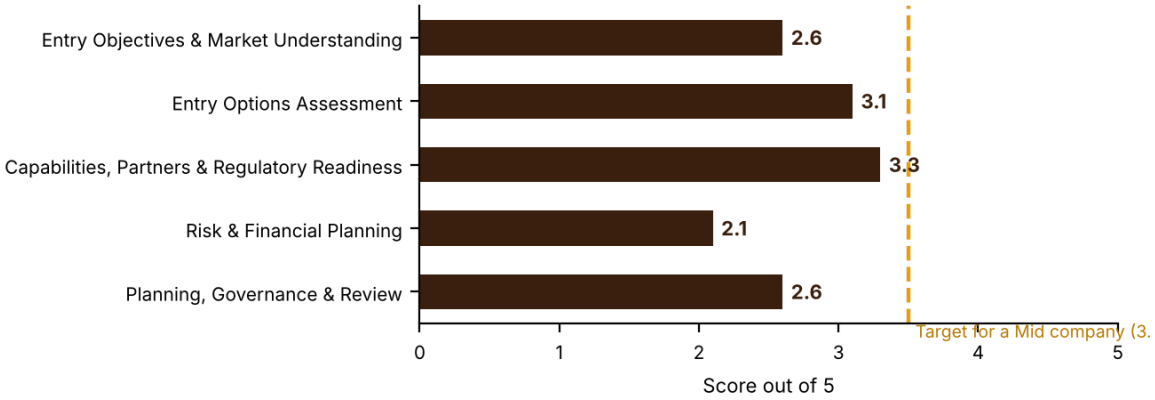
- A range of entry routes has already been considered (Q05).
- Build a simple 3-year entry budget with best, expected and worst cases, and show the break-even point (Q13).
- List the roles, capacity and skills the entry needs, compare with current resources, and plan how to close each gap (Q10).

2 Basis of Assessment

Based on the company's answers to the DN69-A Stage 1 questionnaire for this service. Each statement is rated on a five-level scale (1 = not in place, 5 = measured and improved), weighted by importance and compared with a target suited to the company's size.

Company	Sample Company Ltd.
Sector	Manufacturing
Company size	Mid (classified by annual revenue)
Annual revenue band	THB 300 million – 1 billion
Completed by	Client representative
Questions scored	19 of 19 applicable

3 Results at a Glance



Dimension	Score	Target	Gap	Rating
Entry Objectives & Market Understanding	2.6	3.5	0.9	Established
Entry Options Assessment	3.1	3.5	0.4	Established
Capabilities, Partners & Regulatory Readiness	3.3	3.5	0.3	Established
Risk & Financial Planning	2.1	3.5	1.4	Developing
Planning, Governance & Review	2.6	3.5	0.9	Established

Gap = target minus score; a positive gap means the company is below the target for its size.

4 Detailed Findings

4.1 Entry Objectives & Market Understanding — 2.6 / 5 | Established

How clearly the company defines why, where and with what goals it enters a new market.

What is working

- Market attractiveness is justified with evidence (Q02).

Gaps

- No written objectives for entering a new market (Q01).
- Customer needs, buying habits and price levels are not yet understood (Q03).

How to grow

- Write 3–5 measurable objectives for each target market and agree them at management level (Q01).
- Collect customer and price information from at least five buyers or trade contacts before committing (Q03).

4.2 Entry Options Assessment — 3.1 / 5 | Established

How the company identifies and compares the possible routes into a market.

What is working

- A range of entry routes has been considered (Q05).
- The chosen route is documented with reasons (Q07).

Gaps

- Entry options are not compared against the same written criteria (Q06).

How to grow

- Define 5–6 criteria, weight them, and score each entry route in one comparison table (Q06).

4.3 Capabilities, Partners & Regulatory Readiness — 3.3 / 5 | Established

Whether the company has the resources, partners and regulatory knowledge to enter.

What is working

- Key regulatory areas have been checked (Q09).

How to grow

- List the roles, capacity and skills the entry needs, compare with current resources, and plan how to close each gap (Q10).

4.4 Risk & Financial Planning — 2.1 / 5 | Developing

How entry investment, returns and risks are estimated and controlled.

Gaps

- Investment, running costs, returns and break-even point are not yet estimated (Q13).

How to grow

- Build a simple 3-year entry budget with best, expected and worst cases, and show the break-even point (Q13).
- Create a risk register with likelihood, impact, an owner and a response for every risk (Q14).
- Agree stop/adjust triggers before the entry starts (Q15).

4.5 Planning, Governance & Review — 2.6 / 5 | Established

How entry is planned, owned, tracked and reviewed after launch.

What is working

- The plan has approved milestones, deadlines and budget (Q17).

Gaps

- No named person or team owns the market entry plan (Q16).

How to grow

- Appoint one accountable owner per market entry and record the responsibility in their objectives (Q16).

5 Priority Gaps and Recommended Actions

ID	Gap identified	Why it matters	Recommended action
Q13	No estimate of investment, running costs and returns, including break-even	Without a budget and break-even point, entry cannot be judged or stopped in time.	Build a 3-year entry budget with best, expected and worst cases.
Q01	No written objectives for entering a new market	Objectives give the entry a measurable purpose and a basis for review.	Write 3–5 measurable objectives per target market and agree them.
Q06	Entry options not compared on the same criteria	A shared set of criteria makes the choice of route comparable and defensible.	Define 5–6 weighted criteria and score each route in one table.
Q16	No named owner for the market entry plan	Without one accountable owner, progress stalls between functions.	Appoint one accountable owner per market entry.
Q03	Customer needs and price levels not yet understood	Entering without buyer and price evidence risks misjudged demand and pricing.	Gather price and need information from at least five buyers or trade contacts.

6 Action Roadmap

Timeframe	Recommended actions
First 30 days	Build the 3-year entry budget with break-even point (Q13). Write and agree 3–5 measurable objectives per target market (Q01).
Days 31–90	Define and score entry options on 5–6 criteria (Q06). Appoint one accountable owner per market entry (Q16).
Months 4–12	Plan the roles, capacity and skills the entry needs (Q10). Create a risk register (Q14).

7 Recommended Next Step

Stage 2 (Adjustment Protocols & Induction Programme) is the natural way to build a market-entry playbook (plan, risk register and milestones) for the gaps above. It is scoped and quoted separately, and the company may stop at any stage.

Rating	Score range and meaning
Foundational	Below 1.8: little or no formal practice; results depend on individuals.
Developing	1.8 – 2.5: some practice exists but it is informal and inconsistent.
Established	2.6 – 3.3: core practices are defined and in use; gaps remain in consistency or measurement.
Managed	3.4 – 4.1: practices are consistent, owned and generally well controlled.
Leading	4.2 and above: practices are measured and continually improved.

Important notice: this is an indicative assessment prepared from information supplied by the company. It has not been independently verified and is not an audit, certification, or legal, tax or financial advice. Scores show relative maturity of practice, not performance or compliance. The full report also contains question-level results.