

IEO 2024 Business Case Evaluation Criteria

Criteria (1-10)	Exemplary (Score 9-10)	Advanced (Score 7-8)	Proficient (Score 5-6)	Developing (Score 3-4)	Beginning (Score 1-2)
Analytical Thinking					
1. Understanding of the Problems	Nuanced understanding of the problems and challenges faced by various stakeholders.	Comprehensive understanding of key problems.	Adequate understanding, covering main problems but lacking depth in some areas.	Limited identification of key problems.	Little to no identification of key problems.
2. Information Collection and Synthesis	Exceptional ability to synthesise complex data. Uses advanced analytical methods to derive insights that are directly applicable to solving the problems.	Thorough data synthesis with high competence. Interprets data accurately and presents findings that are relevant to the problems and support the strategic plan.	Adequate synthesis of relevant data. Offers general insights that are used to support some aspects of the strategic plan.	Shows basic data synthesis skills with limited interpretation. Provides a superficial understanding of how data relates to the problems.	Minimal or incorrect use of data. Lacks a meaningful connection between data synthesis and the problems.
3. Analysis of the Current Market Condition, Trends and Challenges and the Needs of Various Stakeholders	Deep understanding of the market condition, trends and challenges with thorough and insightful analysis using diverse data sources.	Comprehensive analysis identifying main market condition, trends and challenges.	Adequate analysis that covers main market condition, trends and challenges but lacks comprehensive detail.	Superficial analysis with limited identification of the market condition, trends and challenges.	Insufficient analysis with little to no real insights.

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Conceptual Thinking					
4. Evaluation of Effectiveness of Existing Strategies and Policies and Identification of Good Strategies and Policies of Other Competitors	Critical evaluation, thoroughly assesses their impact and effectiveness. Detailed and relevant competitor analysis.	Detailed evaluation identifying strengths and areas for improvement.	General evaluation mentioning some strategies and policies and their impact.	Limited evaluation with basic discussion of some existing strategies and policies.	Inadequate evaluation, lacking clear assessment.
5. Development of Comprehensive and Realistic Strategy and Action Plan, with Pros and Cons Analysis	Well-structured strategic plan with clear objectives and measurable outcomes. Clear explanation of how the earlier analysis influences strategic decisions, with robust evidence and statistical backing.	Well-developed strategy addressing key aspects with a coherent action plan. Shows how the earlier analysis have guided the formulation of the strategy with clear examples and good statistical foundation.	Partially developed strategy with general objectives. Some connections between the earlier analysis and the strategy recommendations but may lack depth or detail.	Lacks depth and fails to address some key aspects. Strategic decisions are somewhat informed by data, but explanations and connections are not thoroughly articulated or are overly simplistic.	Poorly developed strategy with no clear action plan. The earlier analysis does not support or contradict the proposed strategies.

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6. Innovative and Creative Solutions	Creative and innovative solutions that are practical and best suit the situation.	Well-thought-out solutions with good creativity and innovation.	Offers standard solutions with certain extent of creativity and innovation.	Solutions lack depth and creativity.	Offers generic or impractical solutions.
Quantitative Thinking					
7. Financial Model and Validation of Assumptions	Perfect linkage between the strategic plan and the financial model. The underlying assumptions are reasonable and realistic. Good use of economic concepts and makes good business senses.	Clear linkage between the strategic plan and the financial model. The underlying assumptions are reasonable and realistic and make business sense.	Certain linkage between the strategic plan and the financial model. The underlying assumptions are reasonable and realistic.	Incomplete analysis with significant gaps. No clear linkage between the strategic plan and the financial model.	Insufficient analysis with major inaccuracies. No clear linkage between the strategic plan and the financial model or even contradiction.
Communication Skills					
8. Clarity and Organization of Presentation	Engaging and well-structured presentation with compelling visuals and clear narratives.	Clear and persuasive presentation with relevant visuals and well-supported arguments.	Adequately communicates findings with appropriate visuals.	Somewhat organized but lacks clarity in communication.	Poorly organized and fails to effectively communicate key points.

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9. Delivery and Communication Skills	Exceptional delivery with strong engagement and professional demeanor.	Very good delivery; maintains audience interest throughout.	Adequate delivery but could improve in engaging the audience.	Shows nervousness; lacks clear communication strategies.	Poor delivery skills and fails to communicate effectively
10. Team Collaboration and Problem Solving	Demonstrates exceptional teamwork, with each member contributing significantly and collaboratively to solving complex issues.	Effective teamwork with clear division of roles and collaborative problem- solving evident.	Adequate teamwork with some collaboration but occasional lapses in coordination.	Limited teamwork, with members working somewhat independently without much collaboration.	Poor teamwork with little to no effective collaboration or problem-solving.