



Risk Assessment Model[®]

from ESI International's course entitled

Risk Management

**Project Management
Professional Development Program**

ESI International
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Risk Assessment Model[®] (RAM[®])

Project Name	Project Ref. No.	Prepared By (print)	Preparer's Initials
Customer	Contact	Contact's Phone	Date Prepared

Background

The ESI risk assessment model[®] (RAM[®]) is a valuable tool for use in the early life-cycle phases of a project or contracting opportunity. Its primary purpose is to assist management and decision makers with project selection or bid/no-bid decisions. The RAM[®] model has been developed by ESI based on studies of actual projects and contracts and consultation with decision makers. These studies have shown repeatedly that project selection and bid/no-bid decisions are made with considerations for both the potential threats and the potential opportunities. The RAM[®] questions have been found in these studies to be the critical questions upon which decisions are made. However, as every company, industry, and culture are different, it is recommended that the tool be customized over time in order to more closely represent your company, data, strategy, market segment, and organizational risk tolerances. Our intent is to provide the framework for your use.

Use

The ESI RAM[®] tool is easy to use. Appropriate answers are determined for the probability and impact questions presented for threat and opportunity. Scores are totalled and plotted on the decision scale at the end of the tool. Recommendations then are read from the decision scale on whether this is a project that should be invested in, avoided, or studied further.

Because probability and impact essentially are subjective in nature (different people have different opinions), it is recommended that at least four to six key project team members be assembled for an "assessment" meeting to determine the answers to the probability and impact questions. A facilitator who could lead the meeting should be identified. The facilitator then should walk the group through each of the RAM[®] questions. After the questions are read aloud, the facilitator should lead the group to a consensus answer for the probability and impact for each question. The appropriate box is selected on the tool for each of the probability and impact questions. The threat exposure (TE) and the opportunity exposure (OE) are obtained for each question by multiplying the quantity of the selected probability by the quantity of the selected impact. After all 40 questions have been answered, a total threat exposure score is obtained by adding up the TE for the 20 risk assessment questions. Similarly, a total opportunity exposure score is obtained by adding up the OE for the 20 opportunity assessment questions.

These two quantities then are plotted on the ESI decision scale, which is found on the last page of this document. The total threat exposure score is marked on the threat scale, and the total opportunity exposure score is located on the opportunity scale. A line is drawn between these two points. The recommended decision is read off the decision scale at the point where the line drawn crosses the decision scale.

Interpretation

Projects are good investments when threats are low and opportunities are high. Projects are not good investments when threats are high and opportunities are low. Other combinations of threat and opportunity require additional scrutiny and require a closer examination of project particulars. As with any decision, many variables must be considered. The elements of the ESI RAM[®] have been selected as they represent the most significant variables typically involved in the project selection decision.

Organizational Considerations

As mentioned above, every company organization is different, with differing business needs. As such, it is highly recommended that the ESI RAM[®] tool be customized for more effective application in your company. Our studies have shown that these are the right questions; however, some adjustment, weighting, or further definition may be required to more closely model your company's business goals and focus. The following are areas that your company should consider for customization:

- Probability scale
- Impact scale
- Weighting factors

The goal of these customizations is to have the tool more closely model the decisions that your company's executives would make.

Probability Scale

Because every company organization is different, give thought to possibly modifying the probability scale presented with each of the questions contained in the RAM[®] tool.

The tool is designed with the following criteria for the Probability of Occurrence questions:

Question	Probability of Occurrence
1	= 1 to 10%
2	= 11 to 20%
3	= 21 to 30%
4	= 31 to 40%
5	= 41 to 50%
6	= 51 to 60%
7	= 61 to 70%
8	= 71 to 80%
9	= 81 to 90%
10	= 91 to 100%

Impact Scale

The impact scale is, again, a subjective measure. To ensure consistency of use, the organization should consider providing a definition of each response to tool users. For example, the impact scale could be customized into percentages.

Weighting Factors

If deemed necessary, weighting factors could be added to adjust the importance of any of the 40 questions, based on current company priorities and focus items. The weighting factors would be added as multipliers for the corresponding questions. Once the weighting factors are added, the basic process for use of the tool would remain the same.

Threat Analysis

Customer Threats						
Probability of Occurrence			Impact of Occurrence		TE	
1.	Customer Relationship	<p>Based on the proposal team's assessment of our company's current or prior relationship with this customer, what is the probability that we could experience cost, schedule, or performance problems in our execution of this contract?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	X	<p>If problems do occur as a result of our current or prior relationship with this customer, what could be the extent of the impact on the project success criteria for this project?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	=	0
2.	Customer Readiness	<p>Based on the proposal team's assessment of the customer's readiness to undertake this project, what is the probability that we could experience cost, schedule, or performance problems in our execution of this contract?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	X	<p>If problems do occur as a result of the customer's readiness to undertake this project, what could be the extent of the impact on the project success criteria for this project?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	=	0
3.	Customer Commitment	<p>Based on the proposal team's assessment of the customer's level of commitment of resources and budget to this project, what is the probability we could experience cost, schedule, or performance problems in our execution of this contract?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	X	<p>If problems do occur as a result of the customer's commitment of resources and budget to this project, what could be the extent of the impact on the project success criteria for this project?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	=	0
Contract Threats						
Probability of Occurrence			Impact of Occurrence		TE	
4.	Contract Document	<p>Based on the proposal team's assessment of customer-driven changes to our company's standard contract, what is the probability that we could experience cost, schedule, or performance problems in our execution of this contract?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	X	<p>If problems do occur as a result of these customer-driven contract changes, what could be the extent of the impact on project success criteria for this project?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	=	0
5.	Contract Type	<p>Based on the proposal team's assessment of the contract type for this project (fixed-price, T&M, CPIF, and so on), what is the probability that we could experience cost, schedule, or performance problems in our execution of this contract?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	X	<p>If problems do occur as a result of the contract type for this project, what could be the extent of the impact on the project success criteria for this project?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	=	0

6.	Contract Performance Guarantees	<p>Based on the proposal team's assessment of the extent of customer-driven performance guarantees, what is the probability that we could experience cost, schedule, or performance problems in our execution of this contract?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>If problems do occur as a result of the customer-driven performance guarantees, what could be the extent of the impact on the project success criteria for this project?</p> <p style="text-align: center;">x</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
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Project Schedule Threats				
		Probability of Occurrence	Impact of Occurrence	TE

7.	Response Time Frame	<p>Based on the proposal team's assessment of the time that the proposal team has had to respond to and submit this proposal, what is the probability that we could experience cost, schedule, or performance problems in our execution of this contract?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>If problems do occur as a result of these customer-driven contract changes, what could be the extent of the impact on project success criteria for this project?</p> <p style="text-align: center;">x</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
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8.	Project Milestone Timetable	<p>Based on the proposal team's assessment of our company's ability to meet key project milestone dates, what is the probability that we could experience cost, schedule, or performance problems in our execution of this contract?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>If problems do occur as a result of our company's ability to meet these key project milestone dates, what could be the extent of the impact on project success criteria for this project?</p> <p style="text-align: center;">x</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
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9.	Project Duration	<p>Based on the proposal team's assessment of the overall project duration relative to the scope of the project, what is the probability that we could experience cost, schedule, or performance problems in our execution of this contract?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>If problems do occur as a result of the overall duration of this project relative to the scope, what could be the extent of the impact on the project success criteria for this project?</p> <p style="text-align: center;">x</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
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Project Complexity Threats				
		Probability of Occurrence	Impact of Occurrence	TE

10.	Project Complexity	<p>Based on the proposal team's assessment of the complexity of the project, what is the probability that we could experience cost, schedule, or performance problems in our execution of this contract?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>If problems do occur as a result of project complexity, what could be the extent of the impact on project success criteria for this project?</p> <p style="text-align: center;">x</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
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11.	Project Definition	<p>Based on the proposal team's assessment of the adequacy of our company's involvement in the definition of the project, what is the probability that we will experience cost, schedule, or performance problems in our execution of this contract?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>If problems do occur as a result of the adequacy of our involvement in the definition of the project, what could be the extent of the impact on project success criteria for this project?</p> <p style="text-align: center;">x</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
12.	Changing Requirements	<p>Based on the proposal team's assessment of the potential for changes in project requirements, what is the probability that we will experience cost, schedule, or performance problems in our execution of this contract?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>If problems do occur as a result of changes in project requirements, what could be the extent of the impact on project success criteria for this project?</p> <p style="text-align: center;">x</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
13.	Similar Experience	<p>Based on the proposal team's assessment of the prior similar experience of the potential project team, what is the probability that we will experience cost, schedule, or performance problems in our execution of this contract?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>If problems do occur as a result of the assigned project team's prior similar experience, what could be the extent of the impact on project success criteria for this project?</p> <p style="text-align: center;">x</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
14.	Use of Nonmature Products	<p>Based on the proposal team's assessment of the extent to which nonmature products will be used in the project, what is the probability that we will experience cost, schedule, or performance problems in our execution of this contract?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>If problems do occur as a result of the extent to which nonmature products will be used, what could be the extent of the impact on project success criteria for this project?</p> <p style="text-align: center;">x</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
Project Environment Threats				
Probability of Occurrence		Impact of Occurrence		TE
15.	Number of Suppliers or Contractors	<p>Based on the proposal team's assessment of the number of suppliers and contractors that will be used on the project, what is the probability that we will experience cost, schedule, or performance problems in our execution of this contract?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>If problems do occur as a result of the number of suppliers and contractors that will be used on the project, what could be the extent of the impact on project success criteria for this project?</p> <p style="text-align: center;">x</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0

16.	Geographic Distribution	<p>Based on the proposal team's assessment of the geographic distribution of the project work and the associated logistics, what is the probability that we will experience cost, schedule, or performance problems in our execution of this contract?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>If problems do occur as a result of the geographic distribution of the project work and the associated logistics, what could be the extent of the impact on project success criteria for this project?</p> <p style="text-align: center;">x</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
17.	Resource Availability	<p>Based on the proposal team's assessment of the required resources being available as planned to perform project work scope, what is the probability that we will experience cost, schedule, or performance problems in our execution of this contract?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>If problems do occur as a result of resource availability, what could be the extent of the impact on project success criteria for this project?</p> <p style="text-align: center;">x</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
18.	Specialized Skills	<p>Based on the proposal team's assessment of the need and availability of specialized skills to perform the project work, what is the probability that we will experience cost, schedule, or performance problems in our execution of this contract?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>If problems do occur as a result of the need and availability of specialized skills, what could be the extent of the impact on project success criteria for this project?</p> <p style="text-align: center;">x</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0

Project Management Threats			
Probability of Occurrence		Impact of Occurrence	TE

19.	Project Authority	<p>Based on the proposal team's assessment of the adequacy of the project manager's delegated authority level for the project, what is the probability that we will experience cost, schedule, or performance problems in our execution of this contract?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>If problems do occur as a result of the adequacy of the project manager's delegated authority, what could be the extent of the impact on project success criteria for this project?</p> <p style="text-align: center;">x</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
20.	Project Manager's Risk Assessment	<p>Based solely on the project manager's assessment, what is the probability that we will experience cost, schedule, or performance problems in our execution of this contract?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>Based solely on the project manager's assessment of the probability of problems occurring, if problems do occur, what could be the extent of the impact on project success criteria for this project?</p> <p style="text-align: center;">x</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0

Total Threat Score (sum of 1 through 20) =			
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Opportunity Analysis

Strategic Business Opportunities						
Probability of Occurrence			Impact of Occurrence		OE	
1.	Promotes Company's Strategic Direction	<p>Based on the project team's assessment, what is the probability that this contract, when finally signed, will promote and be consistent with the major components of the company's strategic direction?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	X	<p>What is the extent to which this project is consistent with the strategic direction of the company?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	=	0
2.	Market Share Improvement	<p>Based on the proposal team's assessment, what is the probability that winning this project and its successful completion could lead to an improvement in the company's market share over the next 12 months?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	X	<p>What is the extent to which an improvement in market share could be realized in the next 12 months if the project is successfully completed?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	=	0
Resource and Skill Opportunities						
Probability of Occurrence			Impact of Occurrence		OE	
3.	Resource Use	<p>Based on the proposal team's assessment, what is the probability that winning and executing this project could allow our company to use resources that are currently underutilized in the company?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	X	<p>What is the extent to which these underutilized resources could be converted to billable resources in the next 12 months?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	=	0
4.	New Skill Development	<p>Based on the proposal team's assessment, what is the probability that winning and performing this project could allow our company to develop new skills that might lead to eventual increases in revenue and profit in the next 24 months?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	X	<p>What is the extent to which these new skills developed by performing this project could contribute to increases in revenue and profit in the next 24 months?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	=	0
5.	Provides Added Experience	<p>Based on the proposal team's assessment, what is the probability that winning and executing this project could allow our company to expand our current skill base in this area?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	X	<p>What is the extent to which this expanded skill base, obtained by performing this project, could result in additional revenue and profit in the next 12 months?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	=	0

New Business Marketing Opportunities

		Probability of Occurrence	Impact of Occurrence	OE
6.	Customer Reference	<p>Based on the proposal team's assessment, what is the probability, if the project is successfully completed, that this customer would agree to serve as a reference site?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>What is the extent to which our company could benefit by this specific customer being a reference site if the project is successfully completed?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
7.	Future Potential	<p>Based on the proposal team's assessment, what is the probability that successful completion of this project will lead to additional business with this customer?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>What is the extent to which additional business with this customer may be realized with successful completion of this project?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
8.	Media Coverage	<p>Based on the proposal team's assessment, what is the probability that the winning of this project and its successful completion will provide the opportunity for positive media coverage?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>What is the extent to which this media coverage could assist with winning additional business in the next 12 months if the project is successfully completed?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
9.	Social Influence	<p>Based on the proposal team's assessment, what is the probability that successful completion of this project could influence other business leaders to do business with our company in the future?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>What is the extent to which other business leaders could be influenced to do business with our company with successful completion of this project?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0

Project Financial Opportunities

		Probability of Occurrence	Impact of Occurrence	OE
10.	Revenue Objectives	<p>Based on the proposal team's assessment, what is the probability that the revenue objectives will be met or exceeded on this project?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>What is the extent to which this project will meet or exceed revenue objectives for this project?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0

		Probability of Occurrence	Impact of Occurrence	OE
11.	Time Frame	<p>Based on the proposal team's assessment, what is the probability that significant revenue from this project will be earned within the next 12 months?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>What is the extent to which this project will earn significant revenue for the company in the next 12 months?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
12.	Annual Cash Flow	<p>Based on the proposal team's assessment, what is the probability that the project will have a positive cash flow during the next 12 months of operation?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>What is the extent to which this project will produce a positive cash flow in the next 12 months?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
13.	Margin Goals	<p>Based on the proposal team's assessment, what is the probability that the margin goals for this project will be met or exceeded over the lifetime of the project?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>What is the extent to which margin goals for this project will be met or exceeded over the lifetime of the project?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
14.	Net Present Value	<p>Based on the proposal team's assessment, what is the probability that the project will meet or exceed the net present value objectives of the project over the lifetime of the project?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>What is the extent to which the project will meet or exceed the net present value objectives of the project over the lifetime of the project?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
15.	Presale Cost	<p>Based on the proposal team's assessment, what is the probability that the presale costs (costs incurred before contract signing) will be small relative to the overall revenue and profit of the project?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>What is the extent to which presale costs on this project could be small relative to the overall revenue and profit of the project?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0

Project Scope Opportunities

		Probability of Occurrence	Impact of Occurrence	OE
16.	Service Content	<p>Based on the proposal team’s assessment, what is the probability that our company could expand the service content of this contract over the next 12 months?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>What is the extent to which service content of this contract could be expanded in the next 12 months?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
17.	Product Content	<p>Based on the proposal team’s assessment, what is the probability that our company could expand the product content of this contract over the next 12 months?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>What is the extent to which product content of this contract could be expanded in the next 12 months?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0

Overall Opportunity Assessments

		Probability of Occurrence	Impact of Occurrence	OE
18.	Customer Preference	<p>Based on the proposal team’s assessment, what is the probability that the customer already has a preference or predisposition to do business with our company?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>What is the extent to which the customer prefers to do business with our company versus the competition?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
19.	Marketing Assessment of Opportunity	<p>Based on marketing’s assessment, what is the probability that winning and successfully completing this project could represent a very significant opportunity to our company over the long haul?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>Based on marketing’s assessment, how significant an opportunity does this project represent to our company over the long haul?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0
20.	Project Manager’s Assessment of Opportunity	<p>Based on the project manager’s assessment, what is the probability that winning and successfully completing this project could represent a very significant opportunity to our company over the long haul?</p> <p style="text-align: center;">Virtually Improbable Virtually Certain</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>Based on the project manager’s assessment, how significant an opportunity does this project represent to our company over the long haul?</p> <p style="text-align: center;">Very Little Extent Very Great Extent</p> <p style="text-align: center;">1 2 3 4 5 6 7 8 9 10</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	= 0

Total Opportunity Score (sum of 1 through 20) =

Threat-Opportunity Decision Scale

