HBS Business Plan Contest
Evaluation Sheet

Judge # _____

	Plan Name _____	BETTER S C O R E >>>>>>>>>>>>>>>>				
		FALSE				TRUE
People	The team has (or can get) relevant skills, contacts, and experience. Written and oral presentation suggests they will be able to attract the relevant stakeholders. Possess mix of strategic, analytical and execution skills.	1	2	3	4	5
Comment:						
Opportunity	The market is clearly described, as is the target customer, their "pain" and willingness to pay and adopt. The customer can be identified, reached and retained. There is evidence that the business model is attractive in terms of potential margins, cash flow and value creation. Technology, if any, seems viable and protectable. The company has a competitive advantage and its offering is sustainable / defendable.	1	2	3	4	5
Comment:						
Context	The regulatory, tax, political, industry context is favorable. Actual and potential competition is identified and manageable.	1	2	3	4	5
Comment:						
Risk/ Reward Management	Ways to manage upside and downside have been considered and put in place / the ratio is attractive.	1	2	3	4	5
Comment:						
Deal	Team has developed a set of assumptions underlying the income statement, balance sheet and cash flow that are clear and reasonable. The financing plan is sensible in terms of staging, structuring, and sourcing. The venture has a viable exit / harvest and offers an appropriate return, given the risk.	1	2	3	4	5
Comment:						
Execution	Team has a clear picture of the milestones and tasks required to develop, make and sell the product / service, and has the skills to execute on this plan.	1	2	3	4	5
Comment:						
Summary	Overall attractiveness of this opportunity as a potential investment: this team and plan have a reasonable likelihood of success	1	2	3	4	5
Comments/Suggested Next Steps:						