



Harriet Stephenson Business Plan Competition Screening Round Judging Rubric

Business Plan Summaries are judged on various aspects of the plans, with some scoring sections weighted more heavily than others. You will also have space to provide written feedback to the team, which will be shared with them anonymously.

Please judge each of the business plan summary scoring sections on a scale of 1 (lowest) to 5 (highest), with 3 being the caliber to advance to the next round:

- 5 = Fully answers all aspects of the scoring section in a complete and reasonable way
- 4 = Mostly answers all aspects of the scoring section in a complete and reasonable way
- 3 = Moderately answers all aspects of the scoring section in a complete and reasonable way
- 2 = Slightly answers all aspects of the scoring section in a complete and reasonable way
- 1 = Poorly or does not answer all aspects of the scoring section in a complete and reasonable way

BUSINESS PLAN OVERALL (20%)

- Does it adequately describe the opportunity?
- Is it a good idea and does it make sense?
- Is the business model clear, compelling, and sustainable?
- Has a real market problem or opportunity been demonstrated?
- Is the value proposition clearly stated?
- Is it well written, organized, succinct, easy to read, and professional?
- Does it describe how the business will be financed, and is it realistic?

MARKET OPPORTUNITY & CUSTOMERS (20%)

- Is the market opportunity clear and compelling?
- Have they clearly described their target customers? Who are they? Where are they?
- Do they clearly describe the problem or opportunity being addressed?
- Have they conducted firsthand market validation/testing?
- Have they clearly stated their value proposition and its uniqueness?
- Is it a viable, sustainable business model?
- Does their plan actually provide a clear roadmap for entering the proposed market?

PRODUCTS AND/OR SERVICES (10%)

- Does the plan clearly and sufficiently describe the proposed product or service offerings?
- Does the plan clearly state what stage the product or service is in? (e.g., prototype, production, etc.)
- Have any manufacturing requirements been addressed (if appropriate)?
- Does the plan describe how the product or service will be priced?
- Has the team addressed unique intellectual property and have they will protect it?



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COMPETITIVE STRATEGY (10%)

- Do they know who their competitors are? Who are they? Where are they?
- Does the plan state the team's competitive advantage (unique value proposition, differentiator) and how they will sustain it over time?

SALES & MARKETING STRATEGY (10%)

- Is it clear how the company will reach its customers, initially and over time?
- Does the plan contain an operational marketing and sales strategy?
- Has the team already conducted any primary market research/surveys and shown any results?
- Is the plan realistic about how it will build or win market share?
- Is the distribution channel plan clearly defined and reasonable?
- Has the company already demonstrated some "traction" (e.g., existing customers, partnerships, etc)?
- Has the company received any public recognition, awards, positive press, etc.?

BUSINESS MODEL, FINANCIAL PROJECTIONS, & FUNDING (20%)

- Is the business model clear and believable?
- Are the revenue sources realistic and believable for the type of company (e.g., for profit, nonprofit)?
- Are the financial projections consistent with the overall plan?
- Are the assumptions and projections detailed and realistic?
- Are contingencies and exit strategies addressed?
- Does the plan describe the funding need and anticipated use of the funds?
- Does the funding approach (vehicle and terms) make sense to potential investors?

MANAGEMENT TEAM (5%)

- Do they list the management team, advisors, including roles & experience?
- Does this management team have the skills required to execute the plan?
- Does this team have the experience to lead a new venture?
- Has the team put together a solid advisory board?
- If this management team is weak in either necessary skills or experience, do they list the advisors or mentors who can help them?

TRIPLE SUSTAINABILITY/BOTTOM LINE ASPECTS OF PLAN (5%)

- Does the plan describe how social benefits will be demonstrated – living wage, people valued, etc.?
- Does the plan describe how impacts on the environment will be considered?
- Do operations of the business/organization improve the local community?
- Does it acknowledge fiduciary responsibility to owners, society/relevant shareholders?
- Has the company presented a realistic, compelling approach for positively impacting people and/or the planet?