

**Leeds School of Business  
University of Colorado  
Business Plan Competition  
Judge's Evaluation**

**Company:** \_\_\_\_\_ **Judge:** \_\_\_\_\_

**I Written Business Plan**

**Please evaluate the written business plan on the following aspects:**

(Using this rating system: 1=very poor, 2=poor, 3=fair, 4=adequate, 5=good, 6=very good, 7=excellent)

In rating each following areas, please consider these questions:

- Is this area covered in adequate detail?
- Does the plan show a clear understanding of the elements that should be addressed?
- Are the assumptions realistic and reasonable?
- Are the risks identified and the ability to manage those risks conveyed?

**1. Executive Summary (10%)**

(Clear, exciting and effective as a stand-alone overview of the plan)

1      2      3      4      5      6      7

Comments/Questions \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**2. Product or Services (10%)**

(Description, features, benefits, pricing, current stage of development proprietary)

1      2      3      4      5      6      7

Comments/Questions \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**3. Industry & Marketplace (10%)**

(Analysis of size, growth, trends, market segments, customers and competition)

1      2      3      4      5      6      7

Comments/Questions \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Company: \_\_\_\_\_ Judge: \_\_\_\_\_

**I Written Business Plan (continued)**

**4. Marketing Strategy (10%)**

(Convincing description of target market, product/service strategy, pricing, distribution, sales, advertising and promotion)

1 2 3 4 5 6 7

Comments/Questions \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**5. Operations Strategy (10%)**

(Plan for production/delivery of product or services, product cost, operating complexity, resources required)

1 2 3 4 5 6 7

Comments/Questions \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**6. Development Strategy (10%)**

(Startup plan, key milestones, ongoing development, proprietary position)

1 2 3 4 5 6 7

Comments/Questions \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**7. Management (10%)**

(Backgrounds of key individuals, ability to execute, organization structure, role of non-student executives, which students will execute)

1 2 3 4 5 6 7

Comments/Questions \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Company: \_\_\_\_\_ Judge: \_\_\_\_\_

**I Written Business Plan (continued)**

**8. Competitive Advantage (10%)**

(Resources and capabilities.  
Barriers that can be established  
Are they sustainable?)

1 2 3 4 5 6 7

Comments/Questions \_\_\_\_\_

**9. Financial Plan (10%)**

(Presented in summary form and follow U.S. generally accepted accounting principles.  
Consistent with plan and effective in capturing financial performance. Key assumptions on  
risks, growth, margins, major expenditures and seasonality are clearly described.)

a. Cash Flow Statement	1	2	3	4	5	6	7
b. Income Statement	1	2	3	4	5	6	7
c. Balance Sheet	1	2	3	4	5	6	7
d. Assumptions/Trends/Comparatives	1	2	3	4	5	6	7
e. Risks	1	2	3	4	5	6	7

Comments/Questions \_\_\_\_\_

**10. Funding (5%)**

(Proposal to investor/lender: amount  
of funding required, type of investment  
offering, terms of the deal, ROI and  
exit strategy. Sources & Uses)

1 2 3 4 5 6 7

Comments/Questions \_\_\_\_\_

**11. Brevity and Clarity (5%)**

(Clearly written with a logical flow and  
minimum redundancy. Good use of  
graphics, charts and tables.)

1 2 3 4 5 6

Comments/Questions \_\_\_\_\_

Company: \_\_\_\_\_ Judge: \_\_\_\_\_

## II Presentation

Please evaluate the business plan presentation on the following aspects:

(Using this rating system: 1=very poor, 2=poor, 3=fair, 4=adequate, 5=good, 6=very good, 7=excellent)

### 1. Formal Presentation (50%)

- |  |   |   |   |   |   |   |   |
|--|---|---|---|---|---|---|---|
| a. Materials presented in clear, logical and/or sequential form                                | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| b. Ability to relate need for the company with meaningful examples, and practical applications | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| c. Ability to maintain judges' interest  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| d. Quality of visual aids  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

### 2. Questions and Answers (50%)

- |  |   |   |   |   |   |   |   |
|--|---|---|---|---|---|---|---|
| a. Ability to understand judges' inquiries                             | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| b. Appropriately respond to judges' inquiries with substantive answers | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| c. Use of time allocated (minimal redundancy)                          | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| d. Poise and confidence (think effectively on their feet)              | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Comments/Questions \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Strengths of Presentation**

**Weaknesses of Presentation**

Company: \_\_\_\_\_ Judge: \_\_\_\_\_

### Viability of Company

Please evaluate the viability of the venture on the following aspects:

(Using this rating system: 1=very poor, 2=poor, 3=fair, 4=adequate, 5=good, 6=very good, 7=excellent)

- |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|
| <b>1. Market Opportunity</b><br>(There is a clear market need presented, as well as a way to take advantage of that need)   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <b>2. Unique Benefits</b><br>(The company provides something novel/ unique/special that gives differentiates the product/service in its market)   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <b>3. Competitive Advantage</b><br>(The major competitors are described. The competitive advantage is sustainable)  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <b>4. Management Capability</b><br>(This team can effectively develop this company or understands what additions to the management are required. They can handle the risks associated with the venture) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <b>5. Financial Understanding</b><br>(The financial projections are realistic. The key assumptions are explained and are reasonable)  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <b>6. Investment Opportunity</b><br>(The business represents a real investment opportunity in which you would consider investing)   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

### Venture Strengths

### Venture Weaknesses