



# Creating and Operating a Business Plan Competition

A White Paper

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# 1. Introduction

## ***Why are Business Plan Competitions so valuable?***

There are well over 80 business plan competitions world wide and the number of competitions continues to grow. Most competitions are organized for graduate or undergraduate students at institutions of higher education and operated by a department within that institution. The force behind the popularity of these competitions is simple – the events focus the collective energy of the most passionate individuals around the ideal of becoming *successful*. It is a process that produces winners and spotlights them to inspire others, often driving entrepreneurial activity into fields and individuals who have not been previously inspired to think entrepreneurially.

Competitions attract entries from student scientists, engineers, MDs or other specialists who strive to create a viable business plan hoping to enter such competitions. The competitions also attract the attention of investors such as Venture Capitalists and Angel Investors that would like to be part of the success story and also for deal flow. The results of the competitions are often picked up in local and regional press, providing a wonderful PR opportunity for everyone involved. Competitions that are run well are a BIG win for everyone involved.

What motivates entrants to participate? Without a doubt, the cash prizes and publicity are the principal reasons why certain competitions continually draw the quantity and quality of business plans. Underlying the potential of being a winner, however, is a drive to bring rigor and education to a group of innovators. While entrants won't likely say that they entered a plan for the purpose of education, most competitions are underwritten in spirit by educational institutions that have a strong educational mission. There are very few competitions where the educational mission isn't the primary driver since what remains when education is taken out of a competition is simply a pitch event to investors – something that exists in most markets where investment flows regularly to startups.

So there are two factors driving the proliferation of business plan competitions.

1. They provide a bedrock component of any experiential learning program focused on business, and,
2. They allow an institution to celebrate success either in the form of simply announcing the winner or by following the successful companies that are spawned from the activities of the competition.

## ***UC Berkeley's story – 3 competitions, description, history and success stories***

Berkeley came to the business plan competition world late, holding its first competition in 1999. Other competitions had been running for years, such as UT's Moot Corp and MIT's 50K competition. Since 1999, Berkeley's competition has grown and the Lester Center for Entrepreneurship and Innovation ([entrepreneurship.berkeley.edu](http://entrepreneurship.berkeley.edu)), which operates the Berkeley Business Plan Competition, has successfully added the Global Social Venture Competition and is now engaged with building a third global competition.

## **Berkeley Business Plan Competition ([bplan.berkeley.edu](http://bplan.berkeley.edu))**

The UC Berkeley Business Plan Competition, organized by MBA students at the Haas School of Business, fosters the creation of real businesses. Previous finalists have raised more than \$118 million in venture funding. First-year winner, Timbre Technologies, sold in February 2001 to Tokyo Semiconductor for \$138 million.

The UC Berkeley Business Plan Competition was formed in 1999 to encourage the collaboration between departments on the UC Berkeley campus; to participate each team was required to have at least one UC Berkeley student or alumnus/a or students and alumni from UC San Francisco's medical campus as an active member. The vast majority of teams are cross-disciplinary, matching UC Berkeley engineers and computer scientists with MBA students and alumni. The competition usually attracts over 60 plans each competition.

Throughout the competition, teams work with mentors and participate in workshops learning how to hone their business plans, make a pitch or ask for money.

## **Global Social Venture Competition ([www.socialvc.net](http://www.socialvc.net))**

The Global Social Venture Competition (GSVC) began in 1999 as a student-led initiative at the Haas School of Business. Today, GSVC is a partnership between the Haas School of Business, Columbia Business School, London Business School and The Goldman Sachs Foundation. The unprecedented partnership brings together the academic and financial worlds to support the creation of social ventures with financial and social returns on investment.

Every year, GSVC organizes and hosts a social venture business plan competition — a global forum for entrepreneurs to showcase their plans and for investors to support groundbreaking social ventures. Striving to elevate the visibility of the field and the quality and quantity of new ventures, GSVC rewards a number of social ventures that are most likely to succeed in accomplishing their financial and social missions.

Through a dedicated relationship to business schools and MBA students around the world, GSVC works to educate and increase the pool of leaders who can start and grow social ventures. Additionally, GSVC aims to educate a wider audience of faculty, investors, entrepreneurs, and the broader business community on the value and viability of socially responsible business models. By reaching the students, investors and entrepreneurs, GSVC hopes to create a new generation of future business leaders, one that values both the profit and social potential of business.

As the competition has grown in entrant numbers so have the number of successful ventures. Last year the competition received 197 Executive Summary from around the world and 96 full business plans.

## **Global Innovation Challenge**

The Global Innovation Challenge (GIC) promotes entrepreneurship in technology by bringing together the best student teams from world-leading engineering and business schools to compete against each other on the basis of their business and technology commercialization plans.

In its first year of operation, 2005, GIC has formed a partnership between five institutions that will send teams to the final competition. The five institutions are:

- University of California at Berkeley, USA
- Arizona State University, USA
- Tecnológico de Monterrey, Mexico
- The BIT Competition, Russia
- National University of Singapore

Partner institutions agree to promote the GIC to their local academic and business communities, and play an anchor role as a local representative of the GIC as the event partners with more institutions in future years.

### ***Critical components to a successful competition***

This white paper describes many of the aspects of a business plan competition. We believe there are five critical components to success in getting a competition off the ground and maintaining success over the long-haul.

1. Mission and Focus– How to differentiate this competition from all the rest.
2. Teams – eligibility, who can compete?
3. Audience – who do you want to attract?
4. Prize money – what are the incentives for participation, who are the sponsors, what relationships is the competition building?
5. Operational success – what does it take to run a successful competition?

## **2. Mission and Focus**

There is hardly a shortage of opportunities for a startup company to participate in business plan competitions today. Many local competitions have opened their application processes to accept plans from a geographically- or topically-wide area. Any new business plan competition is going to have to compete for the attention of its local startups. Getting anything but full support from the local entrepreneurial community is a recipe for long-term failure.

Why is the support of the entrepreneurial community so important? Without it, raising money for operations and prizes will be difficult. Prize money and operational success drive interest in and the longevity of the competition. To gain the support of the entrepreneurial community, a clear focus and purpose for the competition is required. Each competition will need to:

- Understand its local entrepreneurial community
- Define what will differentiate this business plan competition from other business plan competitions available to that community.
- Create clear vision and mission statements, along with marketing, that attracts that community

### **A. Mission**

Defining the mission of the competition will help it obtain its long-term success. Some reasons for the existence of competition may be:

- Raise entrepreneurial activity levels at an institution (for economic development reasons, development, or other reasons)
- Build relationships with core constituents (investors, entrepreneurs, community)
- Enhance the education provided by engineering, business or other schools
- Students, groups or other interested parties want to start or be actively involved in organizing a competition

While the latter point may seem unusual, both the Berkeley Business Plan Competition and the Global Social Venture Competition were student led initiatives that evolved into larger and stronger competitions. At Berkeley, all of the above missions are part of each competition. The over-riding mission for all of the competitions at Berkeley is the education mission.

### **B. Focus**

Focus ultimately manifests itself as requirements for entry into the competition. Many factors will influence the focus of a competition.

	Berkeley Business Plan Competition	Global Social Venture Competition	Global Innovation Challenge
Entry requirements	Berkeley students and alumni	Open and Global	Global, but only qualified finalists from established competitions
Funding	Bay Area service providers, investors and Berkeley supporters	Philanthropic corporations and organizations focused on Social Ventures	Intel Foundation
Types of plans	Equity fundable growth focused	Sustainable or profitable enterprises with a quantifiable social and/or environmental bottom line	Focused on commercializing new, high-impact science and technology
Operated by	Students with support from the Lester Center	Students with support from the Lester Center	The Lester Center with support from students
Presentations	Judged in a private session by judges, public session for People's Choice award only	Judged in a public session	Judged in a private session by judges
Awards	Money only	Money only	Money only

Other considerations in designing a competition include

- Budget – How much will it cost to successfully operate a business plan competition in your area, compared to the resources available? Our experience shows that the events

can require significant administrative support to maintain a level of quality to attract the best plans. If you don't have access to the facilities required to hold a large event for free, room and catering charges can be substantial. Prize money, while an important factor in attracting teams, can sometimes be difficult to raise. Preparing a rigorous budget with scenario analysis is important in leveling expectations of all involved in the first years of the competition.

- School or Center Support – Which organization at the school is supporting the competition and what is their level of support? Will the center, department or school be using its own funds and resources to support the project?
- Branding – What name will be given to the competition? How will the sponsors get credit and exposure for their contribution?
- Use of the process or results – Many smaller competitions can be seen as a preparatory step for companies in pursuing entry into larger competitions.
- The wider the entrant group (local vs. global) the more complicated and complex the planning.

### **C. Education**

In many respects a business plan competition is less about “deal generation” for judges and more about education. The business plan competition has an opportunity to provide educational content not only to student entrants but to the general public.

1. **Workshops.** “How-To workshops are the best received. Provide workshop participants with tools, frameworks or processes. Minimally, workshops should include the following topics:

- Opportunity Recognition: How do you know if you have a good idea that can be commercialized?
- How to Create a Business Plan – what are the components, but more importantly what are you trying to convey?
- Intellectual Property for Start-up – how to protect your intellectual property, what can you realistically do
- Financial Modeling for Start-ups
- Perfecting your Pitch – how to get your ideas across in a succinct and effort manner.

Additionally each workshop should include opportunities for networking. Potential entrants should be provided an opportunity to “pitch” their idea to the audience with emphasis on what assistance will be required.

NOTE: most entrants will not know how to pitch. When possible, identify who will pitch and provide them with the following information for a minute long pitch:

State your name:

Essence of the idea:

What assistance are you looking for?

Without guidance, many entrants get bogged down in describing their complex technology rather than focusing on what their needs.

It is equally important to pre-set the workshop schedule and hold to the schedule. Being able to communicate the whole workshop program in the fall when the competition kicks off is



important. At that time, you may not have all of the speakers lined up, but assume that you will be able to find speakers and concentrate on creating a “program”.

Speakers can be found through various avenues: Sponsors may be able to contribute and are interested in providing content and speakers for a given subject. Alumni may be interested in coming back to campus to discuss their successes and failures. Faculty may be able to identify guest speakers they have worked with to speak on a topic.

The keys to holding a successful workshop include:

- Market broadly: not only to students on campus, but to the general public.
- Set the schedule early with time and location being the same
- Vetted speakers. Even though the sponsor is interested in providing a speaker it is the competition’s responsibility for clearly defining what the evening’s objectives are. Equally important is to assess the speakers ability to enliven the evening. The workshops should be content full but engaging.

2. **Web site tools.** The competitions’ website not only provides entrants with the rules and judging criteria, the site can also provide entrants with business plan tools. These may include:

- Guidelines. The Global Social Venture Competition provides guidelines for how to generate a Social Return on Investment. The site also provides outlines which identify typical items to include in an executive summary and business plan.
- Links to other web sites.
- Executive Summary and Business Plan examples from past entrants. You would first need to obtain authorization from the entrants before uploading their documents.

NOTE: No matter how much support you provide, entrants will always want more.

### 3. **Mentoring.**

The goal of the mentoring program is to facilitate working relationship between entrants and venture capitalists, academics, or other professionals with relevant business or social venture expertise. In the past, mentors have assisted teams with writing the business plan, calculating social return on investment, and presenting ideas to potential investors. Best efforts are made to match teams with mentors whose industry experience and skills compliment those of the team and its business plan. In addition to working with aspiring social entrepreneurs, mentors also have the opportunity to network with other professionals involved in the competition, including other mentors and judges.

The most difficult aspects of coordinating a mentor program include:

- Setting realistic expectations for entrants and mentors, some teams after accepting a mentor will decide not to pursue their plan, some mentors will not engage with the team after accepting the position.
- Setting up the first meeting. You need to determine who is responsible for making the first meeting happen: the competition, the entrant or the mentor. The competition will communicate the match to the mentor and the team, the competition will provide a forum (the mentor workshop) for the team and mentor to meet, the competition needs to decide whether the competition organizers are responsible for confirming whether the mentor and entrant team will be attending the workshop.

- Setting the mentor workshop dates early with the mentors and entrants so that both parties are able to attend the workshop.

Other challenges: For global or national competitions, matching mentors with entrants is challenging. Consider working with Entrepreneurship Centers across the country to help identify regionally-desirable mentors for teams not within commuting distance to your school. While entrants have worked with mentors over the phone and through e-mail, it is preferable to have a geographically desirable mentor.

## Getting Teams to Come to the Party

The trappings of winning a competition, by itself, may not be sufficient to draw a large number of quality entrants. The first year of the competition may attract numerous entrants who have been “waiting” for an opportunity. After the first year it is imperative that the competition have a strategy and marketing plan for attracting entrants.

Provide an action plan for interested entrants. The action plan includes the following activities:

- Academic Courses: Work with faculty who offer courses where business plans are a course delivery or who address start-up issues. Check the timing of these courses and determine how to take advantage of mutual interests.
- Idea Fair – an event where an entrepreneur will share information about the venture. This event may attract potential teammates and general interest and feedback from fair participants.
- Mixers – social events where students from various colleges come together in an informal environment to share ideas and meet potential teammates.
- Workshops that will walk entrants through the basics of creating a business plan
- Mentor matching program – where interested teams are matched with successful professionals who will help shape their business plan.
- Feedback from all rounds of judges: Executive Summary, and all rounds through the Finals.

Clearly communicate the value of each of the above programs to the student/entrepreneurial population. While winning the competition is certainly every entrepreneurs goal, much can be gained by participating in a competition through the experience itself: mentoring, networking, pitching experiences and feedback are invaluable take-aways.

## 3. Attracting an Audience

Business plan competitions have several significant stakeholders. For competition organizers the competition allows them to network with venture capitalists, entrepreneurs, alumni and faculty. The competition creates an opportunity for stronger ties to be created in the community.

**Mentors:** clearly define what the roles and responsibilities of a mentor will include. Mentors will be assigned to teams to help them shape their business plans. This is a key out reach role to successful local entrepreneurs and alumni.

**Judges:** consider whether judgeships are associated with sponsorship as this will have a major impact on participation. Judges are typically pulled from the Venture Capital community or

companies with strong name recognition in the community. Involving successful alumni at various judging levels is an excellent way of keeping alumni interested and involved. Consider that you will need different types so judges at different times of the competition.

**Executive Summary Judges:** more junior level professionals, associates at VC firms, Alumni contacts.

**1<sup>st</sup> Round Full Business Plan Judges:** more senior level professions. Depending on your competition this round might be include a presentation by the teams or may not. At this round you will need a larger variety of judges to match the industry groups of the entrants: Energy, Software, Hardware, etc.

**Final Round Judges:** senior level professionals, manager/partner level. Again it will be important to try to match judges with the industry groups of the finalists.

**Sponsors:** what type of recognition will they receive? The competition may provide sponsors with “deal flow”, but realistically, deal flow may not materialize. The benefits of the sponsorship need to be clearly articulated, which in many cases will be visibility. Visibility may be gained through sponsorship of workshops, providing judges, logos on competition collateral. The greatest challenge with sponsors will be establishing a long term relationship while each year the judge organizers change.

**Students:** the competition needs to attract two types of students: Student Organizers, Student Entrants.

**Website:** the website is a critical vehicle for communicating and marketing the competition. Create a website, manage the website and use the web to help run the competition.

**The Media.** Given the number of business plan competitions that current exist, attracting substantial media attention will most likely be difficult. Your business plan needs to have a compelling story: incredible business plan, charismatic entrepreneur or significant key note speaker for a workshop.

Work with a graduate school of journalism, where graduate students might be interested in following the competition from start to end.

## 4. Prize Money – Making it Worthwhile

### *How much is the right amount?*

#### **Prizes**

The following is the prize distribution that the Berkeley Business Plan Competition follows:

- A. A panel of venture capitalists will select the three best business plans from those submitted to the Business Plan Competition. Prizes for 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> place.
- B. A People’s Choice Award will be presented to the team that garners the most votes in the Final Public Presentation. It is possible for one team to win the People’s Choice Award, the Best of Berkeley Technology Award (see below), and a 1<sup>st</sup>, 2<sup>nd</sup>, or 3<sup>rd</sup> place prize.
- C. A Best of Berkeley Technology Award will be presented to a team that is selected by a panel of venture capitalists in the Final Round. It is possible for one team to win the Best

of Berkeley Technology Award, the People's Choice Award, and a 1<sup>st</sup>, 2<sup>nd</sup>, or 3<sup>rd</sup> place prize

Other prize options are to create category prizes, similar in nature to the Best of Berkeley Technology, but more specific, Energy Prize, Education Prize. The issue here is simply whether the competition will receive a sufficient number of high quality plans in a category to merit a prize.

Prize amount: assume that no matter what dollar amount the competition is awarding the grand prize will not be enough for the venture. The competition needs to determine whether the prize will be monetary only or will be a combination of money and services (legal, consulting, other), and sometimes seed money tied to equity requirements.

All services need to be vetted to ensure quality as poor services will reflect more on the competition than the service provider.

Seed money tied to equity strings will be a disincentive for ventures who do not want to lose control of their venture.

The program the Haas supports provides monetary prizes only. This is simple and clean. The competitions ask the finalists to complete a distribution of funds form before the finals. This form identifies how the money is to be distributed should the team win. This is done to prevent team members from "changing" their minds after the team wins a prize.

The amount of the prize is somewhat dependent on how much the competition has raised in funding. In order to give a \$50,000 first prize, \$25,000 second prize, \$10,000 third prize, the competition needs to raise in excess of \$120,000. The UC Berkeley Business Plan Competition lowered its prize money to \$25,000 from \$50,000 for two reasons: 1. the difficulty of raising enough funds to cover all costs each year, 2. Judges felt that the prize money going out was too much.

NOTE: the UC Berkeley Business Plan Competition received 100% more business plans the year after the competition dropped the prize money, which is an indication that entrants don't necessarily feel that the prize money is the only benefit in competing.

## ***Sponsorship***

Sponsorship money is the life blood of the competition. The relationship developed with sponsors must be managed from year to year. In that students turn over on an annual basis it is even more important that the sponsors, who hopefully do not turn over on an annual basis, feel that they are valued.

The sponsorship message is important as it must be delivered consistently to all potential sponsors. The message must be finalized a semester before the finals as the goal is to have all sponsorship completed by the end of the first semester or to have commitments from all potential sponsors before the end of the semester.

Fund raising will continue as long as it is needed. The organizers will set a target goal and will continue to work toward achieve that goal for as long as it takes.

Second year students must transition history and process to first year MBA students. Understanding the “sponsorship story” is key to selling the competition again.

## **5. Operations – Making the Competition Work Smoothly**

### ***Organizing for Success***

Running a business plan competition is events planning. While developing the strategy and vision of a competition might be fun, running the competition in a professional manner requires significant planning and foresight by the organizers.

The calendar should be set nearly a year a head of time. Any activities that should happen over the summer break typically won't happen as students are working. Consequently creating a calendar for the following year before the summer break and having a dedicated group of students ready to “make things happen” once school resumes is essential.

Transitioning information from one group of organizers to the next is a challenge that must be overcome. Relationships with mentors, judges, and sponsors need to be established and nurtured from year to year.

Work with school administrators who put on conferences and large events. These people will know how to create successful events. The key thing is to avoid recreating the wheel. The school will have a list of vendors to work: caterers, AV specialists, printing shops, event planning facilitators, etc. Be aware of the schools contracting requirements as frequently students may not contact with unapproved vendors.

See the annual planning spreadsheet as a starting point for planning the competition.

# **APPENDIX 1 – TIMELINE**

## ***The Competition Timeline – A Year Round Event***

### **Pre-Competition Events**

Pre-competition events are held throughout the Fall, including mixers, idea fairs and entrepreneurial exchange events, designed to bring business, engineering and life sciences students and alumni together to form teams and exchange ideas. In addition, two pre-competition workshops are held on How to Write an Executive Summary and the 10 Things to Think About Before Writing a Business Plan, to help teams working on their Executive Summary submissions. The formal Launch event of the competition takes place the last week of October, and features the winners of last year's competition as well as prominent venture capitalists.

### **Registration & Submission of Executive Summaries**

The first step of the competition is for teams to register and submit a short executive summary, which details the business concept, market opportunity, competitive advantage, resources required, and team membership qualifications. The executive summaries are then judged by area VC's in January. These VC judges determine which teams qualified to advance to the semi-final round. The competing teams are invited to participate in a series of workshops throughout February and March, covering topics relevant to completing a business plan. They each also have the opportunity to work with a team mentor who has expertise in their industry.

### **Semi-Final Round**

By the beginning of April, all teams submit their final business plans to the competition. At this judging event, the teams pitch their ideas and answer questions on their business plans from the venture capitalist judges. After a day of presentations, and much deliberation, the judges select the finalists to proceed to the final round of the competition.

### **Final Round**

The finalist teams each give a private presentation to our panel of distinguished final round judges. The plans are evaluated on the basis of the originality of the idea, viability of the business model, and the potential for future financial success. The winners receive cash prizes and the possibility of venture financing.

### **Finalist Presentation & Award Ceremony**

Each year we close the competition with a Finalist Presentation & Award Ceremony that is open to the public. The finalist teams pitch their ideas to the audience who vote on the People's Choice award. At the end of the ceremony, the winning teams are announced.

### **How to set the dates**

When creating the calendar of events keep the following items in mind:

1. Set due dates for executive

2. summaries or business plans mid week rather than a Friday or Monday. You want to have enough time to receive the plans and still be able to send the plans or executive summaries out to judges in the same week. If you select Friday, the plans won't be sent until the following week. If you select Monday, entrants will lose a weekend in which they could have been working on their business plans.
3. Generally provide a week and a half to two weeks for judges to evaluate full business plans.
4. School Holidays, mid-terms schedules, vacation schedules, other significant events the school holds. Haas generally uses Fridays as judging events days. MBA students do not have classes on Fridays. Consequently volunteer support is much greater.

## **APPENDIX 2 – SAMPLE TASK SPREADSHEET**

See “Sample Task Spreadsheet.xls”



# APPENDIX 3 – SAMPLE REQUIREMENTS

## ***Requirements***

Each team must meet the following requirements in order to compete in the U.C. Berkeley Business Plan Competition

### **A. Team**

1. At least one team member should be a student, faculty, staff or an alumna/alumnus of either the University of California at Berkeley or the University of California at San Francisco
2. BPC participants may join more than one team
3. NO Executive Community members may enter the BPC
4. Technology Prize eligibility: each team must employ technology research currently underway in a UC Berkeley or affiliated laboratory as an integral part of the business.

### **B. Business Plan**

1. The proposed business should be fundable
2. The proposed business plan should not be in violation of any intellectual property rights
3. Teams or team members that have received any form of venture capital financing for their BPC business plan or a likeness thereof may not participate in the competition
  - a) Note that teams with seed financing from non-venture capital sources totaling less than \$250,000 may compete
  - b) Any team that receives seed financing from non-venture capital sources totaling more than \$250,000 at any time during the competition will be disqualified
  - c) The amount and source of secured capital arrangements should be clearly identified in the team's executive summary
4. Competition participants are not to contact BPC judges from any round and judges are not to contact any BPC participants during the course of the Competition.
5. The Technology prize judging criteria includes: a) innovation, b) immediate and long-term impact, and c) most elegant design solution to a challenging problem.

### **C. Document**

1. Margins must not be smaller than  $\frac{3}{4}$  of an inch on any side
2. Text should be in the Arial font with a point size between 10 and 12
3. Document text should be single-spaced
4. Each set of hard-copy documents should be stapled together. Do not bind documents

## APPENDIX 4 – SAMPLE RULES

### A. First Round

1. Each team is required to submit a first round package to BPC that meets all of the requirements listed below. Teams that submit incomplete proposals will automatically be disqualified
    - a) All teams must register using the registration form on the BPC website. Upon registering, teams will be issued a Team Identification Number ("TIN") which will be used to track team submissions going forward.
    - b) Hard copy submission: A hard-copy of the first round package must be delivered to the Lester Center (Room F453) at the [Haas School of Business](#) by 5:00pm of the date noted in [II. Timeline](#). Absolutely no late documents will be accepted
      - (1) All hard-copy materials must be submitted in an envelope addressed to "U.C. Berkeley Business Plan Competition; First Round". The corresponding team name, TIN and contact information should be displayed on the package
      - (2) The first round package should include:
        - (a) Five stapled booklets each containing:
          - (i) One executive summary, which should not exceed 3 pages in length
          - (ii) One team resume booklet, wherein each individual's resume should not exceed 2 pages in length
        - (b) Indication of your TIN
        - (c) One signed [Non-Disclosure Agreement](#) ("NDA") for each team member
      - (3) Upon package delivery be sure to request a delivery receipt from the Lester Center. The delivery receipt documents the date and time of delivery
      - (4) No application materials or copies of materials will be returned to the applicant
    - c) Electronic submission: In addition, soft-copies of select portions of the first round package must be emailed to [bplanjudging@haas.berkeley.edu](mailto:bplanjudging@haas.berkeley.edu) by 5:00pm of the date noted beside "First Round Drop" in [II. Timeline](#). Each team must receive a TIN before completing the steps below
      - (1) The soft-copy first round package should include:
        - (a) One executive summary
        - (b) One team resume booklet
      - (2) All soft-copy documents must be submitted in MS Word and MS Excel files
        - (a) The file name for this round is: "<TIN>\_TeamName\_firstround.doc"; "<TIN>\_TeamName\_firstround.xls" Where <TIN> is the team's identification number (e.g. "13\_Ebay\_firstround.doc")
        - (b) See Frequently Asked Questions for information on how to password protect a Word document
      - (3) The subject line for this email drop should be "<TIN> TeamName First Round"
2. Each first round submission will be reviewed and judged according to:
  - a) Is the business fundable
  - b) Quality of product(s), service(s) and/or solution(s)
  - c) Market opportunities and competition
  - d) Team qualifications
  - e) Overall attractiveness of the venture

3. No more than 40 teams will be invited by email or telephone to compete in the Semifinal Round
4. Email or faxed feedback will be provided to each team participating in the first round

## **B. Semifinal Round**

1. A mentor will be assigned to each team that qualifies for the semifinal round
2. The semifinal round package should include a revised executive summary, a business plan, and the team resume booklet. The business plan should:
  - a) Represent an expansion of concepts outlined in the executive summary
  - b) Outline relevant financial projections, including pro forma cash flow and budget analysis
  - c) Describe relevant working models or prototypes
3. Each team is required to submit a semifinal round package to BPC that meets all of the requirements listed below. Teams that submit incomplete packages will automatically be disqualified
  - a) Hard-copies of all semifinal round material must be delivered to the Lester Center (Room F453) at the [Haas School of Business](#) by 5:00pm of the date noted in [II. Timeline](#). Absolutely no late documents will be accepted
    - (1) All hard-copy materials must be submitted in an envelope addressed to “U.C. Berkeley Business Plan Competition; Semifinal Round”. The corresponding TIN, team name, and contact information should be displayed on the package
    - (2) This package should include seven stapled booklets each containing:
      - (a) One revised executive summary, which should not exceed 3 pages in length
      - (b) One business plan, which inclusive of appendices and attachments should not exceed 30 pages in length
      - (a) One team resume booklet, wherein each individual’s resume should not exceed 2 pages in length
    - (3) Be sure to obtain a receipt from the Lester Center that documents the date and time of delivery and the corresponding TIN
    - (4) No application materials or copies of materials will be returned to the applicant
  - b) In addition, soft-copies of all semifinal round documentation must be emailed to [bplanjudging@haas.berkeley.edu](mailto:bplanjudging@haas.berkeley.edu) by 5:00pm of the date noted beside “Semifinal Round Drop” in [II. Timeline](#).
    - (1) This email should include:
      - (a) One revised executive summary
      - (b) One business plan
      - (c) One team resume booklet
    - (2) All soft-copy documents must be submitted in MS Word and MS Excel formats
      - (a) The file name for the executive summary, business plan, and resume booklet is “<TIN>\_TeamName\_semifinalround.doc”
      - (3) The subject line for this email drop should be “<TIN> TeamName Semifinal Round”
  - c) The power point presentation must be submitted to [bplanjudging@haas.berkeley.edu](mailto:bplanjudging@haas.berkeley.edu) by 5:00pm two days before the finals.
4. Each team that qualifies for the semifinal round is required to present their business plan to a panel of judges consisting primarily of senior venture capitalists
5. Each semifinal round submission will be reviewed and judged according to:
  - a) Is the business fundable
  - b) Quality of product(s), service(s) and/or solution(s)
  - c) Market opportunities and competition
  - c) Team qualifications

- d) Overall attractiveness of the venture
- 6. No more than 10 teams will be invited by email or telephone to compete in the Final Round
- 7. Email or faxed feedback will be provided to each team participating in the semifinal round

### **C. Final Round**

1. Each team is required to submit a final round package to BPC that meets all of the requirements listed below. Teams that submit incomplete packages will automatically be disqualified
  - a) Hard copy submission: Hard-copies of all final round material must be delivered to the Lester Center (Room F453) at the [Haas School of Business](#) by 5:00pm of the date noted in [II. Timeline](#). Absolutely no late documents will be accepted
    - (1) All hard-copy materials must be submitted in an envelope addressed to “U.C. Berkeley Business Plan Competition; Final Round”. The corresponding TIN, team name, and contact information should be displayed on the package
    - (2) This package should include ten stapled booklets each containing:
      - (a) One final executive summary, which should not exceed 3 pages in length
      - (b) One final business plan, which should not exceed 30 pages in length
      - (c) One team resume booklet, wherein each individual’s resume should not exceed 2 pages in length
    - (3) Be sure to obtain a receipt from the Lester Center that documents the date and time of delivery and the corresponding team identification number (“TIN”)
    - (4) No application materials or copies of materials will be returned to the applicant
  - b) Electronic submission: In addition, soft-copies of all final round documentation must be emailed to [bplanjudging@haas.berkeley.edu](mailto:bplanjudging@haas.berkeley.edu) by 5:00pm of the date noted beside “Final Round Drop” in [II. Timeline](#).
    - (1) This email should include:
      - (a) Final executive summary
      - (b) Final business plan
      - (c) Team resume booklet
      - (d) Copy of the team’s private presentation (for final round of judging)
      - (d) Copy of the team’s public presentation (for the award ceremony)
    - (2) All soft-copy documents must be submitted in MS Word and MS Excel formats
      - (a) The file name for the executive summary, business plan, and resume booklet is "<TIN>\_TeamName\_finalround.doc"
      - (b) The file name for the final private presentation is "<TIN>\_TeamName\_final\_privatepresentation.doc"
      - (c) The file name for the final public presentation is "<TIN>\_TeamName\_final\_publicpresentation.doc"
    - (3) The subject line for this email should be “<TIN> TeamName Final Round”
  - c) The power point presentation must be submitted to [bplanjudging@haas.berkeley.edu](mailto:bplanjudging@haas.berkeley.edu) by 5:00pm two days before the finals.
2. Each team that qualifies for the final round is required to present their business plan to a panel of judges consisting primarily of senior venture capitalists. This constitutes the Final Private Presentation
3. Each final round submission will be reviewed and judged according to:
  - a) Is the business fundable
  - b) Quality of product(s), service(s) and/or solution(s)
  - c) Market opportunities and competition

- d) Team qualifications
- e) Overall attractiveness of the venture
- 4. Each final round team is also required to present their business plan to the public. This constitutes the Final Public Presentation
- 5. The three best business plans and the plan with the most popular appeal will receive an award. See [I. Prizes](#) for more information.
- 5. 6. Email or faxed feedback will be provided to each team participating in the final round.

## **APPENDIX 5 – WORKSHOPS**

### ***Steps to Setting up a Business Plan Competition Workshop***

Workshops are open to the general public and provide general information on how to create effective business plan. Workshops help to create interest and enthusiasm in the competition. They also are useful venues for entrepreneurs looking for teammates to find teammates.

### ***Step 1: Identify the Topics to be covered and the timing of the workshops***

Prior to the end of the spring semester, the workshop schedule should be established for the following year. The topics to be covered and the dates should be identified.

### ***Step 2: Reserve the Room for the Workshop***

As far in advance as possible, reserve the room for the workshop. Add at least a half hour for set up prior to the actual workshop start. The Lester Center will typically reserve the rooms in the summer once the room scheduling system is open.

### ***Step 3. Reserve the A/V equipment for the workshop***

As far in advance as possible, reserve the A/V equipment for the workshop from the Media Center. This includes the video equipment for taping the workshop, the Lavalier microphone, the podium microphone, a projector, a laptop, and a screen.

### ***Step 4: Market the Workshop***

Create a marketing message and post the workshop on events calendars around the campus, including the Haas School and College of Engineering calendars, as well as the MBA Alert (which comes out on Mondays from the MBAA). When possible, send the message to the East Bay Business Times and other public venues interested in promoting workshops. The Lester Center will also send the message out to the Lester Center distribution list.

Create a Workshop flyer to be posted around campus

School sites to market to include:

Haas School

School of Information Management

College of Engineering

Mechanical Engineering  
Computer Science  
UCSF Life Sciences School  
Chemical Engineering

Send the message to the Haas Newswire and the Alumni Newswire – this should be done at least a week in advance.

### ***Step 5: Make copies of the speaker's handouts, the workshop survey and directional signs to the room.***

The day before the workshop, make copies of the handouts (if the speaker has any) and the workshop survey. Make copies of any informational/promotional materials to provide to participants – this may include: business plan timeline business cards, rules hand outs, workshop flyers, etc.), make copies of signs to direct people to the correct room.

### ***Step 6: Preparation the Day of the Workshop***

The day of the workshop, put up directional signs, rearrange the furniture in the room, make sure the technician is there at least a half hour before (if applicable) and the computer, the projector, etc. is all set up to go.

Hang the Business Plan sign by the registration desk. All participants should sign in and create a name tag. Sign in sheets should minimally include **name and e-mail address**. This list will be used as a marketing list to send out future workshop e-mail messages.

For Workshops that are being put on by sponsors, think about creating a foam core sign which will advertise the sponsors logo and company name.

Someone meets the speaker at the parking lot to provide the speaker with a parking permit as well as to welcome him/her to the workshop.

Identify the student host for the evening's presentation. The Host will introduce the speaker and will give the speaker a thank-you gift at the end of the evening's presentation.

Collect Workshop surveys at the end of the event. Analyze information and make adjustments to future workshops based on survey results.

### ***Step 7. (optional, but highly desirable): Arrange for Refreshments***

Food is ordered with a delivery time of at least 15 minutes prior to the start of the workshop.

***Step 8: Post Speaker Power Point Presentation and Workshop Video (if applicable) on website***

Send a copy of the speaker's power point presentation to the Business Plan Competition webmaster to post. Send the workshop video, if applicable, to the Lester Center to put in the library.

***Step 9: Send a Thank you note to the speaker***



## APPENDIX 6 – SAMPLE SCHEDULE

EVENT	REQUIREMENTS	DUE DATE	RESPONSE
<b>Kick-Off</b>	N/A	10/26/04	N/A
<b>First Round Drop</b>	Preliminary Proposal · Completed team registration form · Executive summary · Team resume book · Non-Disclosure Agreement	2/1/05	Feedback
<b>Semifinal Round Drop</b>	Business Plan · Revised executive summary · Business plan · Team resume book	3/17/05	N/A
<b>Semifinal Round Presentation</b> 15 minute presentation, 10 minute Q&A	Presentation	4/1/05	Feedback
<b>Final Round Drop</b>	Business Plan · Final executive summary · Final business plan Private presentation Public presentation	4/15/05	N/A
<b>Final Private Presentation</b> 15 minute presentation, 10 minute Q&A	Presentation	4/27/05	Feedback
<b>Final Public Presentation</b> 10 minute presentations	Presentation	4/28/05	N/A

## **APPENDIX 7 – About the Competition – Mentors**

### ***What does a mentor do?***

Mentorship is a tremendous opportunity to work with talented entrepreneurs with great business ideas. As a mentor, you would work with one of the semi-finalist teams, offering guidance in the formulation of their business plan and providing real-world insights on the strengths and weaknesses of both the plan and the team developing it. Semi-finalist teams will have already passed the first Executive Summary round, and will have been screened by venture capitalists to ensure that the plans have strong fundamentals.

#### *Specific Mentor Roles and Responsibilities:*

- ⌘ Dedicate approximately 5-10 hours to working with the team in the development of an initial business plan.
- ⌘ Be considerate of the deadlines imposed on the entrants by the competition and that they will be relying on your feedback to complete the business plan
- ⌘ Review the final version of the business plan in its entirety with sufficient time to allow entrants to make appropriate changes before submission
- ⌘ Attend the workshop to meet your team and other mentors, if possible

#### *Specific Entrant Roles and Responsibilities:*

- ⌘ Give thoughtful consideration to all mentor suggestions and comments and proactively communicate when and why ideas or suggestions are not incorporated into the final business plan
- ⌘ Show respect for the mentor's time by screening and prioritizing requests for information or feedback and accommodating their schedules as much as possible
- ⌘ Attend the workshop on to meet your mentor and other participants, if possible

### ***How much time is required?***

We ask mentors for a time commitment of up to one hour per week from the beginning of March through the end of April. In previous years, some mentors met with teams just once a month, while others chose to work with teams more closely. You can work with your team in person, by phone, or through e-mail, depending on your schedule and time constraints. The Mentoring Mixer, where teams and mentors are first introduced, is scheduled for Thursday, March 4 and the Semi-Final and Final judging events are scheduled for Friday, April 2 and Wednesday, April 28 respectively.

### ***How do you select mentors?***

We are seeking Bay Area professionals with significant entrepreneurial experience to advise teams in their business planning and company formation processes. Mentors typically have many years of experience working with early-stage ventures as entrepreneurs, managers, investors or service providers in industries such as software, hardware, telecommunications, biotech and medical devices.

Currently, we are recruiting a pool of potential mentors and developing a database of their qualifications and areas of expertise. Once the semifinalist teams are selected in late February, we will match teams

with mentors based on areas of need and expertise. Since we have no way of knowing which industry sectors or technology fields the semi-finalist teams will emerge from, we aim to recruit a pool of mentors larger than the number of teams that will reach the Semifinal Round. As a result, not all mentor candidates will ultimately be matched with a team.

### ***I'm definitely interested - what are my next steps?***

Please complete the following [questionnaire](#) and email it, along with a copy of your resume (in confidence) to [bplan@haas.berkeley.edu](mailto:bplan@haas.berkeley.edu). By collecting this information we will best be able to match your skills and needs with those of a team.

If you have mentored the Competition in the last two years, simply send an email to [bplan@haas.berkeley.edu](mailto:bplan@haas.berkeley.edu) and confirm to us your interest in participating as a mentor in the 2004 Competition. We have available your resume and questionnaire on file from your previous involvement; however, if you feel there is any new information regarding your expertise or experience that would be helpful in matching you with a team's needs, please let us know.

### ***Mentoring Key Activities and Milestones***

<b>Activities</b>	<b>Due Date/Date of Event</b>
<p>Recruitment of Mentors – how can we make mentor recruiting process more efficient? (benefit to mentors, expanding list of mentors, etc.)</p> <ol style="list-style-type: none"> <li>1) Use last year's mentors as "base"</li> <li>2) Solicit assistance from Entrepreneurship Center to identify additional contacts</li> <li>3) Attend Alumni network and Entrepreneurship Alumni events to promote participation</li> <li>4) Tap personal network</li> <li>5) Identify double the number of mentors required as mentors and teams will be matched based on industry and need.</li> </ol> <p>Conduct survey of last year's mentors</p>	December 31, 2003
<p>Matching mentors with semi-final teams</p> <ol style="list-style-type: none"> <li>1) Coordinate with Judging to notify semi finalists</li> <li>2) "Introduce" teams to their mentors (via email)</li> <li>3) Provide judges' feedback to teams</li> </ol> <p><i>Note: Prior to selection of semi-finalists, all teams are contacted to determine their interest in having a mentor</i></p>	February 18, 2004 (judges' selection happens on Feb 17)
Organize Mentoring Mixer	February 26, 2004

<b>Activities</b>	<b>Due Date/Date of Event</b>
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<p>Coordinate activities for the semi-final teams</p> <ol style="list-style-type: none"> <li>1) Coordinate with Workshops to promote the workshops</li> <li>2) Coordinate submission of business plans</li> <li>3) Communicate to the teams the logistics of the semi-final round</li> <li>4) Identify issues/areas of concern for teams</li> </ol>	<p>March 19, 2004 (due date for plans) Up to April 2, 2004 (semi-final event)</p>
<p>Communicate feedback from semi-final judging to teams</p> <ol style="list-style-type: none"> <li>1) Coordinate with Judging to notify finalists</li> </ol>	<p>April 7, 2004</p>
<p>Coordinate activities for the final round</p> <ol style="list-style-type: none"> <li>1) Coordinate with Workshops to promote the workshops</li> <li>2) Communicate to teams the logistics of the final round</li> </ol>	<p>Up to April 19, 2004</p>
<p>Invite mentors to the finalist dinner and public event in Andersen Auditorium</p>	<p>Finalist dinner April 28, 2004 Awards ceremony April 29, 2004 (“informal” invitations go out well before final events)</p>

## APPENDIX 8 – FUNDRAISING PRIMER

### *Fund raising Hints*

1. Review the Haas Fund Raising Policy.
2. Review the group's past sponsorship history. If you don't have a list with past fund raising history, check with the Lester Center and then create one. Review which companies supported your program and which did not.
3. Have a PLAN, a timeline and funding targets.
4. Create a sponsorship target list. Review with the Lester Center.
5. Determine whether there are Haas connections by browsing through haas@cal (alumni or other past work relationships). The general phone line for the Alumni Relations office (2-7790) for Haas@Cal support. <http://www.haas.berkeley.edu/alumni/index.html>.
6. Survey classmates for connection into VC firms or companies who may be interested in sponsorship opportunities.
7. Split the target list among the organizers – then Coordinate, Coordinate, Coordinate. You need to avoid redundant calls and touches. It doesn't hurt to over communicate among the organizers, it does hurt to over communicate with a target.
8. Develop the generic "pitch". Create pitches with different slants. The message must be clear, concise and provide a hook.
9. Practice the pitch before you deliver it.
10. Be aggressive in pitching. E-mail and Voice Mail are passive communications tools. You need to speak to someone live or meet him/her in person.
11. Customize e-mail and voice mail requests to potential sponsors – the plain vanilla package won't attract attention. Know what your sponsor's interests are and provide "proof" that your program will provide them with VALUE.

#### Top 5 No's:

- Doesn't the state fund your school?
  - Our company is having a bad year.
  - Our company prefers to support K-12 education.
  - Our company's primary relationship in higher education is with Stanford University.
  - We hire Haas students but that is the extent of our relationship with your school.
12. Have readily available responses to the "standard" resistance responses.
  13. Have a couple of personal success stories ready to relate to a potential sponsor. Have something more to sell than the Haas name.
  14. Get commitments in the fall before the end of the budget year (December).
  15. Don't commit to something you can't deliver.
  16. Enter data into ACT! or other document providing information to the group concerning results of a call, e-mail, meeting, etc.. Provide the Lester Center with your contact information.
  17. Update sponsorship information. Bad e-mail addresses, phone numbers and street addresses hinder the process.
  18. After the event, send personalize Thank You notes to the sponsors.

## ***Making the Pitch***

NOTE: This is for cold calls only. If there is an established relationship, every effort should be made to speak directly with the contact in the opening call, introducing yourself and recalling the way they have participated in the past by thanking them for that participation. Know EXACTLY what that participation was.

### ***Time Frame and Process.***

The best days to call are Wednesday and Thursday. Do not call venture capital firms on Monday.

Best schedule is:

Voice mail call on Monday night. E-mail should go out at the same time.

Assume e-mail will be read during the course of Tuesday. Any e-mail response will come on Tuesday or Wednesday morning.

Set your call back time (in the e-mail) for Wednesday or Thursday afternoon, some time between 2 and 4 PM.

### ***First Step: Opening Call***

1. Call after hours with the intention of getting voice mail.
2. Have your pitch down cold – should be brief, not detailed.

Sample:

Hi, my name is \_\_\_\_\_, and I'm calling on behalf of the Haas School of Business at UC Berkeley. The MBA students at Haas are currently organizing the 7<sup>th</sup> annual UC Berkeley Business Plan Competition, which [focuses on XXXXX]. The competition's final presentations will take place here at the Haas School, on Thursday, April 28. We would like [company name] to consider joining Haas in the presentation of this program.

I will be sending you an e-mail shortly with further information about this opportunity. And I look forward to discussing it with you [pick a day and time – this should be general: "afternoon" not "2PM"]. Again, my name is \_\_\_\_\_ and I may be reached at xxx-xxx-xxxx.

[Remember, if you have been recommended by someone to mention them at the very beginning:  
Hi, my name is \_\_\_\_\_ and I am calling at the suggestion of \_\_\_\_\_]

### ***Step Two: Follow up E-mail***

This should be sent immediately after you send the voice mail. Don't do it first (there can be embarrassing missteps if you do.)

Dear \_\_\_\_\_ :

I am following up on the voice message that I left for you [or with your assistant] [time: this morning, or last evening, whatever] concerning the 7<sup>th</sup> Annual Berkeley Business Plan Competition, for which the final presentations will take place on Thursday, April 28. The competition is organized by the MBA students each year to [put statement here].

We would like to invite [company name] to participate as a sponsor and/or by nominating a judge to one or more rounds of the competition. The competition will provide [company name] the opportunity to get to know some of the best MBA students in the nation, to work with peers interested in new venture creation, and to support new business development in the Bay Area. [if you want to refine this part of the message, do so – this is just to give the flavor].

As noted in my voice mail, I will be calling you [time as in voice mail] to discuss this opportunity. If, in the interim, you would like to receive further information about the competition and ways in which [company name] can participate, please feel free to write me at [give e-mail here even if it's in the sig line – don't make them look] or call me at xxx-xxx-xxxx. You may also visit our website at: <http://groups.berkeley.edu/bplan>

Thank you very much for taking the time to consider this opportunity.

### **Step Three: Call Back Voice Mail Message**

Hello \_\_\_\_\_,

I'm glad to get this opportunity to speak with you in person. I hope you've had a chance to review the e-mail I sent you [yesterday, on Monday -- whatever].

---

If they are interested, they will ask questions. Be very sure of your answers, but don't read something to them. Keep it light, but not informal. Do not be discouraged by a statement that they must speak with superiors/partners/the marketing department. Only in very rare occasions can your contact actually make a commitment based on this single call. Set up a follow-up call:

*Yes, I understand. Would you like any further information before then? May I check back with you in a few days?*

If they reference you to someone else, thank them and move on. Be prompt in your follow-up call to their reference; they have probably already spoken to this person or they have forwarded your e-mail message. This needs to be a call, not a message or e-mail. A reference to either marketing or their foundation should be considered positive, but not guaranteed.

If you get an assistant on this call, find out when your contact might be available. Make an appointment if need be.

## **SAMPLE SPONSORSHIP PACKAGE**

### **Bronze Level Sponsorship: \$XX**

- Company name featured on website and marketing literature
- Invitation to attend workshops, mixers, final round dinner, and final awards ceremony
- Invitation for 1 to attend the Semi-final round judging
- Opportunity to participate as a mentor to one team

### **Sliver Level Sponsorship: \$XX**

- Opportunity to be the sole sponsor of:
  - a workshop for competition participants *or*
  - a mixer between participating schools
- Invitation for 2 to attend the Semi-final round judging
- All benefits of bronze sponsorship

### **Gold Level Sponsorship: \$XX**

- Premier positioning on events and program advertising
- Ability to underwrite a special prize in a particular sector\* (ex., IT or life sciences)
- Opportunity to be the sole sponsor of:
  - Semi-final round Cocktail party
  - Final Round dinner
  - Final Round public event
- Invitation to attend the Final round judging
- All benefits of silver sponsorship



## **APPENDIX 9: SAMPLE MARKETING OUTLINE**

### ***Branding***

- Manage the design of new marketing materials – promotional flyers & posters, final event program, t-shirts, banners, giveaways, etc
- Manage the competition web site – give it a facelift/redesign, updating homepage and other information on web site (announcements on “news worthy” info, updates on past winners, workshop info, highlighting rules and deadlines)
- Creative types helpful!

### ***Communications***

- Craft all communications from competition
- Responsible for working with the Haas marketing staff and the press (both on campus and nationally) to expand the reputation of the competition
- Also responsible for reaching out and looping in past winners and participants who are now in the entrepreneurial community
- Good writers and strategists helpful!

### ***Event Marketing***

- Responsible for marketing the major final public event (working with the events staff, who is more focused on the operational side of events)
- Coordinate the creation of the final event program (working with Branding Co-Chair on the program, and talking to the sponsorships, judging, and mentoring committees to ensure all necessary content is delivered to you in a timely manner for inclusion)
- Strong managers helpful!

All marketing co-chairs will work closely together and share responsibility (or delegate one person) for the budget, marketing plan, and any other work that comes up.

Please think about and let us know which role you would like to play. We'll be selecting the marketing committee members before the end of October, based on interest. If we have more than 3 people who want to take a leadership position, we'll work out an election process.

## **Marketing Committee – Key Dates & Tasks**

### **Establish realistic marketing goals.**

#### **1. Who is the BPC attracting for workshops? Students, general public**

**The competition should target not only individuals eligible for participating in the competition but should expand the workshops to attract the general public. The general public provides opportunities for attracting: Sponsors, Mentors, Judges, Team members.**

- **Work with School Marketing/Communications department to include BCP announcements (workshops, mixers, semi-finals, finals) through school venues: Newsletters, Alumni Newsletters**
- **Identify other electronic or hard copy calendars that events can be posted: Engineering Schools, Campus calendar, Business School, etc.**
- **Identify regional media who will post events: on-line Business Times, Craig's List**
- **Work with the Entrepreneurship Center and ask that they send out announcements to their public groups.**

#### **Specifically for students on-campus:**

- **Post flyers around various targeted buildings**
- **Have students do announcements in class**
- **Co-sponsor mixers with other student groups within the business school as well as within targeted schools (Engineering)**
- **Have students write articles for school paper**

**NOTE: all events should be scheduled within a month after the BPC finals are held the prior school year. All marketing documentation for the current year should reference the events.**

#### **2. Attracting local media attention**

**Work with the School Marketing/Communication department to identify realistic targets. In order to get published the competition needs provide a “hook” – what's the difference between this competition and all the others.**

- **Have competition success stories available**
- **Involve high level administrators at the university, Deans**

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<b>October</b>	BPC mixer over in Engineering BPC Launch Event Meet Marketing staff Meet Haas NewsWire staff
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<b>Nov – Dec</b>	Give web site a face-lift Workshops begin Idea Fair Vertex mixers begin
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Create t-shirts/polos for Organizing Committee, other swag  
\*\* Communicate 1/30 Executive Summary deadline

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**January**           \*\* Promote Executive Summary deadline on 1/30 (two weeks into school)

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**February**           \*\* Communicate data on executive summaries submitted  
Workshops continue  
Update web site (exec summary info, sponsor info, workshop info)  
Participant communications transitioned to Mentoring

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**March**              Workshops continue  
Update web site (sponsor info, workshop info)  
\*\* Produce sponsor banner for Semi-Final Event  
\*\* Help staff Semi-Final Event  
\*\* Communicate results of Semi-Finals and announce Finalists  
\*\* Begin planning Final Event Program  
\*\* “           “           Final Event Invitation  
\*\* “           “           Final Event Promotional Materials  
\*\* “           “           Final Event Slide Show

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**April**               \*\* Create Program, Invitation, Promotional Materials, Slide Show  
\*\* Promote Final Event (public presentation/awards)  
Help staff Final Event (private judging & public pres/awards)  
Communicate results of Finals

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\*\* Critical tasks to focus on

## ***Marketing Committee – Communication Vehicles***

- MyHaas (two channels – Bplan organizers & BPlan entrants)
- MBAA Alert
- Haas NewsWire Haas Calendar
- Lester Center emails
- Spam other UCB grad schools and UCSF (see list for all email addresses)
- HaasWeek articles & calendar
- Flyers in MBA mailboxes (full-time, EW, undergrads)
- Flyers at SIMS & Engineering
- Promotional posters at Haas, SIMS, Engineering & UCSF (for Finals)
- In-class announcements at Haas
- Contact local & national press for articles

## APPENDIX 10 – JUDGING

Identifying and selecting judges.

Depending on how the sponsorship model is set up, judges for the semi-finals and final rounds may come from sponsors. If sponsorship and judging are not linked then judges then judges may be selected from a broader population of industry experts.

Establish a vetting process. Numerous individuals will be interested in acting as judges, it will be the judging committees responsibility to sort out the better judging candidates. There is a hierarchy of judging and the selection of judges matching the hierarchy – Executive Summaries, 1<sup>st</sup> Round, Semi-Finals, Finals. As the rounds in the competition proceed, the experience level and expertise increase.

Set clear expectations as to what is being judged during each round. For example, with the UC Berkeley Business Plan Competition (BPC), the Executive Summary round weeds out ideas that are not worth pursuing. Judges at this level may include VC Associates and interested Alumni with entrepreneurial experience. The Executive Summary round for the Global Social Venture Competition is optional and is used to identify teams interested in being match with a mentor. This round is judged by MBA students.

The entrants need to understand what type of feedback they will be receiving and who the judging group included (students or professionals), this is to put the feedback into perspective.

At the semi-final round, the selection of judges needs to start to match to the types of plans that have been submitted. Based on the executive summaries, the judging organizers will know which industries they will need to find judges. Again, if sponsorship is tied to judging, sponsors may provide judges. Additionally, the organizers will need to attract industry specific judges, who may represent alumni or individuals identified by the school. These judges are identified by working with the Entrepreneurship Centers, faculty or personal contacts to identify potential judges.

Judges receive general guidelines for evaluating the executive summaries or plans. All are asked to provide feedback. Providing an electronic means for returning feedback is much more effective than asking judges to mail, fax or bring feedback forms with them to a judging event.

Judges reading full business plans are typically given two weeks to read and evaluate the plans. Judges typically do not receive more than 5 plans, but depending on the number of plans and number of judges, more plans might need to be sent. Maximum number of plans should be held at 7.

Time commitments: For semi-finalist and final judges, their time commitment consists of attending the presentation session which are approximately 5-6 hours. They also commit to

reading the business plan prior to attending the presentation session with the expectation that the judges will be able to knowledgeably contribute to a discussion.

## Executive Summary Sample Letter

Dear XXXXINSTERT NAMEXXXX,

Thank you for participating as an Executive Summary Round judge in the 2005 UC Berkeley Business Plan Competition. We appreciate your time and the valuable perspective and feedback that you will contribute as a judge. We are proud to report that we received almost double the number of plans submitted for last year's competition.

Approximately 30% of the entrants will be selected in this round to continue to the Semi-Final round, based on feedback from 3-4 judges per plan. Semi-finalists will have one month to refine their plans, with the help of a mentor, before presenting their plans to a Semi-Final judging committee.

You should already have received an electronic copy of the judging evaluation form via email. Included in this packet are hard copies of your executive summaries and a sample evaluation form. Please return the completed evaluation forms to us via any of the methods below (**online form is strongly preferred**).

Options for returning evaluation forms:

1. Complete the online evaluation form at <http://bplan.berkeley.edu/judging>
2. Complete the Word evaluation form electronically (1 form per executive summary plan) and send as an attachment to [bplanjudging@berkeley.edu](mailto:bplanjudging@berkeley.edu)
3. Fax the completed forms (1 form per executive summary plan) to 510-643-4110, Attention: BPlan Judging

We request that all evaluation forms be returned to us by **February 10<sup>th</sup>, 2005** to allow for timely announcement of the Semi-Finalists teams.

If you have any questions or would like to receive electronic copies of the executive summaries to which you are assigned, please feel free to contact us at any of the email addresses below. Thank you again for your participation. Your contribution is essential to making the UC Berkeley Business Plan Competition one of the premier business plan competitions in the United States, and to supporting entrepreneurship at UC Berkeley.

Sincerely,

## Semi-Final Sample Letter

Dear **XXXXXX**,

Thank you for participating as a Semi-Final Round judge in the 2005 Berkeley Business Plan Competition. We appreciate your time and the valuable perspective and feedback that you will contribute as a judge.

Up to 7 exceptional business plans will be selected to progress to the Final round, based on your feedback. Semi-Final presentations will take place on Friday, April 1st, at the Faculty Club in the Berkeley campus.

You have been assigned to the **Consumer and Internet** judging panel, based on your expertise and the industry focus of the semi-finalists. There will be up to five judges in each panel, who will evaluate the plans and presentations of up to five teams, and then deliberate jointly to select the teams which will progress to the next round.

Enclosed in this Semi-Final packet, please find the following:

1. Map and driving directions to the semi-final judging event, to be held at UC Berkeley, on Friday, April 1<sup>st</sup>. Reserved parking will be provided.
2. Agenda for the Semi-Final proceedings. Registration and lunch commence at noon, we expect deliberations to complete at 5:00 pm. A cocktail hour is scheduled for 5:00 - 6:00 pm
3. Five business plans, executive summaries and resume books which will be presented to your panel at the Semi-Finals. A sample evaluation template has been provided in this packet and also via email. We request that you complete one evaluation form for each team in your panel, and return these to us via email or fax no later than March 28th, so that we can capture your preliminary feedback for the participants.
4. Additional summaries of the remaining plans, which will be presented to the other panels during the Semi-Finals. These are provided for your information only, and no feedback is required. If you are interested in any of these plans, please do not contact the teams directly.

A Judging and Sponsorship officer, will be happy to arrange contact on your behalf.

Options for returning evaluation forms:

4. **Email:** Complete the Word evaluation forms electronically (1 form per full business plan) and send as an email attachment to [bplanjudging@haas.berkeley.edu](mailto:bplanjudging@haas.berkeley.edu)
5. **Fax:** Fax the completed forms (1 form per full business plan) to 510-643-4110, Attention: BPlan Judging

Please note that we request that all evaluation forms be returned to us by **March 28<sup>th</sup>, 2005** so that we can capture your preliminary feedback in writing for the Semi-Finalists teams.

Thank you once again for your time and participation. The contribution made by you and your fellow-judges is essential to making the Berkeley Business Plan Competition one of the premier business plan competitions in the United States, and to supporting entrepreneurship at UC Berkeley.

If you have any questions, please feel free to contact us at the email addresses or phone numbers below.

Sincerely,  
The 2005 UC Berkeley Business Plan Competition, Judging Co-Chairs



## Final Judge Sample Letter

Dear **Judge Name**,

Thank you for your commitment to participate as a Final Round judge in the 2005 Berkeley Business Plan Competition. We appreciate your time and the valuable perspective that you will contribute as a judge.

During the semi-final judging round on April 1st, seven teams were selected to advance to the competition finals. These finalist teams have refined their plans, and will present to a cross-industry panel of venture capital judges in the final round on Wednesday April 27<sup>th</sup>.

As a final-round judge, you will evaluate each team during a 15-minute presentation, followed by a 10-minute question-and-answer session and a 5-minute private deliberation. At the end of the presentations, judges will select the teams to be awarded 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> prizes, as well as the Technology Prize.

Enclosed in this judging packet, please find the following:

5. Driving directions and parking pass for the final judging event, to be held at the Haas School of Business, UC Berkeley, on Wednesday, April 27<sup>th</sup>
6. Agenda for the Semi-Final proceedings. Registration and lunch commence at 1:00pm, we expect deliberations to complete by 6:30pm. A final dinner is scheduled for 6:35-8:00 pm
7. Seven business plans, including executive summaries and resumes, which will be presented to your panel at the Finals.
8. A sample evaluation template has been provided in this packet and also via email. We request that you complete one evaluation form for each team, and return these to us via email, fax or in person by April 27<sup>th</sup> so that we can capture your written feedback for the participants.
9. Details of 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> prizes, and criteria for the Technology Prize

Options for returning preliminary evaluation forms (due April 27<sup>th</sup>):

6. **Email:** Complete the Word evaluation forms electronically (1 form per full business plan) and send as an email attachment to [bplanjudging@haas.berkeley.edu](mailto:bplanjudging@haas.berkeley.edu) by April 27<sup>th</sup>.
7. **Fax:** Fax the completed forms (1 form per full business plan) to 510-643-4110, Attention: BPlan Judging
8. In person: Submit your fee

Thank you once again for your time and participation. The contribution made by you and your fellow-judges is essential to making the Berkeley Business Plan Competition one of the premier business plan competitions in the United States, and to supporting entrepreneurship at UC Berkeley.

If you have any questions, please feel free to contact us at the email addresses or phone numbers below.

Sincerely,  
The 2005 UC Berkeley Business Plan Competition, Judging Co-Chairs

## Template – Business Plan Evaluation



### 2005 SEMI-FINALS EVALUATION SHEET

NOTE: (This sheet will be forwarded to the entrants)

Team Name: \_\_\_\_\_

NOTE: Please do not feel constrained by the boxes, whether you are filling this out by hand or electronically. The boxes will extend to fit all your required text (do not worry about formatting) and you can certainly write on the back or include additional sheets as necessary.

#### **1. Markets and Competition**

- *Clearly identified customer*
- *Attractiveness of market opportunity*
- *Competitive assessment*

#### **2. Team**

- *Relevant domain experience, industry experience, business track record, education, network etc.*
- *Can this team win?*

### **3. Products and Services**

- Clearly defined and novel in some way
- Uniquely differentiated

### **4. Others**

- *Other, intangibles*

### **5. Overall attractiveness of the venture**

- *Your thoughts in summary*

**ANALYSIS SHEET** (This sheet will NOT be given to the team)

**Team Name:** \_\_\_\_\_

**I. Please use a capital “X” to mark your grade**

	Poor	Below Average	Average	Above Average	Excellent
<b>Markets and Competition</b>					
<ul style="list-style-type: none"> <li>Clearly identified customer</li> <li>Size of market opportunity</li> <li>Competitive assessment</li> </ul>	_____	_____	_____	_____	_____
<b>Team</b>					
<ul style="list-style-type: none"> <li>Relative domain experience, industry experience, business track record, education etc.</li> </ul>	_____	_____	_____	_____	_____
<b>Products and Services / Solution</b>					
<ul style="list-style-type: none"> <li>Clearly defined and novel in some way</li> </ul>	_____	_____	_____	_____	_____
<b>Overall Attractiveness of the Venture</b>					
<ul style="list-style-type: none"> <li>Opportunity is well-defined</li> <li>Perceived strategic advantage (ie. Pricing, economies)</li> </ul>	_____	_____	_____	_____	_____

## II. Please use a capital “X” to mark your assessment

<p><b>In my opinion, this executive summary:</b></p> <p><input type="checkbox"/> Should definitely continue to be considered for the competition</p> <p><input type="checkbox"/> Should be considered only with critical modifications/improvements</p> <p><input type="checkbox"/> Should not continue to be considered for the competition</p>
--

## Template – Presentation Feedback



### 2005 Semi Final Note-taking Form

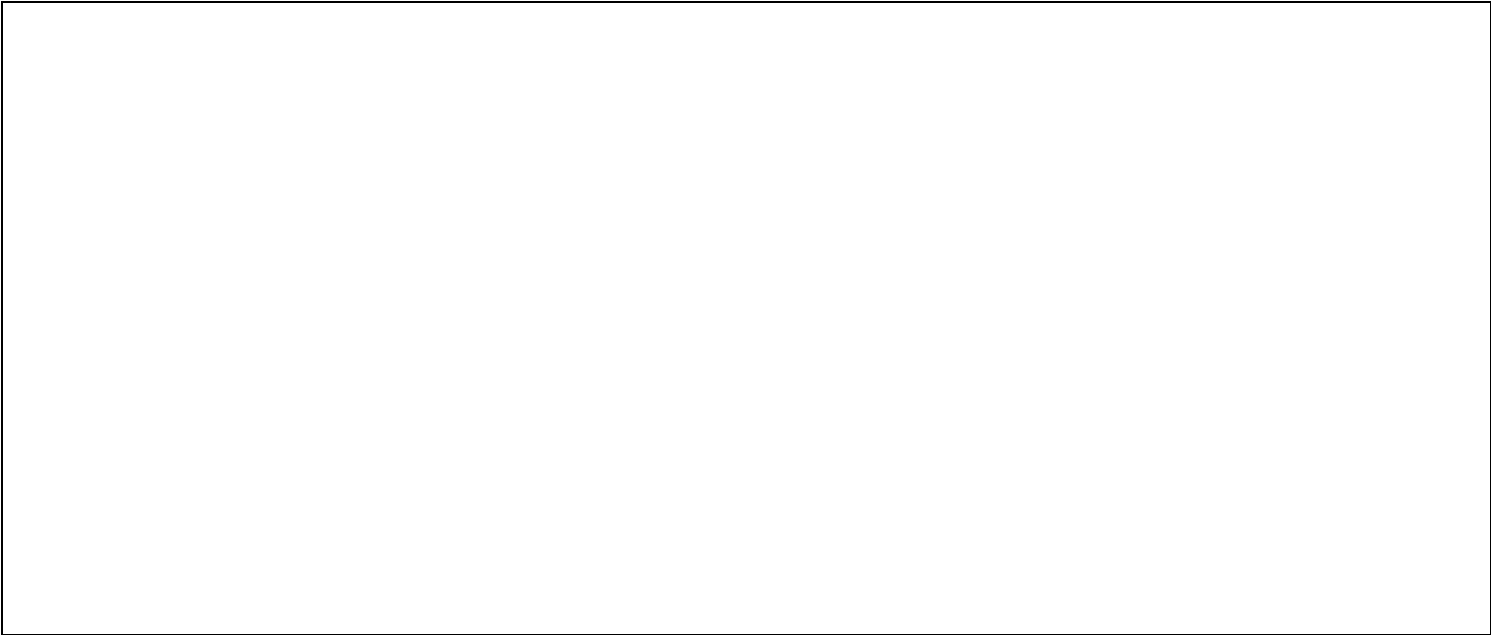
NOTE: (This sheet will be provided to contestants as part of their feedback)

Team Name: \_\_\_\_\_

Industry: \_\_\_\_\_

#### 1. Presentation Comments

#### 2. Q&A Summary



**3. Business Plan Strengths**



**4. Business Plan Weaknesses**



**5. Overall attractiveness of the venture**

**Sample Positive Feedback**

**2005 JUDGES' FEEDBACK SHEET**

NOTE: (This sheet will be forwarded to the entrants)

Team Name: XXXXXXXXXX

NOTE: Please do not feel constrained by the boxes, whether you are filling this out by hand or electronically. The boxes will extend to fit all your required text (do not worry about formatting) and you can certainly write on the back or include additional sheets as necessary.

## 1. Markets and Competition

- *Clearly identified customer*
- *Attractiveness of market opportunity*
- *Competitive assessment*

Although the plan identified general applications where ad-hoc security is needed, more clear definition of market segments and their "specific pain points" will bring this technology closer to the hearts of investors or customers. The plan leaves the reader with imaginations that may or may not be compelling. Business plans are not always read by a security industry expert.

I think the market opportunity should be very good. The plan quotes a market size of \$6B for the whole security software market. However, this includes just about anything in security such as firewall, anti-virus, anti-spam, anti-spyware, VPN, etc. Some way to guesstimate the size of relevant market size will be very helpful.

There is very little information on competition in the plan. I heard about other ways to overcome PKI problems. It would be better to list direct or indirect competition and explain why Ad-hoc Security technology is so much better. I personally do not like any product without competition because it means that either the product has no market potential and nobody else thought it would be profitable, or the founders do not know about competitors yet.

## 2. Team

- *Relevant domain experience, industry experience, business track record, education, network etc.*
- *Can this team win?*

Dr. Fraz is an expert in the field and he would be a great CTO. As for his real combat experience, I do not know yet. If he can manage engineering projects, he would make an ideal VP of Engineering and CTO. However, I recommend that the company hires a separate industry veteran who managed similar software projects in startup environments. Lab projects are vastly different than building commercial products.

George has good experience in sales and running a technology company of 100 employees. This is a valuable background to have. I cannot comment on whether such valuable experience in systems integration in Poland will carry over to building products in Silicon Valley. Building a software product is different than systems integration, and I am assuming that business practices in Poland might be quite different than that of Silicon Valley in areas such as culture, language, investment community contacts, negotiation skills, etc.

Philip has a good background in product management from a KP company. This is very valuable during product development and launch stages of the company. Closer to launching of the product, I recommend that the company adds more outbound marketing skills such as product marketing, corporate marketing, channel partnership, etc.

I think the trio is a great starting team. No startup has a complete team on day one. The team should add more seasoned experience as the company makes progress.

## 3. Products and Services

- Clearly defined and novel in some way
- Uniquely differentiated

Problem definition and technology novelty were explained although I thought differentiation can be explained better. The descriptions are simplistic. Either more hard-hitting facts can be shared, or the description can be more compelling. Everybody agrees that we need more security especially in wireless environment. The problem definition and market needs are easily described. Product differentiation and its market positioning would be critical in attracting missing team members and venture capital. Product differentiation can be in technology, business model, channel strategy, or marketing programs.

Projected milestones (especially engineering) should be included as well. Design and testing cycles should be allowed ample time in development of the milestones..

#### 4. Others

- *Other, intangibles*

#### 5. Overall attractiveness of the venture

*Your thoughts in summary*

I believe that this team has identified a great market. The team is also inheriting a great technology.

The plan will be improved with descriptions of how the business model will work; who channel partners are; how financial projections look; and what the use of funds will be, etc.

The plan also needs better market segment, opportunity sizing, competitive description, product differentiation, major milestones, and financial projection. I believe this business plan identified a great opportunity, and the suggested improvements may place this business plan in the winning group of the plan competition.

**ANALYSIS SHEET** (This sheet will NOT be given to the team)

**Team Name: XXXXXXXXXXXX**

**I. Please use a capital “X” to mark your grad**

	Poor	Below Average	Average	Above Average	Excellent
<b>Markets and Competition</b>					
Clearly identified customer					
Size of market opportunity					
Competitive assessment	_____	<u>X</u>	_____	_____	_____
<b>Team</b>					
<ul style="list-style-type: none"> <li>Relative domain experience, industry experience, business track record, education etc.</li> </ul>					
	_____	_____	_____	<u>X</u>	_____
<b>Products and Services / Solution</b>					
<ul style="list-style-type: none"> <li>Clearly defined and novel in some way</li> </ul>					
	_____	_____	<u>X</u>	_____	_____
<b>Overall Attractiveness of the Venture</b>					
<ul style="list-style-type: none"> <li>Opportunity is well-defined</li> <li>Perceived strategic advantage (ie. Pricing, economies)</li> </ul>					
	_____	_____	_____	<u>X</u>	_____

## II. Please use a capital “X” to mark your assessment

<p><b>In my opinion, this executive summary:</b></p> <p><u>X</u> Should definitely continue to be considered for the competition</p> <p>__ Should be considered only with critical modifications/improvements</p> <p>_____ Should not continue to be considered for the competition</p>
---

## Sample Negative Feedback

### 2005 SEMI-FINALS EVALUATION SHEET

NOTE: (This sheet will be forwarded to the entrants)

Team Name: XXXXXXXX

NOTE: Please do not feel constrained by the boxes, whether you are filling this out by hand or electronically. The boxes will extend to fit all your required text (do not worry about formatting) and you can certainly write on the back or include additional sheets as necessary.

#### 1. Markets and Competition

- *Clearly identified customer* Yes--essentially fair trade advocates buying at kiosks in LOHAS friendly stores.
- *Attractiveness of market opportunity*--*Could be a very attractive market because of apparent growth in interest in organic/sustainable/fair trade goods.*

*Competitive assessment* Seems like a weakness of this plan. Several statements to the effect that no major leader has yet emerged from the competition, but no clear explanation of why this company would take the lead vs. other, better established and funded alternatives.. If market share is the key differentiator, this company is not an obvious choice for investment.

#### 2. Team

- *Relevant domain experience, industry experience, business track record, education, network etc. Impressive demonstration of commitment to the advancement of the cause of socially-responsible investments. My concern as an investor would be the need to demonstrate a realistic understanding of the challenges of operating a global business with significant logistical hurdles, and the need to reconcile social goals with the fiduciary obligation to insure the highest return for shareholders. Advisors are a good idea if they are meaningfully engaged in shaping the business.*
- *Can this team win? The team would need additional members to manage the company, but the current members seem impressive and dedicated.*

#### 3. Products and Services

- Clearly defined and novel in some way The products are clearly defined. Although the method of delivery is novel, the products themselves don't appear to be--exclusive products in the hand-made crafts arena are presumably simple to imitate or approximate and difficult to claim IP protection for.
- Uniquely differentiated *The in-store kiosk based marketing channel seems novel, but possible to duplicate or replace. This is an execution play that will require substantial capital and very effective and efficient management, particularly given the commitment to donate a portion of gross margin to economic development. The later feature is also differentiating, and may be appealing to socially responsible investors, although at least on the surface, it would seem to have a negative effect on ROI.*

#### **4. Others**

- *Other, intangibles*

There is a growing but small band of investors looking for socially responsible enterprises that bring benefits of employment in underdeveloped areas and environmental sensitivity. This company should submit its plan to Investors' Circle and other such groups.

#### **5. Overall attractiveness of the venture**

- *Your thoughts in summary*

Despite the apparent business opportunity, this is a difficult business to sell to the typical single-bottom-line investor. Careful execution and bootstrapped scaling of the business, perhaps with smaller sums from dedicated angel investors could take a little longer but yield more success ultimately than rapid expansion with large amounts of capital.

## APPENDIX 11 – RECRUITING MENTORS

### New Mentor Letter

Dear XXXXX,

I am writing to you on behalf of the 200X UC Berkeley Business Plan Competition. [REDACTED] recommended you to us as someone who might be interested in participating as a mentor for a team in this year's Competition.

Below is some general information about the Competition, what a mentor does, and what types of people we are recruiting to serve as mentors. If after reviewing this information you are interested in becoming a mentor, please let me know and I will send you additional information, as well as a brief questionnaire designed to help us develop a more comprehensive understanding of your background and areas of expertise.

#### About the Competition

Now in its sixth year, the UC Berkeley Business Plan Competition exists to encourage the commercialization of promising ideas emerging from UC Berkeley's strong technology tradition, and to build mutually beneficial relationships between the University and the Bay Area entrepreneurial community. It also provides aspiring entrepreneurs within the UC Berkeley student and alumni communities with invaluable access to a network of resources for mentorship, team creation, education, and new venture financing. From our discussions with past competitors, we know that the opportunity to work closely with highly qualified mentors proved to be one of the highlights of the Competition for them.

Students and alumni have already started to form teams and to develop business ideas to compete for over \$XX,000 in prizes in this year's Competition. Teams will submit their business plans in March for review by a panel of qualified judges from the local business community. Following a rigorous evaluation and selection process, three teams will win cash and in-kind prizes, and all participants will receive feedback on their submitted plans.

#### What does a mentor do?

As a mentor, you would work with one of the semi-finalist teams, offering guidance in the formulation of their business plan and providing real-world insights on the strengths and weaknesses of the business plan and the team that is developing it. Semi-finalist teams will have already passed the first Executive Summary round, and will have been screened by venture capitalists to ensure that there is a sensible business idea.

As a mentor, you would work with one of the semi-finalist teams, offering guidance in the formulation of their business plan and providing real-world insights on the strengths and weaknesses of both the plan and the team developing it. Semi-finalist teams will have already passed the first Executive Summary round, and will have been screened by venture capitalists to ensure that the plans have strong fundamentals.

We are asking mentors for a time commitment of up to one hour per week from the beginning of March through the end of April. In previous years, some mentors met with teams just once a month, while others chose to work with teams more closely. You can work with your team in person, by phone, or through e-mail, depending on your schedule and time constraints. The Mentoring Mixer, where teams and mentors are first introduced, is scheduled for Thursday, March X and the Semi-Final and Final judging events are scheduled for Friday, April X and Wednesday, April XX respectively.

### **How do we select mentors?**

We are seeking Bay Area professionals with significant entrepreneurial experience to advise teams in their business planning and company formation processes. Mentors typically have many years of experience working with early-stage ventures as entrepreneurs, managers, investors or service providers in industries such as software, hardware, telecommunications, biotech and medical devices.

Currently, we are recruiting a pool of potential mentors and developing a database of their qualifications and areas of expertise. Once the semifinalist teams are selected in late February, we will match teams with mentors based on areas of need and expertise. Since we have no way of knowing which industry sectors or technology fields the semi-finalist teams will emerge from, we aim to recruit a pool of mentors larger than the number of teams that will reach the Semifinal Round. As a result, not all mentor candidates will ultimately be matched with a team.

We very much appreciate your willingness to participate as a mentor in the upcoming Competition - it is a tremendous opportunity to work with talented entrepreneurs with great business ideas. If you have any questions, please feel free to contact me directly at xxx-xxx-xxxx or [xxx@mba.berkeley.edu](mailto:xxx@mba.berkeley.edu). For more information on the Competition, please visit <http://bplan.berkeley.edu>. Thank you and I look forward to speaking with you soon.

Sincerely,

xxxxx

### **Existing Mentor Letter**

Dear XXXXX,

I am writing to ask for your continued support of the UC Berkeley Business Plan Competition. Now entering its sixth year, the Business Plan Competition has become a leading Bay Area event and one of the nation's foremost business plan competitions. The 200X finalists competed for \$XX,000 in cash prizes with business plans targeting the software, communications equipment, medical devices, pharmaceutical and semiconductor industries. As you know, the Competition has proven to be extremely successful, with previous winners having gone on to raise additional funding and grow their businesses. Much of its success is attributable to the support we receive from professionals like you who get involved in the Competition.

The Competition exists to encourage the commercialization of promising ideas emerging from UC Berkeley's strong technology tradition, and to build mutually beneficial relationships between the University and the Bay Area entrepreneurial community. It also provides aspiring entrepreneurs within the UC Berkeley student and alumni communities with invaluable access to a network of resources for mentorship, team creation, education, and new venture financing. From our discussions with past competitors, we know that the opportunity to work closely with highly qualified mentors proved to be one of the highlights of the Competition for them.

We would be extremely grateful if you would continue your relationship with the Business Plan Competition and volunteer to act as a mentor for the 200X competition. Your mentorship role will again involve working with one of the semi-finalist teams, offering guidance in the formulation of their business plan and providing real-world insights on the strengths and weaknesses of both the plan and the team developing it.



Once the semi-finalist teams are selected in late February, we will match each team with a mentor who can provide the specific expertise that the team most requires. Since we have no way of knowing which industry sectors or technology fields the semi-finalist teams will emerge from, we aim to recruit a pool of mentors larger than the number of teams that will participate in the semi-final round. As a result, not every volunteer mentor will ultimately be matched to a team.

We are asking mentors for a time commitment of up to one hour per week from the beginning of March through the end of April. In previous years, some mentors met with teams just once a month, while others chose to work with teams more closely. You can work with your team in person, by phone, or through e-mail, depending on your schedule and time constraints. The Mentoring Mixer, where teams and mentors are first introduced, is scheduled for Thursday, March X and the Semi-Final and Final judging events are scheduled for Friday, April X and Wednesday, April XX respectively.

We would be extremely grateful if you would renew your involvement with the UC Berkeley Business Plan Competition by agreeing to mentor one of the semi-finalist teams in 200X. Please confirm to us your interest to participate in the mentorship program. We have available your resume and questionnaire from last year; however, if you feel there is any new information regarding your expertise or experience that would be helpful in matching your expertise with a team's needs, please let us know.

For information on the Competition, please visit <http://bplan.berkeley.edu>. If you have any questions, please feel free to contact me directly at xxx-xxx-xxxx or [xxx@mba.berkeley.edu](mailto:xxx@mba.berkeley.edu).

Thank you and best regards,

xxxxx

## Mentor Questionnaire



Thank you for expressing interest in mentoring a team in the 2005 UC Berkeley Business Plan Competition. Your participation is critical to making this year's Competition a success, and we are very excited to have you as a potential mentor. In order to best match your skills and needs with those of a team, we would appreciate it if you would complete the following questionnaire:

1. What is your preferred industry or industries for the team to which you are assigned (e.g., semiconductors, biotech, wireless/mobile technologies, consumer products, etc.)?
2. Please provide a brief summary of your industry experience and roles?
3. What are your strengths or areas of expertise that would give the greatest value to a team? (see table below)

<b>Areas of Expertise (please check all applicable areas by typing a capital X in the grey box):</b>	
<b>Consumer Products:</b>	<b>IT Hardware:</b>
<b>Education:</b>	Desktop Hardware:
<b>Energy:</b>	Communications Equipment:
<b>Healthcare:</b>	<b>IT infrastructure:</b>
Biotechnology:	Security/Privacy:
Medical Devices:	Communications Networking:
E-Health:	Database:
Services:	Storage:
<b>Online Services:</b>	Optical:
Content Provision:	<b>Wireless Technologies:</b>
Portal Services:	Devices & Systems:
<b>Industrial:</b>	Services:
<b>IT Application Software &amp; Services:</b>	<b>Semiconductors/Electronics:</b>
Development & Implementation:	Devices and Systems:
Application Service Providers:	Services:
<b>Strong knowledge/experience in:</b>	
<b>Financial management:</b>	
<b>Start up operations:</b>	
Others (please specify):	

4. What areas are you not suited for or do not wish to provide mentoring advice?
5. What is your preferred method of communication?
6. How often will you be available for contact with your team (e.g., weekly, bi-weekly)?
7. Are there any other preferences/limitations that we should know about (time availability, etc)?

**Once you have completed the questionnaire, please email it back to me along with a copy of your resume.** I look forward to working with you to make the 2005 Business Plan Competition a successful and rewarding experience for you and the teams. For more details of the Competition, you can visit the web site at <http://bplan.berkeley.edu>. For any questions please email [bplan@haas.berkeley.edu](mailto:bplan@haas.berkeley.edu).

Sincerely,

Business Plan Executive Team

## APPENDIX 12 – TIMELINE

### Sample Calendar

September – Get Involved in Organizing the 2003 Business Plan Competition						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	<b>3 Kick-off Lunch &amp; Sign-up</b> 12:30pm – 2:00pm Wells Fargo Room Speaker TBD	4	5	6	7
8	9	<b>10 Organizers Meeting</b> 12:30pm – 2:00pm Lester Center Conference Room	11	12	<b>13 NSVC Launch</b>	14
15	16	<b>17 Organizer Lunch Series</b> 12:30pm – 2:00pm Wells Fargo Room Speaker TBD	18	19	20	21
22	23	<b>24 Organizers Meeting</b> 12:30pm – 2:00pm Lester Center Conference Room	25	<b>26 Berkeley Entrepreneur's Forum</b>	27	28
29	<b>30 2003 Competition Launch</b> 6:00pm – 8:00pm Andersen Auditorium Speaker TBD					

October – Mixer Month (Mixer dates to be announced)						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		<b>1 Organizers Meeting</b> 12:30pm – 2:00pm Lester Center Conference Room	2	3	4	5
6	7	<b>8 Organizer Lunch Series</b> 12:30pm – 2:00pm Wells Fargo Room Speaker TBD	9	10	11	12
13	14	<b>15 Organizers Meeting</b> 12:30pm – 2:00pm Lester Center Conference Room	16	17	18	19
20	21	<b>22 Organizer Lunch Series</b> 12:30pm – 2:00pm Wells Fargo Room Speaker TBD	23	<b>24 Berkeley Entrepreneur's Forum</b>	25	26
27	<b>28 Workshop 1: Business Plan Basics</b>	<b>29 Organizers Meeting</b> 12:30pm – 2:00pm Lester Center Conference Room	30	31		

	6:30pm – 8:30pm Wells Fargo Room Presenter TBD					
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<b>November 2002</b>						
<b>Sunday</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>
					1	2
3	4 vc Roundtable	5 <b>Organizer Lunch Series</b> 12:30pm – 2:00pm Wells Fargo Room Speaker TBD	6	7	8	9
10	11	12 <b>Organizers Meeting</b> 12:30pm – 2:00pm Lester Center Conference Room	13	14	15	16
17	18 <b>Workshop 2: Opportunity Recognition</b>  6:30pm – 8:30pm Wells Fargo Room Presenter TBD	19 <b>Organizer Lunch Series</b> 12:30pm – 2:00pm Wells Fargo Room Speaker 2003 Co-Chair Candidates	20	21 <b>Berkeley Entrepreneur's Forum</b>	22	23
24	25	26 <b>Organizers Meeting</b> 12:30pm – 2:00pm Lester Center Conference Room * Election Results Announce	27	28	29	30

<b>December</b>						
<b>Sunday</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>
1	2	3 <b>Organizers Meeting</b> 12:30pm – 2:00pm Lester Center Conference Room	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

<b>January</b>						
<b>Sunday</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	<b>21 Organizers Meeting</b> 12:30pm – 2:00pm Lester Center Conference Room	22	<b>23 Berkeley Entrepreneur's Forum</b>	<b>24 EXECUTIVE SUMMARIES DUE IN THE LESTER CENTER BY 5PM</b>	25
26	27	<b>28 Organizers Meeting</b> 12:30pm – 2:00pm Lester Center Conference Room	29	30	31	

<b>February</b>						
<b>Sunday</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>
						1
2	3	<b>4 Organizers Meeting</b> 12:30pm – 2:00pm Lester Center Conference Room	<b>5 Workshop 3</b> 6:00pm – 8:00pm C230	6	<b>7 FEEDBACK TO TEAMS SEMI-FINALISTS ANNOUNCED</b>	8
9	10	<b>11 Organizers Meeting</b> 12:30pm – 2:00pm Lester Center Conference Room	<b>12 Workshop 4</b> 6:00pm – 8:00pm C230	<b>13 Mentoring Mixer</b> 7:00pm – 9:00pm Wells Fargo Room Speaker TBD	14	15
16	17	<b>18 Organizers Meeting</b> 12:30pm – 2:00pm Lester Center Conference Room	<b>19 Workshop 5</b> 6:00pm – 8:00pm C230	20	21	22
23	24	<b>25 Organizers Meeting</b> 12:30pm – 2:00pm Lester Center Conference Room	<b>26 Workshop 6</b> 6:00pm – 8:00pm C230	<b>27 Berkeley Entrepreneur's Forum</b>	28	

<b>March 2003</b>						
<b>Sunday</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>
						1
2	3	<b>4 Organizers Meeting</b> 12:30pm – 2:00pm Lester Center Conference Room	<b>5 Workshop 7</b> 6:00pm – 8:00pm C230	6	<b>7 FEEDBACK TO TEAMS SEMI-FINALISTS ANNOUNCED</b>	8
9	10	<b>11 Organizers Meeting</b> 12:30pm – 2:00pm Lester Center Conference Room	<b>12 Workshop 8</b> 6:00pm – 8:00pm C230	<b>13 Mentoring Mixer</b> 7:00pm – 9:00pm Wells Fargo Room Speaker TBD	14	15
16	17	<b>18 Organizers Meeting</b> 12:30pm – 2:00pm Lester Center Conference Room	<b>19 Workshop 9</b> 6:00pm – 8:00pm C230	<b>20 Berkeley Entrepreneur's Forum</b>	21	22
23	24	25	<b>26 BUSINESS PLANS DUE IN THE LESTER CENTER BY 5PM</b>	27	28	29
30	31					

<b>April 2003</b>						
<b>Sunday</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>
		<b>1 Organizers Meeting</b> 12:30pm – 2:00pm Lester Center Conference Room	2	3	<b>4 Semi-Final Judging</b> 12:00pm – 6:00pm Faculty Club	<b>5 National Social Venture Competition Finals</b>
6	<b>7 FEEDBACK TO TEAMS FINALIST TEAMS ANNOUNCED</b>	<b>8 Organizers Meeting</b> 12:30pm – 2:00pm Lester Center Conference Room	<b>9 Workshop 10</b> 6:00pm – 8:00pm C230	10	11	12
13	<b>14 REVISED BUSINESS PLANS DUE IN THE LESTER CENTER BY 5PM</b>	<b>15 Organizers Meeting</b> 12:30pm – 2:00pm Lester Center Conference Room	16	17	18	19
20	21	<b>22 Final Judging</b> 2:00pm – 6:00pm Cheit <b>Final Dinner</b> 6:30pm – 8:30pm Faculty Club Speaker TBD	<b>23 Finalist Presentations &amp; Awards Ceremony</b> 6:30pm – 9:00pm Andersen Auditorium Speaker TBD	<b>24 Berkeley Entrepreneur's Forum</b>	25	26
27	28	29	30			

## APPENDIX 13 – PRIZE DISTRIBUTION

### Business Plan Competition: Team Information Form

<i>Team Name</i>	_____
<b>Team Contact</b>	_____
<i>(First Name, Last Name)</i>	
<i>Email Address</i>	_____
<i>Phone Number</i>	(     ) _____

<i>Is team incorporated?</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<i>Will corporation claim all prizes?</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No

*If the answer to both of the questions above was “yes,” please provide the following information:*

<b>Corporate Address:</b>	_____
<i>(If applicable)</i>	_____
	_____
<i>Corporate Tax ID:</i>	_____

## Business Plan Competition: Team Information Form

If your team decides to have individual members share any prize, print a copy of this form for each eligible team member and fax to

<i>Team Name</i>	_____
<i>Member Name (First, Last)</i>	_____
<i>Street Address</i>	_____
	_____
<i>City, State, Zip</i>	_____
<i>E-mail Address</i>	_____
<i>Signature</i>	_____
<i>Percentage Shares</i>	_____
<i>If UC Berkeley student SID#:</i>	_____
<i>Social Security #/Tax ID</i>	_____
<i>US Citizen</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No

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