

Time	Group
4:15 PM	Apollo
Comments	
1	like the competitive landscape slide → lays out well
2	a lot of words / maybe add more picture
3	good slides on potential risk & strategy.
4	
5	

Evaluation Category - Points Awarded	Low	Circle one	High
Introduction & Background of the Challenge	1	2 3 4 5	5
Evaluation of Existing Business Model	1	2 3 4 5	5
New Value Creation/Capture Proposition	1	2 3 4 5	5
Creativity of the New Business Model	1	2 3 4 5	5
Incorporation of Open Innovation Concepts	1	2 3 4 5	5
Risk & Financial Analysis for Sustainability	1	2 3 4 5	5
Group Interaction, Etiquette & Delivery	1	2 3 4 5	5
Quality of the Presentation & Illustrations	1	2 3 4 5	5
Execution and Managing Strategies	1	2 3 4 5	5
Time Management	1	2 3 4 5	5
Total			

4:40 PM	SAP
Comments	
1	
2	presenting
3	
4	
5	

Introduction & Background of the Challenge	1	2 3 4 5	5
Evaluation of Existing Business Model	1	2 3 4 5	5
New Value Creation/Capture Proposition	1	2 3 4 5	5
Creativity of the New Business Model	1	2 3 4 5	5
Incorporation of Open Innovation Concepts	1	2 3 4 5	5
Risk & Financial Analysis for Sustainability	1	2 3 4 5	5
Group Interaction, Etiquette & Delivery	1	2 3 4 5	5
Quality of the Presentation & Illustrations	1	2 3 4 5	5
Execution and Managing Strategies	1	2 3 4 5	5
Time Management	1	2 3 4 5	5
Total			

5:05 PM	Philips
Comments	
1	funny intro
2	good breakdown of the challenge
3	need to make sure not to get confused w/ slides
4	
5	

Introduction & Background of the Challenge	1	2 3 4 5	5
Evaluation of Existing Business Model	1	2 3 4 5	5
New Value Creation/Capture Proposition	1	2 3 4 5	5
Creativity of the New Business Model	1	2 3 4 5	5
Incorporation of Open Innovation Concepts	1	2 3 4 5	5
Risk & Financial Analysis for Sustainability	1	2 3 4 5	5
Group Interaction, Etiquette & Delivery	1	2 3 4 5	5
Quality of the Presentation & Illustrations	1	2 3 4 5	5
Execution and Managing Strategies	1	2 3 4 5	5
Time Management	1	2 3 4 5	5
Total			

Judge's Comments	
1	
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Introduction & Background of the Challenge	1	2 3 4 5	5
Evaluation of Existing Business Model	1	2 3 4 5	5
New Value Creation/Capture Proposition	1	2 3 4 5	5
Creativity of the New Business Model	1	2 3 4 5	5
Incorporation of Open Innovation Concepts	1	2 3 4 5	5
Risk & Financial Analysis for Sustainability	1	2 3 4 5	5
Group Interaction, Etiquette & Delivery	1	2 3 4 5	5
Quality of the Presentation & Illustrations	1	2 3 4 5	5
Execution and Managing Strategies	1	2 3 4 5	5
Time Management	1	2 3 4 5	5
Total			

Time	Group
4:15 PM	Apollo
Comments	
1	You need to enjoy the presentation.
2	Talk more about Apollo's existing business model.
3	Some parts were confusing. 1st part of the model
4	
5	

Evaluation Category - Points Awarded	Low Circle one High				
	1	2	3	4	5
Introduction & Background of the Challenge				4	
Evaluation of Existing Business Model				4	
New Value Creation/Capture Proposition				4	
Creativity of the New Business Model				4	
Incorporation of Open Innovation Concepts				4	
Risk & Financial Analysis for Sustainability			3	4	
Group Interaction, Etiquette & Delivery			3	4	
Quality of the Presentation & Illustrations				4	
Execution and Managing Strategies			3	4	
Time Management					5
Total					

Time	Group
4:40 PM	SAP
Comments	
1	I want to know more about profit generation.
2	However, it was a good presentation overall.
3	
4	
5	

Evaluation Category - Points Awarded	Low Circle one High				
	1	2	3	4	5
Introduction & Background of the Challenge					5
Evaluation of Existing Business Model					5
New Value Creation/Capture Proposition					5
Creativity of the New Business Model				4	
Incorporation of Open Innovation Concepts				4	
Risk & Financial Analysis for Sustainability				4	
Group Interaction, Etiquette & Delivery				4	
Quality of the Presentation & Illustrations					5
Execution and Managing Strategies				4	
Time Management				4	
Total					

Time	Group
5:05 PM	Philips
Comments	
1	
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Evaluation Category - Points Awarded	Low Circle one High				
	1	2	3	4	5
Introduction & Background of the Challenge					
Evaluation of Existing Business Model					
New Value Creation/Capture Proposition					
Creativity of the New Business Model					
Incorporation of Open Innovation Concepts					
Risk & Financial Analysis for Sustainability					
Group Interaction, Etiquette & Delivery					
Quality of the Presentation & Illustrations					
Execution and Managing Strategies					
Time Management					
Total					

Judge's Comments
1
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4
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Evaluation Category - Points Awarded	Low Circle one High				
	1	2	3	4	5
Introduction & Background of the Challenge					
Evaluation of Existing Business Model					
New Value Creation/Capture Proposition					
Creativity of the New Business Model					
Incorporation of Open Innovation Concepts					
Risk & Financial Analysis for Sustainability					
Group Interaction, Etiquette & Delivery					
Quality of the Presentation & Illustrations					
Execution and Managing Strategies					
Time Management					
Total					

Time	Group	Evaluation Category - Points Awarded	Low	Circle one	High
4:15 PM	Apollo	Introduction & Background of the Challenge	1	2 3 4 5	5
Comments		Evaluation of Existing Business Model	1	2 3 4 5	5
1		New Value Creation/Capture Proposition	1	2 3 4 5	5
		Creativity of the New Business Model	1	2 3 4 5	5
2		Incorporation of Open Innovation Concepts	1	2 3 4 5	5
		Risk & Financial Analysis for Sustainability	1	2 3 4 5	5
3		Group Interaction, Etiquette & Delivery	1	2 3 4 5	5
		Quality of the Presentation & Illustrations	1	2 3 4 5	5
4		Execution and Managing Strategies	1	2 3 4 5	5
		Time Management	1	2 3 4 5	5
5		Total			

4:40 PM	SAP	Introduction & Background of the Challenge	1	2 3 4 5	5
Comments		Evaluation of Existing Business Model	1	2 3 4 5	5
1	Very strong rationale behind to the support the business model.	New Value Creation/Capture Proposition	1	2 3 4 5	5
		Creativity of the New Business Model	1	2 3 4 5	5
2		Incorporation of Open Innovation Concepts	1	2 3 4 5	5
		Risk & Financial Analysis for Sustainability	1	2 3 4 5	5
3	Great description of how to achieve the win-win scenario.	Group Interaction, Etiquette & Delivery	1	2 3 4 5	5
		Quality of the Presentation & Illustrations	1	2 3 4 5	5
4		Execution and Managing Strategies	1	2 3 4 5	5
		Time Management	1	2 3 4 5	5
5		Total			

5:05 PM	Philips	Introduction & Background of the Challenge	1	2 3 4 5	5
Comments		Evaluation of Existing Business Model	1	2 3 4 5	5
1	Good visual design of business model canvas	New Value Creation/Capture Proposition	1	2 3 4 5	5
		Creativity of the New Business Model	1	2 3 4 5	5
2	Nice slides!	Incorporation of Open Innovation Concepts	1	2 3 4 5	5
		Risk & Financial Analysis for Sustainability	1	2 3 4 5	5
3	Engaging introduction.	Group Interaction, Etiquette & Delivery	1	2 3 4 5	5
		Quality of the Presentation & Illustrations	1	2 3 4 5	5
4		Execution and Managing Strategies	1	2 3 4 5	5
		Time Management	1	2 3 4 5	5
5		Total			

Judge's Comments		Introduction & Background of the Challenge	1	2 3 4 5	5
1		Evaluation of Existing Business Model	1	2 3 4 5	5
		New Value Creation/Capture Proposition	1	2 3 4 5	5
2		Creativity of the New Business Model	1	2 3 4 5	5
		Incorporation of Open Innovation Concepts	1	2 3 4 5	5
3		Risk & Financial Analysis for Sustainability	1	2 3 4 5	5
		Group Interaction, Etiquette & Delivery	1	2 3 4 5	5
4		Quality of the Presentation & Illustrations	1	2 3 4 5	5
		Execution and Managing Strategies	1	2 3 4 5	5
5		Time Management	1	2 3 4 5	5
		Total			

Time	Group
4:15 PM	Apollo
Comments	competitor
1	Good problem breakdown & analysis
2	I like the simple slide format
3	Speak ↑ loudly & add key takeaways for abstracted slides
4	Slides not equally well-designed ↳ consistency?
5	

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	Low	Circle one			High
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Total					

Time	Group
4:40 PM	SAP
Comments	
1	Fun & engaging
2	
3	
4	
5	

Introduction & Background of the Challenge	1	2	3	4	5
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Time Management	1	2	3	4	5
Total					

Time	Group
5:05 PM	Philips → maybe just focus on CFI
Comments	
1	Fun & engaging introduction
2	Financial graphs difficult to read ↳ ↑ contrast in color
3	Very good slide organization ↳ follows in logical/linear fashion
4	Too much time on background, in-depth model analysis → more recommendations
5	Fragmented after recommendations slide → you're doing a lot (focus??)

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Total					

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Total					

how does philips benefit?
↑

Apollo Ventures

1) Start-up Platform 2) Speciality Clinic Platform

Two main foci: mHealth & Preventive Care

SAP:
- Add potential risks - Financials

- Add market size

Judges

How are you going to use technologies from new platform?

Is Cradle the right partner?

RISK: government regulation/approval is super long; they don't account for it

Intro

:- make better

- listen to team member that is presenting

Re

3/17/2014

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4:15 PM	Apollo	Introduction & Background of the Challenge	1	2	3	4	5
Comments		Evaluation of Existing Business Model	1	2	3	4	5
1		New Value Creation/Capture Proposition	1	2	3	4	5
2		Creativity of the New Business Model	1	2	3	4	5
3		Incorporation of Open Innovation Concepts	1	2	3	4	5
4		Risk & Financial Analysis for Sustainability	1	2	3	4	5
5		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

4:40 PM	SAP	Introduction & Background of the Challenge	1	2	3	4	5
Comments		Evaluation of Existing Business Model	1	2	3	4	5
1 Good delivery		New Value Creation/Capture Proposition	1	2	3	4	5
2 If SAP has 4 programs already, why add another one? Will you cancel one or keep all around?		Creativity of the New Business Model	1	2	3	4	5
3 all around? what are the exact costs/revenues? more details on this		Incorporation of Open Innovation Concepts	1	2	3	4	5
4 spread out speaking roles		Risk & Financial Analysis for Sustainability	1	2	3	4	5
5		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

5:05 PM	Philips	Introduction & Background of the Challenge	1	2	3	4	5
Comments		Evaluation of Existing Business Model	1	2	3	4	5
1 cute intro! DIDNT quite follow the transition from intro to background		New Value Creation/Capture Proposition	1	2	3	4	5
2 Thorough financial analysis		Creativity of the New Business Model	1	2	3	4	5
3 I like the potential of the solution. Helped to put solution in a relevant context		Incorporation of Open Innovation Concepts	1	2	3	4	5
4 Dont forget to include risks + mitigations		Risk & Financial Analysis for Sustainability	1	2	3	4	5
5 better time management!		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

Judge's Comments		Introduction & Background of the Challenge	1	2	3	4	5
1		Evaluation of Existing Business Model	1	2	3	4	5
2		New Value Creation/Capture Proposition	1	2	3	4	5
3		Creativity of the New Business Model	1	2	3	4	5
4		Incorporation of Open Innovation Concepts	1	2	3	4	5
5		Risk & Financial Analysis for Sustainability	1	2	3	4	5
		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

Time	Group	Evaluation Category - Points Awarded	Low	Circle one	High		
4:15 PM	Apollo	Introduction & Background of the Challenge	1	2	3	4	5
Comments		Evaluation of Existing Business Model	1	2	3	4	5
1	Very cohesive flow	New Value Creation/Capture Proposition	1	2	3	4	5
2	Financials not necessarily very clear	Creativity of the New Business Model	1	2	3	4	5
3	Dont completely understand background	Incorporation of Open Innovation Concepts	1	2	3	4	5
4	A bit too complicated	Risk & Financial Analysis for Sustainability	1	2	3	4	5
5	Solid presentation	Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

4:40 PM	SAP	Introduction & Background of the Challenge	1	2	3	4	5
Comments		Evaluation of Existing Business Model	1	2	3	4	5
1	Strong introduction	New Value Creation/Capture Proposition	1	2	3	4	5
2	Clear establishment of context and landscape	Creativity of the New Business Model	1	2	3	4	5
3	Some expectations a bit complex	Incorporation of Open Innovation Concepts	1	2	3	4	5
4	Idea is interesting, but not sure about tangibility of value	Risk & Financial Analysis for Sustainability	1	2	3	4	5
5	Nice graphics and charts / Good answers	Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

5:05 PM	Philips	Introduction & Background of the Challenge	1	2	3	4	5
Comments		Evaluation of Existing Business Model	1	2	3	4	5
1		New Value Creation/Capture Proposition	1	2	3	4	5
2		Creativity of the New Business Model	1	2	3	4	5
3		Incorporation of Open Innovation Concepts	1	2	3	4	5
4		Risk & Financial Analysis for Sustainability	1	2	3	4	5
5		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
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Judge's Comments		Introduction & Background of the Challenge	1	2	3	4	5
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3		Creativity of the New Business Model	1	2	3	4	5
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		Time Management	1	2	3	4	5
		Total					

4:15 PM

Apollo

Comments

- 1 Background slide is a little overwhelming ^{Busy} could have a more exciting intro!
- 2 wasn't really clear on when/where you evaluated the current model - be more clear
- 3 Be more confident - you're great!
- 4 so many things on your slides (role one) that it's hard to digest!
- 5

Evaluation Category	1	2	3	4	5
Introduction & Background of the Challenge	1	2	3	4	5
* Evaluation of Existing Business Model	1	2	3	4	5
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Creativity of the New Business Model	1	2	3	4	5
Incorporation of Open Innovation Concepts	1	2	3	4	5
Risk & Financial Analysis for Sustainability	1	2	3	4	5
Group Interaction, Etiquette & Delivery	1	2	3	4	5
Quality of the Presentation & Illustrations	1	2	3	4	5
Execution and Managing Strategies	1	2	3	4	5
Time Management <i>had to rush through</i>	1	2	3	4	5
Total					

4:40 PM

SAP

Comments

- 1 Thorough background! ^{make slide easier to read!}
- 2 great job describing problems ^{for SMEs}
- 3
- 4 ^{Need more! No mention of risk}
- 5

Evaluation Category	1	2	3	4	5
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Creativity of the New Business Model	1	2	3	4	5
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Risk & Financial Analysis for Sustainability	1	2	3	4	5
Group Interaction, Etiquette & Delivery	1	2	3	4	5
Quality of the Presentation & Illustrations	1	2	3	4	5
Execution and Managing Strategies	1	2	3	4	5
Time Management	1	2	3	4	5
Total					

5:05 PM

Philips

Comments

- 1 some slides are too busy / too many sections
- 2 should SUPER briefly explain solution earlier on
- 3
- 4 very clear financials \$\$\$ / ^{unlike you got into bank, then I got confused}
- 5

Evaluation Category	1	2	3	4	5
Introduction & Background of the Challenge ^{emphasize more - How does public with benefit people?}	1	2	3	4	5
Evaluation of Existing Business Model	1	2	3	4	5
New Value Creation/Capture Proposition	1	2	3	4	5
Creativity of the New Business Model	1	2	3	4	5
Incorporation of Open Innovation Concepts	1	2	3	4	5
Risk & Financial Analysis for Sustainability	1	2	3	4	5
Group Interaction, Etiquette & Delivery	1	2	3	4	5
Quality of the Presentation & Illustrations	1	2	3	4	5
Execution and Managing Strategies	1	2	3	4	5
Time Management <i>Rushing through @ end</i>	1	2	3	4	5
Total					

Judge's Comments

- 1
- 2
- 3
- 4
- 5

Evaluation Category	1	2	3	4	5
Introduction & Background of the Challenge	1	2	3	4	5
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Quality of the Presentation & Illustrations	1	2	3	4	5
Execution and Managing Strategies	1	2	3	4	5
Time Management	1	2	3	4	5
Total					

TODO:

For GE:

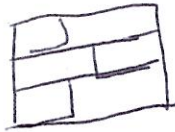
* focus on open innov. throughout (outside-in + inside out)

* strong opening

* easy to read slides

* time mgmt.

* mission/values/vision slide



* political/cultural factors

* How do we know it'll work? Do we have case studies?

- GE has tech

- Big W w/ a lot of experience

- First mover advantage

- Low risk

- Future of big data

* Motivations to join ecosystem for all constituents involved

* implementation: first grow step is reaching customer

4:15 PM **Apollo** - position on service leaders
 - new tech
 - Reach hospitals

Comments

1

2 - Great market sizing
 - Good comparison of Apollo's growth vs. India

3 - You didn't sound excited about your project
 - Need more energy! Smile!

4

5 - Didn't answer why these clinics would be interested in becoming Apollo "cradle"?

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Risk & Financial Analysis for Sustainability	1	2	3	4	5
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Quality of the Presentation & Illustrations	1	2	3	4	5
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Total					

4:40 PM ~~SAP~~ Phillips

Comments

1 - Make this simpler - add a graphical representation

2 - Great financials but performance-based
 Contract is still confusing

3 - Great intro, loved your energy!
 - Make your images a little more standard (used similar colors)
 • use crisper fonts/colors (limit # of colors or use a standard color scheme)

4

5 cute frog ee

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Total					

5:05 PM ~~Phillips~~

Comments

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Time	Group	Evaluation Category - Points Awarded	Low	Circle one	High		
4:15 PM	Apollo	Introduction & Background of the Challenge	1	2	3	4	5
Comments		Evaluation of Existing Business Model	1	2	3	4	5
1	Good intro to challenge	New Value Creation/Capture Proposition	1	2	3	4	5
2	Didn't hear about existing processes	Creativity of the New Business Model	1	2	3	4	5
3	Good incorporation of competitors, that made it very believable	Incorporation of Open Innovation Concepts	1	2	3	4	5
4	Risks, next steps, timeline were great to include	Risk & Financial Analysis for Sustainability	1	2	3	4	5
5	Have a little more executable interest	Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

4:40 PM	SAP	Introduction & Background of the Challenge	1	2	3	4	5
Comments		Evaluation of Existing Business Model	1	2	3	4	5
1		New Value Creation/Capture Proposition	1	2	3	4	5
2		Creativity of the New Business Model	1	2	3	4	5
3		Incorporation of Open Innovation Concepts	1	2	3	4	5
4		Risk & Financial Analysis for Sustainability	1	2	3	4	5
5		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

5:05 PM	Philips	Introduction & Background of the Challenge	1	2	3	4	5
Comments		Evaluation of Existing Business Model	1	2	3	4	5
1	Strong introduction, and out the time easily	New Value Creation/Capture Proposition	1	2	3	4	5
2	Financials were convincing, but kind of confusing going through first	Creativity of the New Business Model	1	2	3	4	5
3	One-team, everyone was into it, easy to tell how you worked together	Incorporation of Open Innovation Concepts	1	2	3	4	5
4	Don't forget who the customer is, talk to them to see needs	Risk & Financial Analysis for Sustainability	1	2	3	4	5
5		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

Judge's Comments		Introduction & Background of the Challenge	1	2	3	4	5
1		Evaluation of Existing Business Model	1	2	3	4	5
2		New Value Creation/Capture Proposition	1	2	3	4	5
3		Creativity of the New Business Model	1	2	3	4	5
4		Incorporation of Open Innovation Concepts	1	2	3	4	5
5		Risk & Financial Analysis for Sustainability	1	2	3	4	5
		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

4:15 PM Apollo

Comments

1. Intro - start w/ a story

• slide 1: unmake the animation

2 stop/freeze

• startup case study - emphasize

3 meet w/ Eko Devices (Berkeley)

4 "unaccessible to Apollo's employees" → low

5 "adoption by Apollo's employees"

Evaluation Category	Points Awarded	Low	Circle one	High		
Introduction & Background of the Challenge	1 2 3 4 5	1	2	3	4	5
Evaluation of Existing Business Model	1 2 3 4 5	1	2	3	4	5
New Value Creation/Capture Proposition	1 2 3 4 5	1	2	3	4	5
Creativity of the New Business Model	1 2 3 4 5	1	2	3	4	5
Incorporation of Open Innovation Concepts	1 2 3 4 5	1	2	3	4	5
Risk & Financial Analysis for Sustainability	1 2 3 4 5	1	2	3	4	5
Group Interaction, Etiquette & Delivery	1 2 3 4 5	1	2	3	4	5
Quality of the Presentation & Illustrations	1 2 3 4 5	1	2	3	4	5
Execution and Managing Strategies	1 2 3 4 5	1	2	3	4	5
Time Management	1 2 3 4 5	1	2	3	4	5
Total						

4:40 PM SAP

Comments

1. Slide 5 graph blurry & a screenshot (?)

2

• slide 9 = good!

3. slide 13 = "feedback" (1 word)

4

5

Introduction & Background of the Challenge	1 2 3 4 5	1	2	3	4	5
Evaluation of Existing Business Model	1 2 3 4 5	1	2	3	4	5
New Value Creation/Capture Proposition	1 2 3 4 5	1	2	3	4	5
Creativity of the New Business Model	1 2 3 4 5	1	2	3	4	5
Incorporation of Open Innovation Concepts	1 2 3 4 5	1	2	3	4	5
Risk & Financial Analysis for Sustainability	1 2 3 4 5	1	2	3	4	5
Group Interaction, Etiquette & Delivery	1 2 3 4 5	1	2	3	4	5
Quality of the Presentation & Illustrations	1 2 3 4 5	1	2	3	4	5
Execution and Managing Strategies	1 2 3 4 5	1	2	3	4	5
Time Management	1 2 3 4 5	1	2	3	4	5
Total						

5:05 PM Philips

Comments

1 Good opening

- Diego, wait until you have everyone's attention to start. Stand in the front & middle

2 → could be effective w/ just one picture dark & reading by the light

3 "From challenges to opportunities" slide

4 → typo "airwaves"

5

Introduction & Background of the Challenge	1 2 3 4 5	1	2	3	4	5
Evaluation of Existing Business Model	1 2 3 4 5	1	2	3	4	5
New Value Creation/Capture Proposition	1 2 3 4 5	1	2	3	4	5
Creativity of the New Business Model	1 2 3 4 5	1	2	3	4	5
Incorporation of Open Innovation Concepts	1 2 3 4 5	1	2	3	4	5
Risk & Financial Analysis for Sustainability	1 2 3 4 5	1	2	3	4	5
Group Interaction, Etiquette & Delivery	1 2 3 4 5	1	2	3	4	5
Quality of the Presentation & Illustrations	1 2 3 4 5	1	2	3	4	5
Execution and Managing Strategies	1 2 3 4 5	1	2	3	4	5
Time Management	1 2 3 4 5	1	2	3	4	5
Total						

Judge's Comments

1

2

3

4

5

Introduction & Background of the Challenge	1 2 3 4 5	1	2	3	4	5
Evaluation of Existing Business Model	1 2 3 4 5	1	2	3	4	5
New Value Creation/Capture Proposition	1 2 3 4 5	1	2	3	4	5
Creativity of the New Business Model	1 2 3 4 5	1	2	3	4	5
Incorporation of Open Innovation Concepts	1 2 3 4 5	1	2	3	4	5
Risk & Financial Analysis for Sustainability	1 2 3 4 5	1	2	3	4	5
Group Interaction, Etiquette & Delivery	1 2 3 4 5	1	2	3	4	5
Quality of the Presentation & Illustrations	1 2 3 4 5	1	2	3	4	5
Execution and Managing Strategies	1 2 3 4 5	1	2	3	4	5
Time Management	1 2 3 4 5	1	2	3	4	5
Total						

Diego, slow down when you speak

was Brian?

4:15 PM Apollo

Comments

- 1 Could work on explaining Apollo's current business model in more detail.
- 2 Good job bringing in case studies relevant to your new business model
- 3 Awesome slide decks - Info is ~~presented~~ displayed very clearly
- 4 Incorporate more open innov. Ideas for outside → in.
- 5

Introduction & Background of the Challenge	1	2	3	4	5
Evaluation of Existing Business Model	1	2	3	4	5
New Value Creation/Capture Proposition	1	2	3	4	5
Creativity of the New Business Model	1	2	3	4	5
Incorporation of Open Innovation Concepts	1	2	3	4	5
Risk & Financial Analysis for Sustainability	1	2	3	4	5
Group Interaction, Etiquette & Delivery	1	2	3	4	5
Quality of the Presentation & Illustrations	1	2	3	4	5
Execution and Managing Strategies	1	2	3	4	5
Time Management	1	2	3	4	5
Total					

4:40 PM SAP

Comments

- 1 Overall, very clear presentation, easy to understand challenge & business model.
- 2 Knowledge is created for SME, but what is their monetary incentive?
- 3
- 4 Elaborate on customer & partner perspective to increase open innovation
- 5

Introduction & Background of the Challenge	1	2	3	4	5
Evaluation of Existing Business Model	1	2	3	4	5
New Value Creation/Capture Proposition	1	2	3	4	5
Creativity of the New Business Model	1	2	3	4	5
Incorporation of Open Innovation Concepts	1	2	3	4	5
Risk & Financial Analysis for Sustainability	1	2	3	4	5
Group Interaction, Etiquette & Delivery	1	2	3	4	5
Quality of the Presentation & Illustrations	1	2	3	4	5
Execution and Managing Strategies	1	2	3	4	5
Time Management	1	2	3	4	5
Total					

5:05 PM Philips

Comments

- 1 Entertaining Intro to challenge in India - great job at emotionally connecting
- 2 A lot of info on solutions slide, a bit overwhelming
- 3 How do you make this model sustainable in the long-run?
- 4 Bring in more open innovation!
- 5

Introduction & Background of the Challenge	1	2	3	4	5
Evaluation of Existing Business Model	1	2	3	4	5
New Value Creation/Capture Proposition	1	2	3	4	5
Creativity of the New Business Model	1	2	3	4	5
Incorporation of Open Innovation Concepts	1	2	3	4	5
Risk & Financial Analysis for Sustainability	1	2	3	4	5
Group Interaction, Etiquette & Delivery	1	2	3	4	5
Quality of the Presentation & Illustrations	1	2	3	4	5
Execution and Managing Strategies	1	2	3	4	5
Time Management	1	2	3	4	5
Total					

Judge's Comments

- 1
- 2
- 3
- 4
- 5

Introduction & Background of the Challenge	1	2	3	4	5
Evaluation of Existing Business Model	1	2	3	4	5
New Value Creation/Capture Proposition	1	2	3	4	5
Creativity of the New Business Model	1	2	3	4	5
Incorporation of Open Innovation Concepts	1	2	3	4	5
Risk & Financial Analysis for Sustainability	1	2	3	4	5
Group Interaction, Etiquette & Delivery	1	2	3	4	5
Quality of the Presentation & Illustrations	1	2	3	4	5
Execution and Managing Strategies	1	2	3	4	5
Time Management	1	2	3	4	5
Total					

Time	Group	Evaluation Category - Points Awarded	Low	Circle one	High
4:15 PM	Apollo	Introduction & Background of the Challenge	1	2	3 (4) 5
Comments		Evaluation of Existing Business Model	1	2	3 (4) 5
1	Good balance of animations and text.	New Value Creation/Capture Proposition	1	2	3 (4) 5
2	Comprehensive revenue projections and market segmentation	Creativity of the New Business Model	1	2	3 (4) 5
3	Quality measures across segments could be specified earlier.	Incorporation of Open Innovation Concepts	1	2	3 (4) 5
4	Great idea including a case study	Risk & Financial Analysis for Sustainability	1	2	3 (4) 5
5	Good presentation	Group Interaction, Etiquette & Delivery	1	2	3 (4) 5
		Quality of the Presentation & Illustrations	1	2	3 (4) 5
		Execution and Managing Strategies	1	2	3 (4) 5
		Time Management	1	2	3 (4) 5
		Total			

Time	Group
4:40 PM	SAP
Comments	
1	Great visuals! Minimal text makes presentation clear.
2	Emphasis on SMEs is clear.
3	Recommendation slide is not quite intuitive.
4	More focus on implementation would be helpful.
5	Great presentation slides

Introduction & Background of the Challenge	1	2	3 (4) 5
Evaluation of Existing Business Model	1	2	3 (4) 5
New Value Creation/Capture Proposition	1	2	3 (4) 5
Creativity of the New Business Model	1	2	3 4 (5)
Incorporation of Open Innovation Concepts	1	2	3 (4) 5
Risk & Financial Analysis for Sustainability	1	2	3 (4) 5
Group Interaction, Etiquette & Delivery	1	2	3 4 (5)
Quality of the Presentation & Illustrations	1	2	3 (4) 5
Execution and Managing Strategies	1	2	3 (4) 5
Time Management	1	2	3 (4) 5
Total			

Time	Group
5:05 PM	Philips
Comments	
1	Lighting trend is a good addition to the slides
2	Not sure if SWOT analysis was necessary.
3	Presentation deck is not very engaging - somewhat bland
4	Could improve presentation with better consistency
5	Did good job with financials

Introduction & Background of the Challenge	1	2	3 (4) 5
Evaluation of Existing Business Model	1	2	3 (4) 5
New Value Creation/Capture Proposition	1	2	3 (4) 5
Creativity of the New Business Model	1	2	3 4 (5)
Incorporation of Open Innovation Concepts	1	2	3 (4) 5
Risk & Financial Analysis for Sustainability	1	2	3 (4) 5
Group Interaction, Etiquette & Delivery	1	2	3 (4) 5
Quality of the Presentation & Illustrations	1	2	3 (4) 5
Execution and Managing Strategies	1	2	3 (4) 5
Time Management	1	2	3 (4) 5
Total			

Judge's Comments
1
2
3
4
5

Introduction & Background of the Challenge	1	2	3 4 5
Evaluation of Existing Business Model	1	2	3 4 5
New Value Creation/Capture Proposition	1	2	3 4 5
Creativity of the New Business Model	1	2	3 4 5
Incorporation of Open Innovation Concepts	1	2	3 4 5
Risk & Financial Analysis for Sustainability	1	2	3 4 5
Group Interaction, Etiquette & Delivery	1	2	3 4 5
Quality of the Presentation & Illustrations	1	2	3 4 5
Execution and Managing Strategies	1	2	3 4 5
Time Management	1	2	3 4 5
Total			

4:15 PM Apollo

Comments

- 1. Given the risks implied within healthcare, it is difficult to imagine that much support would be given to entrepreneurial ventures. Although this is probably the disruptive part of your model.
- 2
- 3
- 4

5

4:40 PM SAP

Comments

- 1. Good job in addressing common questions
- 2. More financials would make the presentation stronger.
- 3. Maybe using case studies on specific Indian SMEs would further differentiate your product. Right now it comes off as a SAP platform that is simply narrowly targeted.
- 4
- 5

5:05 PM Philips

Comments

- 1. Great Intro!
• LOVE your enthusiasm.
- 2. In terms of financials and sustainability it might be helpful to target specific
- 3. states that will be a secure investment for deploying your product. Conflict areas such as north Indian strip or highly corrupt areas might compromise implementation.
- 4
- 5. Consider difficulty of gov. contracts.

Judge's Comments

1

2

3

4

5

	1	2	3	4	5
Introduction & Background of the Challenge	1	2	3	4	5
Evaluation of Existing Business Model	1	2	3	4	5
New Value Creation/Capture Proposition	1	2	3	4	5
Creativity of the New Business Model	1	2	3	4	5
Incorporation of Open Innovation Concepts	1	2	3	4	5
Risk & Financial Analysis for Sustainability	1	2	3	4	5
Group Interaction, Etiquette & Delivery	1	2	3	4	5
Quality of the Presentation & Illustrations	1	2	3	4	5
Execution and Managing Strategies	1	2	3	4	5
Time Management	1	2	3	4	5

Total

Introduction & Background of the Challenge	1	2	3	4	5
Evaluation of Existing Business Model	1	2	3	4	5
New Value Creation/Capture Proposition	1	2	3	4	5
Creativity of the New Business Model	1	2	3	4	5
Incorporation of Open Innovation Concepts	1	2	3	4	5
Risk & Financial Analysis for Sustainability	1	2	3	4	5
Group Interaction, Etiquette & Delivery	1	2	3	4	5
Quality of the Presentation & Illustrations	1	2	3	4	5
Execution and Managing Strategies	1	2	3	4	5
Time Management	1	2	3	4	5

Total

Introduction & Background of the Challenge	1	2	3	4	5
Evaluation of Existing Business Model	1	2	3	4	5
New Value Creation/Capture Proposition	1	2	3	4	5
Creativity of the New Business Model	1	2	3	4	5
Incorporation of Open Innovation Concepts	1	2	3	4	5
Risk & Financial Analysis for Sustainability	1	2	3	4	5
Group Interaction, Etiquette & Delivery	1	2	3	4	5
Quality of the Presentation & Illustrations	1	2	3	4	5
Execution and Managing Strategies	1	2	3	4	5
Time Management	1	2	3	4	5

Total

Introduction & Background of the Challenge	1	2	3	4	5
Evaluation of Existing Business Model	1	2	3	4	5
New Value Creation/Capture Proposition	1	2	3	4	5
Creativity of the New Business Model	1	2	3	4	5
Incorporation of Open Innovation Concepts	1	2	3	4	5
Risk & Financial Analysis for Sustainability	1	2	3	4	5
Group Interaction, Etiquette & Delivery	1	2	3	4	5
Quality of the Presentation & Illustrations	1	2	3	4	5
Execution and Managing Strategies	1	2	3	4	5
Time Management	1	2	3	4	5

Total

4:15 PM Apollo

Comments

1 (lack of page)

2
3
4
5

Introduction & Background of the Challenge	1	2	3	4	5
Evaluation of Existing Business Model	1	2	3	4	5
New Value Creation/Capture Proposition	1	2	3	4	5
Creativity of the New Business Model	1	2	3	4	5
Incorporation of Open Innovation Concepts	1	2	3	4	5
Risk & Financial Analysis for Sustainability	1	2	3	4	5
Group Interaction, Etiquette & Delivery	1	2	3	4	5
Quality of the Presentation & Illustrations	1	2	3	4	5
Execution and Managing Strategies	1	2	3	4	5
Time Management	1	2	3	4	5
Total					

4:40 PM SAP

Comments

1 Kim: knowledge from Bangalore; how can they internalize this knowledge (SAP)
 2 Dr. Solomon: how did you talk to them (SME's talked to?)
 3 Seve: incorp. all of SAP's product line (SAP benefits easily) how will SME's be compensated (team 3)
 4 Swapnil: met. is actually smaller than you think (unorganized sectors)
 5 Damini:

Introduction & Background of the Challenge	1	2	3	4	5
Evaluation of Existing Business Model	1	2	3	4	5
New Value Creation/Capture Proposition	1	2	3	4	5
Creativity of the New Business Model	1	2	3	4	5
Incorporation of Open Innovation Concepts	1	2	3	4	5
Risk & Financial Analysis for Sustainability	1	2	3	4	5
Group Interaction, Etiquette & Delivery	1	2	3	4	5
Quality of the Presentation & Illustrations	1	2	3	4	5
Execution and Managing Strategies	1	2	3	4	5
Time Management	1	2	3	4	5
Total					

5:05 PM Philips

Comments

1 Kim: some assumptions too good to be true (why are people motivated?)
 2 Dr. S.: how do you know busni. model will work? (Optima, Ericsson & Unilever)
 3 Seve: great intro - then stumbled - then back on track; sell first to large
 4 Swapnil: great presentat.; sales to govt & private - lead times/diff. problems
 5 Damini:

Introduction & Background of the Challenge	1	2	3	4	5
Evaluation of Existing Business Model	1	2	3	4	5
New Value Creation/Capture Proposition	1	2	3	4	5
Creativity of the New Business Model	1	2	3	4	5
Incorporation of Open Innovation Concepts	1	2	3	4	5
Risk & Financial Analysis for Sustainability	1	2	3	4	5
Group Interaction, Etiquette & Delivery	1	2	3	4	5
Quality of the Presentation & Illustrations	1	2	3	4	5
Execution and Managing Strategies	1	2	3	4	5
Time Management	1	2	3	4	5
Total					

Judge's Comments
 1 Real-estate companies may be interested (military - 5-10% of the city - general decision-maker who doesn't change - have A&P power - nibble on side of market)
 2
 3
 4
 5

Introduction & Background of the Challenge	1	2	3	4	5
Evaluation of Existing Business Model	1	2	3	4	5
New Value Creation/Capture Proposition	1	2	3	4	5
Creativity of the New Business Model	1	2	3	4	5
Incorporation of Open Innovation Concepts	1	2	3	4	5
Risk & Financial Analysis for Sustainability	1	2	3	4	5
Group Interaction, Etiquette & Delivery	1	2	3	4	5
Quality of the Presentation & Illustrations	1	2	3	4	5
Execution and Managing Strategies	1	2	3	4	5
Time Management	1	2	3	4	5
Total					

more time?

haha
 end
 ST: leasing to banks
 LT: 0276
 example

LA 2009 (concept projections)
 some had a lot of text
 @ of Philips partnering w/ Company as proof of concept (Argentina - Buenos Aires)

1) 2 solutions?

GSI Kim combine the ideas in class & apply them

Swapnil 2) CRADLE financial info slide -> not lowering cost

Steve 3) got the second piece but how is techn. a part of Apollo's strategy/addressing their challenges?

Dr. Solomon 4) ~~what~~ where is the open innovation?

How would the technology be incorporated in the past?

Prof. Solomon 5) ~~the~~ innovat. coming in but where is it going out?

- address all of the evaluation categories instead

- (go into too much detail about some aspects & not enough about others)

- more concise in explanation

General Comments: -> get innovative/interactive w/ energy
- more cohesive as a team (focus on person speaking & be ready to react)

↳ open-innovat.

↳ who is the end user? Have you talked to the team? need some feedback

↳ some emotional connection to make them want to spend their \$ (Steve)

- more energy

- slides are too crowded; limiting in more open innovat.; if does so (Dr. Solomon) (Kim)

doesn't apply (maybe in different phases), (Swapnil)

- too much information (Darwin)

Time	Group	Evaluation Category - Points Awarded	Low	Circle one	High
4:15 PM	Apollo	Introduction & Background of the Challenge	1	2	3 4 5
Comments		Evaluation of Existing Business Model	1	2	3 4 5
1	concise, easy to understand slides	New Value Creation/Capture Proposition	1	2	3 4 5
2	would be great to have the start up & clinic models more clearly explained -> seems to be 2 very diff solutions	Creativity of the New Business Model	1	2	3 4 5
3		Incorporation of Open Innovation Concepts	1	2	3 4 5
4	also, if the you have the operating model (how you will be implementing these) would be great	Risk & Financial Analysis for Sustainability	1	2	3 4 5
5		Group Interaction, Etiquette & Delivery	1	2	3 4 5
		Quality of the Presentation & Illustrations	1	2	3 4 5
		Execution and Managing Strategies	1	2	3 4 5
		Time Management	1	2	3 4 5
		Total			

4:40 PM	SAP	Introduction & Background of the Challenge	1	2	3 4 5
Comments		Evaluation of Existing Business Model	1	2	3 4 5
1	clear explanation of model	New Value Creation/Capture Proposition	1	2	3 4 5
2	Could address some nicks of the model -> maybe framing low turnout in participation?	Creativity of the New Business Model	1	2	3 4 5
3		Incorporation of Open Innovation Concepts	1	2	3 4 5
4	How impactful for SMEs?	Risk & Financial Analysis for Sustainability	1	2	3 4 5
5		Group Interaction, Etiquette & Delivery	1	2	3 4 5
		Quality of the Presentation & Illustrations	1	2	3 4 5
		Execution and Managing Strategies	1	2	3 4 5
		Time Management	1	2	3 4 5
		Total			

5:05 PM	Philips	Introduction & Background of the Challenge	1	2	3 4 5
Comments		Evaluation of Existing Business Model	1	2	3 4 5
1		New Value Creation/Capture Proposition	1	2	3 4 5
2		Creativity of the New Business Model	1	2	3 4 5
3		Incorporation of Open Innovation Concepts	1	2	3 4 5
4		Risk & Financial Analysis for Sustainability	1	2	3 4 5
5		Group Interaction, Etiquette & Delivery	1	2	3 4 5
		Quality of the Presentation & Illustrations	1	2	3 4 5
		Execution and Managing Strategies	1	2	3 4 5
		Time Management	1	2	3 4 5
		Total			

Judge's Comments		Introduction & Background of the Challenge	1	2	3 4 5
1		Evaluation of Existing Business Model	1	2	3 4 5
2		New Value Creation/Capture Proposition	1	2	3 4 5
3		Creativity of the New Business Model	1	2	3 4 5
4		Incorporation of Open Innovation Concepts	1	2	3 4 5
5		Risk & Financial Analysis for Sustainability	1	2	3 4 5
		Group Interaction, Etiquette & Delivery	1	2	3 4 5
		Quality of the Presentation & Illustrations	1	2	3 4 5
		Execution and Managing Strategies	1	2	3 4 5
		Time Management	1	2	3 4 5
		Total			

Time	Group	Evaluation Category - Points Awarded	Low	Circle one	High
4:15 PM	Apollo	Introduction & Background of the Challenge	1	2 3 4	5
Comments		Evaluation of Existing Business Model	1	2 3 4	5
1 Rachel seemed slightly unsure about her component sometimes but she was eloquent nonetheless (less um's) started fine on clinic - need more.		New Value Creation/Capture Proposition	1	2 3 4	5
3 Love the design + the animation weak on OI		Creativity of the New Business Model	1	2 3 4	5
4 Good financials / explanation of assumptions		Incorporation of Open Innovation Concepts	1	2 3 4	5
5 Just good use of case studies		Risk & Financial Analysis for Sustainability	1	2 3 4	5
		Group Interaction, Etiquette & Delivery	1	2 3 4	5
		Quality of the Presentation & Illustrations	1	2 3 4	5
		Execution and Managing Strategies	1	2 3 4	5
		Time Management	1	2 3 4	5
		Total			

4:40 PM	SAP	Introduction & Background of the Challenge	1	2 3 4	5
Comments		Evaluation of Existing Business Model	1	2 3 4	5
1 Good discussion of current innovation paradigm		New Value Creation/Capture Proposition	1	2 3 4	5
2 So I like how SAP addresses PA& right after explaining BM		Creativity of the New Business Model	1	2 3 4	5
3 more financials its would be nice though I understood		Incorporation of Open Innovation Concepts	1	2 3 4	5
4 it's very difficult to estimate		Risk & Financial Analysis for Sustainability	1	2 3 4	5
5		Group Interaction, Etiquette & Delivery	1	2 3 4	5
		Quality of the Presentation & Illustrations	1	2 3 4	5
		Execution and Managing Strategies	1	2 3 4	5
		Time Management	1	2 3 4	5
		Total			

5:05 PM	Philips	Introduction & Background of the Challenge	1	2 3 4 5	5
Comments		Evaluation of Existing Business Model	1	2 3 4	5
1 Diego - great emotional opening		New Value Creation/Capture Proposition	1	2 3 4	5
2 But Tech is cool but you should avoid overrating (avoid hyperbole). Good that you're anticipating technology		Creativity of the New Business Model	1	2 3 4	5
4 Talk really fast → slow down		Incorporation of Open Innovation Concepts	1	2 3 4	5
5		Risk & Financial Analysis for Sustainability	1	2 3 4	5
		Group Interaction, Etiquette & Delivery	1	2 3 4	5
		Quality of the Presentation & Illustrations	1	2 3 4	5
		Execution and Managing Strategies	1	2 3 4	5
		Time Management	1	2 3 4	5
		Total			

Judge's Comments		Introduction & Background of the Challenge	1	2 3 4	5
1		Evaluation of Existing Business Model	1	2 3 4	5
2		New Value Creation/Capture Proposition	1	2 3 4	5
3		Creativity of the New Business Model	1	2 3 4	5
4		Incorporation of Open Innovation Concepts	1	2 3 4	5
5		Risk & Financial Analysis for Sustainability	1	2 3 4	5
		Group Interaction, Etiquette & Delivery	1	2 3 4	5
		Quality of the Presentation & Illustrations	1	2 3 4	5
		Execution and Managing Strategies	1	2 3 4	5
		Time Management	1	2 3 4	5
		Total			

Time	Group	Evaluation Category - Points Awarded	Low	Circle one	High		
4:15 PM	Apollo	Introduction & Background of the Challenge	1	2	3	4	5
Comments		Evaluation of Existing Business Model	1	2	3	4	5
1	<i>clarification of what you're actually doing. Bits and pieces of it. Not clear</i>	New Value Creation/Capture Proposition	1	2	3	4	5
2		Creativity of the New Business Model	1	2	3	4	5
3		Incorporation of Open Innovation Concepts	1	2	3	4	5
4		Risk & Financial Analysis for Sustainability	1	2	3	4	5
5		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total				38	50

Quality of presentation → overall okay, just too many UM's. speak louder and w/ more authority

monitor voice

Good team next could tell all of you worked together really well

4:40 PM	SAP	Introduction & Background of the Challenge	1	2	3	4	5
Comments		Evaluation of Existing Business Model	1	2	3	4	5
1	<i>More confident on your representation. too many UM's in first presenters</i>	New Value Creation/Capture Proposition	1	2	3	4	5
2		Creativity of the New Business Model	1	2	3	4	5
3		Incorporation of Open Innovation Concepts	1	2	3	4	5
4		Risk & Financial Analysis for Sustainability	1	2	3	4	5
5		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total				47	50

Didn't see a current business model

Good fows! from your reasons, it make sense why you chose this SME's fows

Need to explain current business model

5:05 PM	Philips	Introduction & Background of the Challenge	1	2	3	4	5
Comments		Evaluation of Existing Business Model	1	2	3	4	5
1	<i>Why do they need a timeline? we already know what phillips has done - Introduction is very general needs to be more specific</i>	New Value Creation/Capture Proposition	1	2	3	4	5
2		Creativity of the New Business Model	1	2	3	4	5
3		Incorporation of Open Innovation Concepts	1	2	3	4	5
4		Risk & Financial Analysis for Sustainability	1	2	3	4	5
5		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total				33	50

where is inflows and outflows?

too many assumptions

how are you going to convince them?

too many numbers!

Judge's Comments		Introduction & Background of the Challenge	1	2	3	4	5
1		Evaluation of Existing Business Model	1	2	3	4	5
2		New Value Creation/Capture Proposition	1	2	3	4	5
3		Creativity of the New Business Model	1	2	3	4	5
4		Incorporation of Open Innovation Concepts	1	2	3	4	5
5		Risk & Financial Analysis for Sustainability	1	2	3	4	5
		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

Time	Group	Evaluation Category - Points Awarded	Low	Circle one	High
4:15 PM	Apollo	Introduction & Background of the Challenge	1	2 (3)	4 5
Comments		Evaluation of Existing Business Model	1	(2)	3 4 5
1	Didn't feel that I understood Apollo's existing business model currently / learned about the comp. landscape though	New Value Creation/Capture Proposition	1	(2)	3 4 5
2	Financial projections were reasonable + believable	Creativity of the New Business Model	1	2 (3)	4 5
3	Better explanation of open business concepts	Incorporation of Open Innovation Concepts	(1)	2 3 4 5	
4	Try to look engaged when others are speaking	Risk & Financial Analysis for Sustainability	1	2 3	(5)
5	Pushing through slides a bit fast - can't see them well	Group Interaction, Etiquette & Delivery	1	2 3 (4)	5
		Quality of the Presentation & Illustrations	1	2 3 4	(5)
		Execution and Managing Strategies	1	2 (3)	4 5
		Time Management	1	2 (3)	4 5
		Total	31	50	

4:40 PM	SAP	Introduction & Background of the Challenge	1	2 3 (4)	5
Comments		Evaluation of Existing Business Model	1	2 3 (4)	5
1	Make open innovation concepts clearer Try to look engaged when others are speaking	New Value Creation/Capture Proposition	1	2 3 (4)	5
2	More numbers in financial analysis → makes it more believable	Creativity of the New Business Model	1	2 (3)	4 5
3	Went over time Case study would be nice (example of something similar)	Incorporation of Open Innovation Concepts	1	(2)	3 4 5
4	↳ or, type of firms that would apply	Risk & Financial Analysis for Sustainability	1	(2)	3 4 5
5		Group Interaction, Etiquette & Delivery	1	2 (3)	(5)
		Quality of the Presentation & Illustrations	1	2 3 (4)	5
		Execution and Managing Strategies	1	2 (3)	4 5
		Time Management	1	(2)	3 4 5
		Total	31	50	

5:05 PM	Philips	Introduction & Background of the Challenge	1	2 3 (4)	5
Comments		Evaluation of Existing Business Model	1	(2)	3 4 5
1	Appreciated your less formal introduction Want more information on Philips today	New Value Creation/Capture Proposition	1	2 3 (4)	5
2	↳ how do they make money today? Some slides have too much text (e.g., Technology of the Solution)	Creativity of the New Business Model	1	2 3 (4)	5
3	Open innovation concepts not explained well	Incorporation of Open Innovation Concepts	(1)	(2)	3 4 5
4		Risk & Financial Analysis for Sustainability	1	2 (3)	4 5
5		Group Interaction, Etiquette & Delivery	1	2 3 (4)	5
		Quality of the Presentation & Illustrations	1	2 (3)	(5)
		Execution and Managing Strategies	1	2 (3)	4 5
		Time Management	1	2 3 (4)	5
		Total	33	50	

Judge's Comments		Introduction & Background of the Challenge	1	2 3 4 5	
1		Evaluation of Existing Business Model	1	2 3 4 5	
2		New Value Creation/Capture Proposition	1	2 3 4 5	
3		Creativity of the New Business Model	1	2 3 4 5	
4		Incorporation of Open Innovation Concepts	1	2 3 4 5	
5		Risk & Financial Analysis for Sustainability	1	2 3 4 5	
		Group Interaction, Etiquette & Delivery	1	2 3 4 5	
		Quality of the Presentation & Illustrations	1	2 3 4 5	
		Execution and Managing Strategies	1	2 3 4 5	
		Time Management	1	2 3 4 5	
		Total			

Other slides are too cluttered

Time	Group	Evaluation Category - Points Awarded	Low	Circle one	High		
4:15 PM	Apollo	Introduction & Background of the Challenge	1	2	3	4	5
Comments 1 Great introduction, clear and concise. Rachel's part - Harvey ball slide explanation 2 was too long and self-explanatory. Is ROI slide correct? 600% ROI sounds 3 unrealistic, Revenue model slide should have estimate numbers for each type. 4 Should go through first half of presentation faster. Solution is not particularly creative, 5 emphasize innovation more		Evaluation of Existing Business Model	1	2	3	4	5
		New Value Creation/Capture Proposition	1	2	3	4	5
		Creativity of the New Business Model	1	2	3	4	5
		Incorporation of Open Innovation Concepts	1	2	3	4	5
		Risk & Financial Analysis for Sustainability	1	2	3	4	5
		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

4:40 PM	SAP	Introduction & Background of the Challenge	1	2	3	4	5
Comments 1 Probably too much emphasis on class concepts rather than the actual challenge 2 in the beginning, Challenge introduction was not that clear. Be careful with 3 criticizing the company ("Innovation in the status quo" slide). Solution not particularly 4 innovative, Revenue streams are fairly unclear (numbers) 5		Evaluation of Existing Business Model	1	2	3	4	5
		New Value Creation/Capture Proposition	1	2	3	4	5
		Creativity of the New Business Model	1	2	3	4	5
		Incorporation of Open Innovation Concepts	1	2	3	4	5
		Risk & Financial Analysis for Sustainability	1	2	3	4	5
		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

5:05 PM	Philips	Introduction & Background of the Challenge	1	2	3	4	5
Comments 1 Introduction was a little bit dramatic but otherwise good. Rafy says the word "like" 2 too often, can seem unprofessional. Some slide text too small or hard to read. 3 Have you talked to any banks about your financing solution? Talk about selling data 4 (# of people at 3pm) more, it's an interesting idea, ran a little short on time. 5 Diego says "like" too much		Evaluation of Existing Business Model	1	2	3	4	5
		New Value Creation/Capture Proposition	1	2	3	4	5
		Creativity of the New Business Model	1	2	3	4	5
		Incorporation of Open Innovation Concepts	1	2	3	4	5
		Risk & Financial Analysis for Sustainability	1	2	3	4	5
		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

Judge's Comments		Introduction & Background of the Challenge	1	2	3	4	5
1		Evaluation of Existing Business Model	1	2	3	4	5
		New Value Creation/Capture Proposition	1	2	3	4	5
2		Creativity of the New Business Model	1	2	3	4	5
		Incorporation of Open Innovation Concepts	1	2	3	4	5
3		Risk & Financial Analysis for Sustainability	1	2	3	4	5
		Group Interaction, Etiquette & Delivery	1	2	3	4	5
4		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
5		Time Management	1	2	3	4	5
	Total						

Time	Group	Evaluation Category - Points Awarded	Low	Circle one	High		
4:15 PM	Apollo	Introduction & Background of the Challenge	1	2	3	4	5
Comments 1 Good job explaining uniqueness of the Apollo ventures accelerator 2 Good breakdown of markets and good background presented 3 Explanation of how money will be made is not very clear 4 Needs more explanation of how the business model is utilizing open innovation		Evaluation of Existing Business Model	1	2	3	4	5
		New Value Creation/Capture Proposition	1	2	3	4	5
		Creativity of the New Business Model	1	2	3	4	5
		Incorporation of Open Innovation Concepts	1	2	3	4	5
		Risk & Financial Analysis for Sustainability	1	2	3	4	5
		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

4:40 PM	SAP	Introduction & Background of the Challenge	1	2	3	4	5
Comments 1 Slides were difficult to understand at times 2 Good explanation of the existing gap that SAP will be solving 3 Presentation was well rehearsed and clear 4 More excitement in the presentations would engage the audience more 5 More focus on customer's benefits		Evaluation of Existing Business Model	1	2	3	4	5
		New Value Creation/Capture Proposition	1	2	3	4	5
		Creativity of the New Business Model	1	2	3	4	5
		Incorporation of Open Innovation Concepts	1	2	3	4	5
		Risk & Financial Analysis for Sustainability	1	2	3	4	5
		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

5:05 PM	Philips	Introduction & Background of the Challenge	1	2	3	4	5
Comments 1 Great and captivating introduction to the presentation 2 Assessment of feasibility of the business is unclear - add something about risks/mitigation 4 I really liked the idea of the entire business model 5 The 3-pronged structure of the presentation was easy to follow		Evaluation of Existing Business Model	1	2	3	4	5
		New Value Creation/Capture Proposition	1	2	3	4	5
		Creativity of the New Business Model	1	2	3	4	5
		Incorporation of Open Innovation Concepts	1	2	3	4	5
		Risk & Financial Analysis for Sustainability	1	2	3	4	5
		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

Judge's Comments		Introduction & Background of the Challenge	1	2	3	4	5
1		Evaluation of Existing Business Model	1	2	3	4	5
2		New Value Creation/Capture Proposition	1	2	3	4	5
3		Creativity of the New Business Model	1	2	3	4	5
4		Incorporation of Open Innovation Concepts	1	2	3	4	5
5		Risk & Financial Analysis for Sustainability	1	2	3	4	5
		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

Time	Group	Evaluation Category - Points Awarded	Low	Circle one	High		
4:15 PM	Apollo	Introduction & Background of the Challenge	1	2	3	4	5
Comments		Evaluation of Existing Business Model	1	2	3	4	5
1 Good intro and description of accelerators and landscape		New Value Creation/Capture Proposition	1	2	3	4	5
2 good description of platforms		Creativity of the New Business Model	1	2	3	4	5
3 presentation could be more concise (reach all points before end)		Incorporation of Open Innovation Concepts	1	2	3	4	5
4 go more in depth about new existing business model		Risk & Financial Analysis for Sustainability	1	2	3	4	5
5 first platform → Confused about tech use		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

4:40 PM	SAP	Introduction & Background of the Challenge	1	2	3	4	5
Comments		Evaluation of Existing Business Model	1	2	3	4	5
1 Should focus more on challenge rather than SAP overall		New Value Creation/Capture Proposition	1	2	3	4	5
2 good description of innovation in status quo		Creativity of the New Business Model	1	2	3	4	5
3 clear new business model		Incorporation of Open Innovation Concepts	1	2	3	4	5
4 good explanation of SAP labs recommendation		Risk & Financial Analysis for Sustainability	1	2	3	4	5
5 good open innovation emphasis		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

5:05 PM	Philips	Introduction & Background of the Challenge	1	2	3	4	5
Comments		Evaluation of Existing Business Model	1	2	3	4	5
1 Introduction was good but a little much (not professional)		New Value Creation/Capture Proposition	1	2	3	4	5
2 Good job defining open innovation		Creativity of the New Business Model	1	2	3	4	5
3 short on time		Incorporation of Open Innovation Concepts	1	2	3	4	5
4 good ideas to and recommend		Risk & Financial Analysis for Sustainability	1	2	3	4	5
5 Good job with presentation		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

Judge's Comments		Introduction & Background of the Challenge	1	2	3	4	5
1		Evaluation of Existing Business Model	1	2	3	4	5
2		New Value Creation/Capture Proposition	1	2	3	4	5
3		Creativity of the New Business Model	1	2	3	4	5
4		Incorporation of Open Innovation Concepts	1	2	3	4	5
5		Risk & Financial Analysis for Sustainability	1	2	3	4	5
		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					

Time	Group	Evaluation Category - Points Awarded	Low	Circle one	High		
4:15 PM	Apollo	Introduction & Background of the Challenge	1	2	3	4	5
Comments 1 Nice, clean slide! good job addressing challenge 2 Focus on one platform. 3 Good use of examples! Good research!!!! 4 challenge slide has too many words 5 Nice last slide		Evaluation of Existing Business Model	1	2	3	4	5
		New Value Creation/Capture Proposition	1	2	3	4	5
		Creativity of the New Business Model	1	2	3	4	5
		Incorporation of Open Innovation Concepts	1	2	3	4	5
		Risk & Financial Analysis for Sustainability	1	2	3	4	5
	Group Interaction, Etiquette & Delivery	1	2	3	4	5	
	Quality of the Presentation & Illustrations	1	2	3	4	5	
	Execution and Managing Strategies	1	2	3	4	5	
	Time Management	1	2	3	4	5	
		Total					

4:40 PM	SAP	Introduction & Background of the Challenge	1	2	3	4	5
Comments 1 Include solution slide in beginning. 2 Include Katherine's slides but, financials more financials 3 4 5		Evaluation of Existing Business Model	1	2	3	4	5
		New Value Creation/Capture Proposition	1	2	3	4	5
		Creativity of the New Business Model	1	2	3	4	5
		Incorporation of Open Innovation Concepts	1	2	3	4	5
		Risk & Financial Analysis for Sustainability	1	2	3	4	5
	Group Interaction, Etiquette & Delivery	1	2	3	4	5	
	Quality of the Presentation & Illustrations	1	2	3	4	5	
	Execution and Managing Strategies	1	2	3	4	5	
	Time Management	1	2	3	4	5	
		Total					

5:05 PM	Philips	Introduction & Background of the Challenge	1	2	3	4	5
Comments 1 slides are very dense 2 Get to the solution immediately 3 Focus on organization 4 great solutions but 5 make it clear		Evaluation of Existing Business Model	1	2	3	4	5
		New Value Creation/Capture Proposition	1	2	3	4	5
		Creativity of the New Business Model	1	2	3	4	5
		Incorporation of Open Innovation Concepts	1	2	3	4	5
		Risk & Financial Analysis for Sustainability	1	2	3	4	5
	Group Interaction, Etiquette & Delivery	1	2	3	4	5	
	Quality of the Presentation & Illustrations	1	2	3	4	5	
	Execution and Managing Strategies	1	2	3	4	5	
	Time Management	1	2	3	4	5	
		Total					

Judge's Comments		Introduction & Background of the Challenge	1	2	3	4	5
1		Evaluation of Existing Business Model	1	2	3	4	5
2		New Value Creation/Capture Proposition	1	2	3	4	5
3		Creativity of the New Business Model	1	2	3	4	5
4		Incorporation of Open Innovation Concepts	1	2	3	4	5
5		Risk & Financial Analysis for Sustainability	1	2	3	4	5
		Group Interaction, Etiquette & Delivery	1	2	3	4	5
		Quality of the Presentation & Illustrations	1	2	3	4	5
		Execution and Managing Strategies	1	2	3	4	5
		Time Management	1	2	3	4	5
		Total					