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BUSINESS PLAN COMPETITION
TWO GOALS

1 Surface
revenue-
generating
ideas

2 Galvanize the
whole
organization in
solution seeking



BUSINESS PLAN COMPETITION
CRITERIA

Creates sustainable positive margin contribution for operating budget

Furthers mission objectives

Mindfulness of existing resources, context, and timing



BUSINESS PLAN COMPETITION
SELECTION FRAMEWORKS

Access to growing
market vs. bigger
share of current
market

Complements vs.
substitutes

Leverages spare
capacity

Leverages existing
BB execution
skillsets

Fun & energizing

Can be quickly
tested

Size of opportunity

Return on
Investment



BUSINESS PLAN COMPETITION

PARTICIPATION

500+ people invited to participate (Trustees, Overseers, Emeriti, Young Partners, Staff, Dancers, Orchestra, Faculty, Musicians)

100+ people engaged with process through ideation sessions, office hours, and email

54 ideas submitted and reviewed by Senior Leaders & Selection Committee

6 finalists selected for formal due diligence