The 15th Annual PACE Pitch Contest

Presented by: The Entrepreneurship Lab
Thursday, April 18, 2019
5:30 p.m.-8:30 p.m.
Bianco Room, One Pace Plaza
New York, NY 10038

Come watch finalists pitch their new business concepts.

Please register to attend at:
www.pace.edu/pitch
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THE PACE PITCH CONTEST

"Opportunity through Entrepreneurship" SM

Presented by:

The Entrepreneurship Lab

www.pace.edu/elab
THE PACE PITCH CONTEST

The Pace Pitch Contest is based on the Elevator Pitch concept, popular in the venture capital community. It is an extremely concise presentation of an entrepreneur’s idea, business model, marketing strategy, competitive analysis, and financial plan, which is delivered to potential investors. The premise is that it could be made in a few minutes, should the entrepreneur spot a potential investor on an elevator and have the opportunity to pitch their idea during the brief ride.

The Thirteenth Annual Pace Pitch Contest Schedule of Events

5:30 - 6:00 Registration and Networking
6:00 - 6:30 Welcome and Keynote address
6:30 - 7:15 Finalists make their Pitch
7:15 - 7:30 Break (Judging panel selects winning prizes in private)
7:30 - 8:30 Awards Ceremony and Networking

Emcee

Bruce Bachenheimer, Executive Director, Entrepreneurship Lab

Judging Panel

Daniel Papes, President and Chief Commercial Officer, sndr
Susannah Bailin, Founder and CEO, AdviceCoach
John-Paul Parmigiani (J.P.), Co-Founder Impact Hub
The Inaugural Pace Pitch Contest

The Inaugural Pace Pitch Contest was held on December 3, 2004. The event was exclusively sponsored by J.P. Morgan Chase and featured Mr. Clarence B. Jones, who, among many other accomplishments was Dr. Martin Luther King Jr.’s attorney and draft speech-writer.

There were two judging panels:

New Business Concepts Judging Panel
Carolyn Chin, CEO, Cebiz
Emanuel Martinez, Managing Director, Greenhills Ventures, LLC
Charles F. Ryan, Vice President, J.P. Morgan Chase

Social Ventures Judging Panel
Clarence B. Jones, Executive Consultant, Marks Paneth & Shron, LLP
Brian J. Nickerson, PhD, Director, The Michaelian Institute
Jerald Posman, Director, Project Enterprise

Each judge selected one of the contestants as a Finalist ($250 prize) and chose an overall winner ($1,000 prize). The winners were:

Six Finalists
Dane Disimino
Roy Gilis
Andres Martin
Noushi Rahman, PhD
Dwayne Sykes
Peter Swift

Overall Winner
Amanda Rui Jin
The Second Annual Pace Pitch Contest

The Second Annual Pace Pitch Contest was held on December 9, 2005. Although there was a snowstorm that resulted in all classes being cancelled and the closure of the University, the Pitch Contest went on and was a great success. Mr. David Oreck, Founder and Chairman of the Oreck Corporation served as the Keynote Speaker. The focus of Mr. Oreck’s speech was rebuilding the Oreck Corporation after Hurricane Katrina.

Judging Panel
David Oreck, Founder and Chairman, Oreck Corporation
Cynthia W. Massarsky, President, CWM Marketing Group
Charles Ryan, Vice President, J.P. Morgan Chase
Jim Sharpe, Vice President, Gerson Lehrman Group

Winners
First Place ($1,000): Yves Yakoubyan, Pitch: iTV
Second Place ($500): Dina C. Tate, Pitch: blackbridalguide.com
Third Place ($250): Alan Siege, Pitch: Stories with an Edge
The Pace Entrepreneurship Conference

As part of the Second Annual Pace Pitch Contest, an Entrepreneurship Conference was organized and featured the following topics and speakers:

Banking and Finance
Alan Baum, Vice President, J.P. Morgan Chase
Douglas Palumbo, Vice President, J.P. Morgan Chase
Charles F. Ryan, Vice President, J.P. Morgan Chase

Angel Investors and Venture Capital
William Fontana, Manager, Second Century Innovation and Ideas Corp.

Marketing and Branding
David Oreck, Founder and Chairman, Oreck Corporation

The Press and Publicity
Marc R. Angel, Senior Business Manager, Primedia
Geoffrey C. Lewis, Editorial Director, Primedia
Warren N. Bimblick, Senior Vice President and General Manager, Primedia

Legal Issues and Intellectual Property
Lori Hoberman, Partner, Brown Raysman Millstein Felder & Steiner LLP
Larry Perlstein, Ombudsman, Gartner, Inc.

Social Entrepreneurship
Rob Johnston, Executive Director, Wilson Center for Social Entrepreneurship
Alice Korngold, Author, Leveraging Good Will

Life as an Entrepreneur
John Fox, President and Co-Founder, Homeland Energy
Regina Lian, Founder and President, Financial Comfort Inc.
Lori Anne Wardi, President and CEO, Pebble Alley LLC

Small Business Services
Victor Goldsmith, Executive Director, Second Century Innovation and Ideas Corp.
Robert E. Ortiz, Program Director, Students in Free Enterprise
Miguel Centeno, Chief of Marketing, U.S. Small Business Administration, NY Office
The Third Annual Pace Pitch Contest

The Third Annual Pace Pitch Contest was sponsored by J.P. Morgan Chase held on November 17, 2006. Co-sponsors of the event were Chadwick Communications, Maingear Computers, MetroHorse, NationPhone, the Pace Alumni Council on Entrepreneurship, and VMIX Innovative Media. The Third Annual Pace Pitch contest featured two keynote speakers.

Steve Hindy, Co-Founder and President of the Brooklyn Brewery served as the Keynote Speaker on New Business Ventures. Mr. Hindy also co-authored *Beer School: Bottling Success at the Brooklyn Brewery*.

Majora Carter, Founder and Executive Director of Sustainable South Bronx served as the Keynote Speaker on social entrepreneurship. Ms. Carter is a 2005 MacArthur Fellow (winner of the “Genius Grant”).

Judging Panel
Fred Aslan, Vice President, Venrock Associates
Thomas Mulligan, Relationship Manager, J.P. Morgan Chase
David S. Rose, Chairman, New York Angels
M. Bernard Siegel, CPA and Certified Professional Coach
Lori S. Smith, Partner, Goodwin Procter LLP

Winners
First Place ($1,000): William Phelps, Pace University, Lubin MBA, Pitch: Yamodo
Second Place ($500): Chiranjeey Bordoloi, Pace University, Seidenberg DPS, and Peter-Charles Bright, Harvard, Pitch: SweetShelter.com
Third Place ($250): Alexander Salzman, Princeton University, Economics AB, and Chris Advansun, Concordia University, Pitch: Rethos
The Fourth Annual Pace Pitch Contest

The Fourth Annual Pace Pitch Contest was held on December 6, 2007. The event was sponsored by Goodwin Procter and Silicon Valley Bank, and featured David Bornstein as the keynote speaker. David Bornstein specializes in writing about social innovation. He is the author of *How to Change the World: Social Entrepreneurs and the Power of New Ideas*.

In addition to the keynote speakers, a panel of distinguished judges held a discussion and critique following the Finalists’ pitches.

**Judging Panel**
Thatcher Bell - Associate, Draper Fisher Jurvetson Gotham Ventures
Liz Hamburg - co-host of Launchpad (WOR 710) and President of Upstart Ventures LLC
Bernard Siegel - Certified Professional Business and Career Coach,
Lori S. Smith - Partner, Goodwin Procter LLP

**Winners**
Social Venture - Sarah Lipkin (SUNY Buffalo/Pace) for Through My Eyes
New Business Concept - Joseph DiPasquale (Harvard/Stanford) for CollegeWikis.com
The Fifth Annual Pace Pitch Contest

The Fifth Annual Pace Pitch Contest was held on December 4, 2008 a panel of distinguished judges held a discussion and critique following the Finalists’ pitches. The panel included the following judges.

Judging Panel
JB Lockhart, Associate - Greenhill & Co.
Matthew Commons - CFO of FloDesign and winner of the 2008 MIT Clean Energy Entrepreneurship Prize ($200K)
David Rose - Chairman of NY Angels
Lori Smith - a partner at the law firm Goodwin Procter LLP

Winners
Social Venture - Eric Steele (Indiana University) for RareShare.org
New Business Concept - Tiffany Rad (Carnegie Mellon University) for OpenOtto.
The Sixth Annual Pace Pitch Contest

The Sixth Annual Pace Pitch Contest was held on December 3, 2009. Professor Iqbal Z. Quadir, the founder of GrameenPhone and Legatum Center for Development and Entrepreneurship at MIT, delivered the keynote address. Quadir is an accomplished entrepreneur who writes about the critical roles of entrepreneurship and innovations in improving the economic and political conditions in low-income countries. Quadir is often credited as having been the earliest observer of the potential for mobile phones to transform low-income countries. His work has been recognized by leaders and organizations worldwide as a new and successful approach to sustainable poverty alleviation.

Judging Panel
Somak Chattopadhyay - Vice President, Greenhill SAVP
Michael Gochman - Founder, Gochman Group
Jonathan Greengrass - Vice President, Greyston Foundation
Paul Sciabica - Executive Director, New York Angels
Lori S. Smith - Partner, Sedgwick, Detert, Morgan & Arnold LLP
Stanley S. Litow - President, IBM International Foundation

Winners
The Lubin School of Business Prize for the Winning New Business Concept Pitch ($25,000) - Amanda Allen (Fordham University), Rob Brueckmann (Johns Hopkins University), Danielle Colamartino (Pace University), and Robard Williams (Tufts University) for NewlyWish.

The Helene and Grant Wilson Center for Social Entrepreneurship Prize for the Winning Social Venture Pitch ($25,000) - Rhonda Jordan (MIT), Blandine Antoine (MIT), Jukka Valimaki, Alla Jezmir (Harvard University), and Mark Yen (MIT) for EGG-Energy.

The MIT Forum of New York City Prize for Pitch with the Most Innovative Technology ($2,500) - Jared Greer (University of Arkansas) & Bessie Williams (University of Arkansas) for Tears for Life.

The Tech:Space Prize of Six Months of Office Space for a New York City Start-Up Pitch - Amanda Allen (Fordham University), Rob Brueckmann (Johns Hopkins University), Danielle Colamartino (Pace University), and Robard Williams (Tufts University) for NewlyWish.
The Seventh Annual Pace Pitch Contest

The Seventh Annual Pace Pitch Contest was held on April 11, 2011. Stanley S. Litow, the Vice President of Corporate Citizenship and Corporate Affairs and President of the IBM Foundation, delivered the keynote address. Under Litow’s leadership, IBM has developed new innovative technologies to help non literate children and adults learn to read, helped people with disabilities access the Internet and developed technology to increase economic growth and small business development. Litow is the recipient of the prestigious Scrivner Award for creative philanthropy as well as a number of other awards from organizations such as the Anne Frank Center, Martin Luther King Commission among many others.

Judging Panel
Kevin Bolen - Partner, Innosight
Somak Chattopadhyay - Principal, GSA Venture Partners
Jalak Jobanputra - Director of Investments, Omidyar Network Access to Capital
Stanley S. Litow - President, IBM International Foundation
David S. Rose - Chairman, New York Angels
Lori Smith - Partner, Sedgwick, Detert, Moran & Arnold LLP

Winners
The Lubin School of Business Prize for the Winning New Business Concept Pitch ($3,000) - Jeremy Pease (Pace), Stiliyan Lazarov (Pace), and Robert Caucci (Pace) for Resolutions.

The Helene and Grant Wilson Center for Entrepreneurship for the Winning Social Venture Pitch ($3,000) - Mohamed Ali Niang (Temple University) and Salif Romano Niang (Purdue University) for Malo Traders.
The Eighth Annual Pace Pitch Contest

The Eighth Annual Pace Pitch Contest took place on April 19, 2012.

Judging Panel
Matthew Brown - Co-Founder, Emergent Properties Inc.
Brett Dovman - Founder, Panelfly Inc.
Rumit Mehta - Founder, Immersion Journeys
Sara Shikhman - President, BedroomFurnitureDiscounts.com

Winners
First Place ($1,000): John Robb, Pace University, Dyson, and Peter Francheschini, Pace University, Seidenberg, Pitch: Candoo
Second Place ($500): Robert Caucci, Pace University, Lubin, and Jeremy Pease, Pace University, Seidenberg, Pitch: SpaceSplitter
Third Place ($250): Henry Kusjanovic, Pace University, Lubin, Pitch: Prof-Source
The Ninth Annual Pace Pitch Contest

The Ninth Annual Pace Pitch Contest took place on April 18, 2013.

Judging Panel
Mark A. Herschberg - CTO, MadisonLogic
Charlie O'Donnell - Partner, Brooklyn Bridge Ventures
Stephen Sokoler - President & CEO, Altrum Honors
Michael Vesey - CFO, Majesco

Winners
First Place ($1,000): Christian Velez, Pace University, Dyson, Pitch: Nuque Tie New York
Second Place ($500): Geordi Taylor, Pace University, Dyson, Pitch: B100 Production Facility
Third Place ($250): Javier Dutan, Pace University, Lubin, Pitch: Nova Mobile Applications
The Tenth Annual Pace Pitch Contest

The Tenth Annual Pace Pitch Contest was held on April 17, 2014. **Kane Sarhan**, the Co-Founder of Enstitute, delivered the keynote address. Kane Sarhan is not your typical 26-year-old. As the co-founder of Enstitute, Kane is reinventing higher education through apprenticeships with the best entrepreneurs in the world. Previously, Kane has launched and run his own magazine, The College Gossip Chronicles, raised over 100k for hackny, a non-profit in New York City and was the Creative Director at LocalResponse, a top New York city tech startup.

Kane has been named a 2013 Echoing Green Fellow, a 2012 Francis Hesselbein Institute NEXT Leader of the Future, and Business Insider calls him a "Top 25 Young Innovator in New York Tech". Kane speaks often on education, innovation, and serendipity and has been featured in The New York Times, PBS, Forbes Magazine, CNN, The Huffington Post, and Fast Company.

For Kane, Enstitute is personal. Kane found his career and passion through two apprenticeships he completed, one in the hospitality industry, and one in the technology industry. Kane believe that "learning by doing" is the best way for young professionals to learn the skills and competencies they need to be successful in 21st century careers.

**Judging Panel**
Bal Agrawal - CEO, LifeWorx, Inc.
Ellen Carey - Manager, Global Impact Investing Network
Mary Howard - Principal, design technologies
Anna Khan - Venture Capitalist, Bessemer Venture Partners

**Winners**
First Place ($1,000): Paige Cecchi, Pace University, Dyson, Pitch: SheerStock
Second Place ($500): Camille Hugh, Pace University, Lubin, and Patrick Roche, University College Dublin, Pitch: The Interview Master
Third Place ($250): Kumesh Aroomogan, Pace University, Lubin and Anshul Vikram Pandey, New York University, Pitch: Accern
The Eleventh Annual Pace Pitch Contest

The Eleventh Annual Pace Pitch Contest was held on April 16, 2015.

Judging Panel
James Quick - Technical Evangelist, Microsoft
Ian E Scott - Managing Director, Scott Legal Services, P.C.
David Sederholt - EVP and Chief Operating Officer, Strategic Funding Source, Inc.
April Tam Smith - Executive Director, Morgan Stanley

Winners:
First Place ($1,000): Alexa McKenna, Pace University, Lubin, Pitch: EaTcard
Second Place ($500): Olga Bogomolova, Pace University, Seidenberg & Julie Gauthier, Pace University, Seidenberg, Pitch: CodaPillar
Third Place ($250): Robin Williams Jr, Pace University, Dyson & Robert Huguenot, Pace University, Dyson, Pitch: RamPak
The Twelfth Annual Pace Pitch Contest

The Twelfth Annual Pace Pitch Contest was held on April 14, 2016.

Judging Panel
Brendan J. Hart - Co-Founder and CEO, Proseper
Justin Hendrix - Executive Director, NYC Media Lab
Maria Mahl - Senior Program Manager, Clinton Global Initiative
Larry Perlstein - Executive Vice President, Social life Management Inc.

Winners
First Place ($1,000): Christopher Dunn-Meynell, Pace University, Lubin, Pitch: Ondori Anime
Second Place ($500): Ian Carvalho, Pace University, Seidenberg & Alexa McKenna, Pace University, Lubin, Pitch: HelpTeer
Third Place ($250): Adil Sanai, Pace University, Seindenberg, Pitch: Everyday Pace
The Thirteenth Annual Pace Pitch Contest

The Thirteenth Annual Pace Pitch Contest was held on April 20, 2017.

Judging Panel
Darius Daftary - Director of Product Engineering, Artivest
Jessica Walker - President and CEO, Manhattan Chamber of Commerce
Sarah Leshner Carvalho - Head, LatAm Credit Research, Barclays Capital

Winners
First Place ($1,000): Danielle Ran (Lubin), Rachel González (Seidenberg)
Pitch: Minute Mantra
Second Place ($500): Andrew Ku (Seidenberg), Rohana Sosa (Seidenberg)
Pitch: VAICAM Pi
Third Place ($250): Destiny Wagner (Lubin), Ivan Cody (Dyson)
Pitch: Fitness Dynasty
The Fourteenth Annual Pace Pitch Contest

The Fourteenth Annual Pace Pitch Contest was held on April 19, 2018.

Judging Panel
Danny Potocki - Founder, FINIS Ventures
Christine Roth - Economic Development Advisor
Jonathan M. Satovsky - Founder and CEO, Satovsky Asset Management, LLC
Sandy Wollman, Co-Founder and Managing Director, Westchester Angels

Winners
First Place: AngelEats - QuincyDoccy (Seidenberg), Weichao Hou (Lubin), Avinash Mudduluru (Seidenberg)
Second Place: Sylvian Hyde - Jabari Chambers (Lubin), TJ Hyde
Third Place: iCards - Jen McCall (Seidenberg), John Mulcahy (Seidenberg)
PRESENTED BY
The Entrepreneurship Lab

The Entrepreneurship Lab (eLab) offers students a unique space and environment to collaborate and innovate. All Pace students full-time and part-time, undergraduate and graduate are welcome to register to access the lab.

The Entrepreneurship Lab aims to foster an entrepreneurial mindset that results in innovation, initiative, and commitment. An entrepreneurial mindset consists of self-determination, a belief in one's self and one's ideas, and the ability to visualize these ideas coming to life. Teaching students to develop this type of mindset is invaluable because it is what will ultimately help transform them into successful entrepreneurs. With the help of the entrepreneurship program, students will achieve a sense of self that will instill the confidence and skills necessary to embark on a new business venture. Perhaps even more importantly, this entrepreneurial mindset will teach students how to identify, analyze, and seize opportunities to also help them succeed in life.
Entrepreneurship has been a fundamental orientation within the Lubin School curriculum, comprised of innovative courses specific to the entrepreneurial experience. Many Pace University alumni are daughters and sons of entrepreneurial families. A large percentage of our graduates are first or second generation Americans, who are often attracted to self-employment and entrepreneurship. The significance of entrepreneurial studies is evidenced in the nationally accredited core curricula offered by the Lubin School and its curricular and co-curricular programs.

Developing the entrepreneurship program at Pace is truly aligned with the University’s motto and puts the Lubin School of Business in an even better position to empower its students and attract a new pool of talented and ambitious individuals.

Pace’s entrepreneurship program has been recognized nationally and internationally. Our faculty has started and managed entrepreneurial ventures in the US and overseas, served as consults to small businesses, received grants for entrepreneurship programs, and published numerous books, cases, and journal articles dealing with various aspects of entrepreneurship. Aside from the undergraduate and graduate entrepreneurship curriculum, and activities such as the Pace Pitch Contest, Entrepreneurship Conferences, and Business Plan Competition, there are a number of programs at the University that support entrepreneurship.
Lubin School of Business

The Lubin School of Business is professionally accredited for both business and accounting by AACSB International, an elite distinction shared by fewer than 3% of business schools in the world. Lubin offers full-time and part-time undergraduate and graduate business programs to jump start students' career aspirations. Students will study in the business capital of the world with a diverse multi-cultural student body, an ideal preparation for doing business in an increasingly complex global environment. Pace has been nationally recognized for its business programs and for the unique opportunities it presents its students. Small classes, outstanding faculty, applied research, internship opportunities, and innovative programming are all hallmarks of a Lubin education.

Pace University

For over 100 years, Pace University's motto has been *Opportunitas* and we believe that nothing is more synonymous with opportunity than entrepreneurship. In keeping with that tradition, the University offers talented and ambitious students the opportunity to discover their potential and realize their dreams.

Pace was founded by two entrepreneurial brothers over one hundred years ago. In 1906, Homer and Charles Pace borrowed $600 to rent a classroom in lower Manhattan to teach ten men and three women the principles of business. The Pace Institute was a business school for men and women who aspired to a better life. Pace’s undergraduate entrepreneurship program was formally established in 1979 and the Small Business Development Center at Pace was established in 1986. Pace’s SCI² Incubator was founded in 2003 and the Wilson Center for Social Entrepreneurship was established in 2005.

Pace is a comprehensive institution, with campuses in New York City and Westchester County, enrolling some 14,000 students and more than 120,000 alumni in its six schools: the Dyson College of Arts and Sciences, the Lubin School of Business, the Seidenberg School of Computer Science and Information Systems, the School of Education, the School of Law, and the Lienhard School of Nursing. Students in Pace University's six schools choose from over 100 majors and 3,000 courses. Degree offerings range from associate through doctoral level programs.

Pace has grown into one of the largest universities in New York State, with a multi-million-dollar physical plant, an endowment of over $100 million and a reputation for excellent teaching and talented, ambitious graduates. The dramatic growth of the institution from its entrepreneurial years to its current status as one of the larger, comprehensive independent institutions of higher learning has been chronicled as one of the more innovative and entrepreneurial educational development efforts in the United States.
Peter Drucker, in his *Innovation and Entrepreneurship* (1985), cited Pace University among the nation’s “entrepreneurial universities” (pp. 93-94) steeped in entrepreneurial instinct and focused on seizing opportunities for educational excellence in a manner reflective of societal and market needs.
SPEAKER
SPEAKER & EMCEE

Michael Gabriel, Founder, Quantum Barometer LLC

Michael Gabriel was Executive Vice President & CIO for Home Box Office for 14 years, and the founding executive leader responsible for the media & entertainment industry transforming HBO GO Internet Initiative. He subsequently founded Quantum Barometer LLC, a company focused on leveraging our most important asset – our people, through continuous feedback based on his decades of driving business innovation, performance management, change management, and vendor management.

He is a contributing writer for CIO online magazine with his “Straight Talk from a CIO’s Perspective” column, a member of the National Association of Corporate Directors, and an advisor to various start-up companies. Michael is a Pace University alumnus, earning a BBA in 1980.

Bruce Bachenheimer, Executive Director, Entrepreneurship Lab

Bruce Bachenheimer is a Clinical Professor of Management and Executive Director of the Entrepreneurship Lab at Pace University. He is an Emeritus Board Member and past Chair of the New York City Chapter of the MIT Enterprise Forum and served on the organization’s Global Board. He has been widely quoted in a variety of domestic and international publications, interviewed on radio and television and has spoken on entrepreneurship at numerous organizations, including the Youth Assembly at the United Nations and the U.S. Department of State’s International Visitor Leadership Program.

Mr. Bachenheimer began his career in investment banking and has worked for global corporations and new ventures. He has conducted business in over two dozen countries and was the founder of Annapolis Maritime Corp. and the Co-Founder of StockCentral Australia. He holds a BBA, Summa Cum Laude, from Pace University and received the McKinsey & Company Leadership Scholarship to pursue an MBA degree, which he earned from the Australian Graduate School of Management.
JUDGES
Susannah Bailin, Founder and CEO, AdviceCoach

Susannah Rabb Bailin is the Founder and CEO of Advice Coach, a start-up technology company that has developed a SaaS platform to host mobile instructional mini-apps for healthcare and educational applications. Her first company - RPC, a career development training company - was venture-backed and sold.

In the Venture Capital Industry, Susannah worked as an analyst at Hutchison and Co. where she performed due diligence on technology business plans and audited portfolio companies for Hambrecht and Quist, Kleiner Perkins and Adler & Co. Susannah received a BA from Harvard College and an MBA from Harvard Business School.

Daniel Papes, President & Chief Commercial Officer, sndr

Dan has more than 30 years of unique experience in the technology industry, including serving as a Section 16 Officer of a $36B public company, Digital Realty, the largest Data Center REIT in the world. Known as an inspiring leader, turnaround expert, and “corporate entrepreneur,” he has worked for IBM (27 years), Westcon Group (a $6B IT distributor), Siemens Networking Systems (President, North America), and Mainspring (a pre and post IPO e-commerce consulting company).

Among his achievements include leading the acquisition of Mainspring by IBM, launching IBM’s e-commerce cloud/hosting business, creating a venture capital funded business inside the IBM portfolio named Mobile Enterprise Services, transforming the culture of Digital Realty from a real estate company to a customer-centric solutions provider while doubling sales volumes, and turning around a rapidly declining business for Siemens Networking to generate double digit growth. Dan has a BA from Vanderbilt University.
John-Paul Parmigiani (JP), Co-Founder Impact Hub

JP has been involved with the Impact Hub Network for almost seven years. He co-founded and led Impact Hub Accra (Ghana) as CEO, and now serves as Board Chairman. He also contributed on the Strategy Team of Impact Hub Network, as well as managed Impact Hub New York City. He is now working to launch a new social impact hub in New York. JP is a member of the New York Programming Board for Start Out (the LGBTQ entrepreneurship network) and serves as the President of the US-wide National University of Singapore, LKY Public Policy School alumni chapter.

Originally from New Jersey, JP has lived in 7 countries on four continents. He has a BA in International Affairs from AUP in France, where he also has a Masters in International Affairs, Conflict Resolution, and Civil Society Development. He earned his second Masters from Institute Catholique de Paris in Social Sciences and Economics before pursuing his Masters in Public Policy at the National University of Singapore (Lee Kuan Yew School). JP studied Entrepreneurship at Stanford Graduate School of Business, and later went back to Stanford to continue his studies in Executive Leadership.
JUDGING GUIDELINES AND CRITERIA
Pitch Guidelines for New Business Concepts

New Business Concepts will be evaluated on the following judging criteria.

1. **Business Description**: Details of the venture and what it does. How well was the concept explained? How reasonable, sustainable, and scalable is the new concept?

2. **Market Analysis**: Characteristics of the market and description of its customers. Is there a genuine need for the product or service? How well was the target market defined? What is the size and growth of the market? What is the consumers’ willingness to pay for the product/service?

3. **Product or Service Analysis**: The specifics of the product or service. Is the description clear? Is the product feasible? How easily it can be duplicated? Is there a presence of potential substitutes for the product?

4. **Competition**: Identify current and potential competitors. Have the current and potential competitors, competitive response, and analysis of strengths and weaknesses been adequately defined?

5. **Marketing Strategy**: How sales will be achieved. How realistically defined is the marketing plan? Does the plan adequately address price, product, place, and promotion? Are resources sufficiently allocated for marketing?

6. **Operations**: How the product or service will be produced and delivered. What is the likelihood of securing resources required for production? Is there an ability to operate competitively and grow?

7. **Management**: An assessment of the entrepreneur(s) and team. Does the team exhibit the experience and skills required for operation? What is the depth and breadth of the team’s capabilities? Does the team demonstrate the ability to grow with the organization and attract new talent?

8. **Finances**: An overview of the required resources and economics of the venture. How compelling is the business model? Have the resources required for the venture been addressed? Has the team clearly and adequately presented a breakeven analysis? How reasonable are the financial projections? Are there prospects for long-term profitability?

9. **Investment Proposal**: The terms and conditions offered to investors. Did the entrepreneurial team explain funding? Were offerings to investors and anticipated returns clearly explained? Did the team calculate a realistic valuation? How feasible is the exit strategy?

10. **Presentation**: Overall effectiveness of the actual presentation. Did the presenter(s) engage the audience and hold their attention? Did the presenter(s) appear to speak with confidence authority? Were visual aids (i.e. PowerPoint® slides) clear and valuable? Was the pitch exciting and compelling? How efficiently did the team allot their time?
Pitch Guidelines for Social Ventures

Social Ventures will be evaluated on the following judging criteria.

1. **Assessing the Need:** An analysis of the social issue and its affected population. Does the proposed venture address a significant and critical social problem?
2. **Well-defined Target:** Characteristics of the market and targeted population. Does the proposed venture adequately describe the problem it hopes to address and have defined parameters within which it plans to operate?
3. **Management:** An assessment of the entrepreneur(s) and team. Does the entrepreneurial team possess the skills and experience required to translate the plan into action? Can they demonstrate the passion, commitment, and perseverance required to overcome inevitable obstacles? Is the team comprised of individuals committed to ethical standards?
4. **Creativity:** A demonstration that the proposed solution displays a unique approach. Does the proposal approach the social problem in an innovative, exciting, and dynamic way?
5. **Feasibility:** A demonstration that the venture can be successfully implemented. Does the initiative aspire towards clear, realistic and achievable goals, while thinking big? Can it be implemented effectively?
6. **Planning:** A clear and well-defined strategy to achieve objectives and goals. Are there clear and coherent schedules, milestones, objectives, and financial plans?
7. **Operations:** How the product or service will be physically produced and distributed. Has adequate attention been given to the way in which the product or service is to be produced and/or delivered? Do they have, or can likely secure, the resources required for production? Will they be able to operate competitively and grow?
8. **Sustainability:** Long-term prospects for viability and success. Does the proposed venture include adequate strategies for fundraising and income generation? Does it consider the different dimensions of financial and social sustainability in a conscientious manner?
9. **Social Impact:** The value that the new venture will bring to society. How will the implementation of this social venture benefit the community and the multiple stakeholders involved? Is there the potential for significant social impact and engagement of the broader community?
10. **Presentation:** Overall effectiveness of the actual presentation. Did the presenter(s) engage the audience and hold their attention? Did the presenter(s) appear to speak with confidence authority? Were visual aids (i.e. PowerPoint® slides) clear and valuable? Was the pitch exciting and compelling? How efficiently did the team allot their time?
Ten Questions That You Should Try To Answer

Whether pitching a New Business Concept or a Social Venture, try to address the following ten big questions as completely as possible. Remember, you should not simply talk about a general idea (those are "a dime a dozen"), rather, try to present a concise concept with a clear economic model, convincing everyone that you can actually make it happen.

1. What's the PROBLEM?
2. What's your SOLUTION?
3. How large is the MARKET?
4. Who is the COMPETITION?
5. What makes you so SPECIAL?
6. What's your ECONOMIC MODEL?
7. How exactly will you achieve SALES?
8. Have you assembled a qualified TEAM?
9. How will you secure required RESOURCES?
10. What are you proposing for an INVESTMENT?

While there is some debate regarding the precise definition of a social venture, and what exactly differentiates it from a traditional for profit business, the Selection Committee and Judging Panel will use the following criteria:

PRIMARY MISSION - is the organization's primary purpose to serve its owners (New Business Concept) or society (Social Venture)

PRIMARY MEASURE OF SUCCESS - does the organization measure its success primarily by profitability (New Business Concept) or positive social change (Social Venture)

Suggested reading: The Art of the Start by Guy Kawasaki (Penguin 2004), especially Chapter 3, "The Art of Pitching"
FINALISTS
Astro

Astro is an astrology-based social search platform that allows users to search, like, dislike, and communicate with one another. Using astrology as a basis of its matching algorithm, Astro allows for a dynamic social space for all kinds of users. Astro generates unique and individual birth charts for users, using the user’s birthday, birth-time, and birthplace. From these generated birth charts, Astro calculates the compatibility between users via its Astrology-based matching algorithm. The given compatibility rate is then analyzed via machine learning to further improve said matching algorithm. In regards to the practicality of using the field of astrology as the idea behind the matching algorithm and overall theme of Astro, various data supports that Astrology is popular enough to be commercially successful.

Take for instance Co-Star, an AI-backed application capable of understanding astrological vernacular and giving daily personalized readings based on the user’s natal birth chart. Initially released in mid-2018, Co-Star currently has over 30.9K reviews with a total average rating of 4.9/5, making it the 9th most popular app in the lifestyle category on the App Store.

Tinder, the leading social search application, currently has over 100 million downloads on Google Play Store, earning it the #1 top grossing application. Astro seeks to improve upon the Tinder experience by using the compatibility features present in Co-Star that allow users to see and understand their compatibility with their friends and strangers alike. In addition to its focus on providing users with a user-friendly and intuitive experience, Astro allows for the extensive social study of how people interact. The ultimate goal of Astro is to extend beyond the social search platform and become a brand.

Due to astrology being free to all, the active engagement into the field with quality products and marketing should prove to be commercially successful, given the right steps are taken. An engaging mobile friendly experience is believed to be the first step.
Biographies

Jennifer Rhau

Jennifer Rhau is a full-time Bachelor of Science, Computer Science major with an expected May 2020 graduation date. She is interested in pursuing a career in User Experience. In the Fall 2018 semester, while taking a User Experience class with Stacy Sarris, she designed a complete prototype for a traveling application, called Happy Journey, based on user research. After participating in this semester-long project she found that she enjoyed researching and implementing design features all based on the behavior of people rather than statistics.

Jevon Cowell

Jevon Cowell is a junior at Pace University, Seidenberg School of CSIS, pursuing a Bachelor of Arts degree in Computer Science and minor in Information Technology. Jevon works as an Enrollment Operations Specialist for Pace, where he assists various departments, students, staff, and faculty day to day in a variety of tasks. His role in this start-up includes prototyping, and the necessary back end logic to provide users a great multi-platform experience. Jevon enjoys building and riding electric powered skateboards for daily cruises around the city.

Margarita Dominguez

Margarita Dominguez is a senior at Pace University, in Seidenberg School of CSIS, where she is pursuing a degree in Computer Science with a minor in Psychology. Margarita has worked as an analyst this past summer in investment banking for Société Générale, where she focused on automation as part of the Digital Workplace Services team within the Global Technology Services division. Outside of school Margarita also enjoys cooking and running her food blog on Instagram, @mergishh.
Jeremy Rivera

Jeremy Rivera is an undergraduate student at Pace University’s Seidenberg School of CSIS, pursuing his bachelor of arts degree in Computer Science. He works doing freelance IT/freelance Web Development throughout the semester and is an Adobe certified Web Design Specialist. Recently he interned at Ruskin Moscou Faltischek to learn more about corporate CS/IT. In his spare time, he enjoys biking, coding and hanging out with friends.

Sammy Chen Li

Sammy Chen Li is a junior at Pace University, Seidenberg School of CSIS, where she is pursuing a degree in Computer Science. She has previously participated in various hackathons including Nexus Maximus and HACKMIT. She is currently working with the New York City Design Factory and Technische Universität Graz on the Product Innovation Project, where she working with an international team on creating an innovative solution for LOGICDATA, an Austrian based company focused on creating electronic and mechatronic systems for furniture. In her spare time, Sammy enjoys traveling and hopes to visit all 50 states in the US by 2030.
Caption Glass

According to the World Health Organization, over 5% of the world’s population suffers from the disability of hearing loss. Five percent may seem like a small number, but that totals over 360 million people across the globe. Although the medical industry provides hearing aids, we thought to further solve this problem through another technology, by introducing a wearable called Caption Glass: the glasses provide a text version of the voice spoken by the individuals while talking to a hearing disabled person. Caption Glass is a flexible, transparent glass that can be comfortably worn all the time, and the accompanying mobile application provides control of the glasses, and will be able to save historical conversations.

The mobile application delivers a good interface to the user and provides a chance to upload the conversations to the cloud and retrieved elsewhere. In addition to that, the updates to the device can be installed directly to the wearable through the app.

For example, if a hearing disabled person wants to attend a conference, Caption Glass helps the individual see the live conversations, and he will be able to save such talk on his mobile, so that he doesn’t miss any conversations.
Biographies

Sagar Dekate

Sagar Dekate is a graduate student at Pace University, Seidenberg School of CSIS. His undergraduate degree is in Electronics & Telecommunication. He likes to code and is passionate about gaming. Recently, he won the third prize with his team in the Mobile App Hackathon organized by the Entrepreneurship Lab.

Avinash Mudduluru

Avinash Mudduluru is studying towards an M.S. in Computer Science at the Pace University Seidenberg School of CSIS. He is passionate about computer science, and soon after finishing his undergraduate studies in India, he decided to pursue his Masters’ degree in the same field. He won the third prize with his team in the Mobile App Hackathon organized by the Entrepreneurship Lab. Besides his studies, he is an avid film and music lover.
Coakum Technologies

Coakum is a start-up tech company that has a vision to find innovative, market-driven solutions, solving challenges and enabling automation for everyone with at relatively low cost. Coakum’s Buzzy Trail is a highly customizable, wearable GPS and Bluetooth tracker, that allows accurate location tracking of multiple different targets seamlessly. Initially, the device manufacturing will be subcontracted, while the software and technology are being developed in house. The product is currently in prototype development to be completed by June 2019, and a sales launch planned for the end of 2019.

Buzzy Trail’s target markets include, but are not limited to, family consumers. It is estimated that in America, approximately 460 thousand children are declared lost every year and approximately 4.5 million Alzheimer patients wander away from their homes at some point. In general, Americans spend about one year of their life on average looking for lost or misplaced items (US News and World Report) and spend 1.5 hours/day looking for misplaced objects. In that sense, the Buzzy trail application could greatly reduce these figures, by easily keeping track of loved ones and important objects. According to Grand View Research (2018), the GPS market will become a $146.4 billion market by 2025, with a CAGR of 18.4%. The North America market accounts for the largest market share, which is where Coakum aims to concentrate its initial marketing efforts to be a player in this segment in North America.

Coakum’s biggest competitors are Trax, Pixie and Runner Up. Coakum’s competitive advantage comes from its small size, high customization, adaptability for tracking of both people and assets, and its affordability. Buzzy Trail proposes to use an exclusive and innovative communication protocol, excluding the need for SIM cards, which makes it more affordable and smaller in size relative to its competitors. The average price of GPS Tracking Devices in the American Market is of $100/unit and the market profit margin is around 33%* (*market.biz, 2016). Buzzy Trail is designed to cost less than half of the market average cost of its competitors. The mobile application will be designed for IOS and Android and downloadable for free. Buzzy Trail will be initially sold in its own website, and other large websites such as Amazon and will be initially delivered by US mail.

Coakum Technologies is a privately-owned start-up partnership, located in New York, NY. The company is operated by its founders, Manoela Morais (business) and Ajinkya Datalkar (device and app developer), that share equal proportion of the startup partnership.

Coakum Technologies is seeking for seed capital from investors to fund its initial operations and strategic partners to develop distribution partnerships, manufacturing, marketing advertising and distribution technologies.
Biographies

Manoela Nery de Morais

Manoela Nery de Morais is an experienced Enterprise Risk Management professional, with emphasis in supply chain risk management and contract manufacturing management & audit. She’s a certified PMP, SCOR-P, APICS, Six Sigma and has solid educational background as a chemical engineer, graduating from Federal University of Bahia (Brazil), with MBA degree in Specialization Automation & Process Control. Manoela is a current M.S. Financial Risk student at Pace University in the New York City campus, with an expected graduation of 2020. Manoela grew up with an entrepreneurial family, were she have seen her relatives running their own small business in retail stores. Since she was very young, she has started projects and discovered that she has a real passion for social entrepreneurship.

Ajinkya Vilasrao Datalkar

Ajinkya Vilasrao Datalkar is a current M.S. in Computer Science student in the Pace New York City campus, graduating in 2019. He has a Bachelors in Engineering in Electronics & Telecommunication from the University of Mumbai, India. He is an experienced software developer, specializing in Android applications, web applications and development, C++, PHP, JavaScript, AJAX, MSQL, and games. Majors projects included a point of sales system for a medium-size company; a twisted control game in C++, and currently he holds a patent on a PWM Interfaced Peltier Unit. Ajinkya is currently developing from scratch a GPS track device for the Coakum Company.
Frencheese

Nowadays, in France, most of the grocery stores sells only 10% of the 400 different types of cheese that the country offers. We want to change that and promote French culture around the country.

Frencheese is an online cheese market that provides a large choice of cheeses, each very original, tasteful and accessible anywhere. The concept of the brand is to develop a whole gustatory experience for the costumer as he will subscribe annually to receive a new set of cheeses every month. Each new package will arrive with an explanation card about the product and degustation advice.

Our products are "Made in France" as we will work directly with local farmers. By supporting small businesses and being environmentally-friendly, we want to create a concept-brand based on new tastes, high quality and enjoyable learning.

We will be the first online cheese market operating in the country. We do have competitors that are grocery stores and the 3200 cheese retailers practicing in France. But we will beat their offering by having more choices, and being easily accessible. So, we provide a sustainable solution for the 67% of French people that eat cheese almost every day.
Biographies

Elma Claude

Elma Claude is a sophomore French student at EDHEC Business School, studying Business at Pace University for the semester. After experiencing Asia, Europe and North America, she realizes how much she loves travelling and experiencing new culture. But she also discovered how much she loves her birth country, especially because it is the one that has the greatest variety of cheeses in the world.
Glare To Stare

Glare To Stare is a apparel company. The main objective of the company is to work with LED lights in blazers, jackets, caps and wrist bands etc. In the field of fashion design, LED lights in apparel are already being used.

Considering the market, this company targets people who are entertainers, magicians, bike riders, musicians, or people who want attention in parties, to be avant-garde or for an advertising firm promoting their brand. Talking about the design, the company would cover all types of LED designs on jackets, blazers, caps etc., that would glow while users are performing in their shows or out at a party. They can control the LED patterns, to make them look totally distinct in a crowd.

The company would be focused on all products, fully customizable with thousands of designs to pick from, from the website, with many colors available. It would work with phones through an application via Bluetooth, and colors could be changeable with one tap in the app. All the LEDs are covered with insulating material, and proper measures are taken in order to look-out for the safety of the customer.

This company is an e-commerce start-up, as the industry is growing widely and has good reach. A person goes to website or app, just selects the product, and customizes the LED design. Collaborations with magazines, bloggers, and social media influencers would help a lot in such a start-up.

A few early collaborations with schools and colleges with free giveaways and competitions would let people explore the clothes, that would boost their confidence and make then stand out.
Biographies

Abhay Mahajan

Abhay Mahajan is a full-time international student in the Pace University Seidenberg School of CSIS, pursuing an M.S. in Enterprise Analytics, expecting to graduate in May 2020. In India he started his own e-commerce startup, as well as joining a network marketing company, in order to enhance his interpersonal skills. He learned a great deal about digital marketing, e-mail marketing and business intelligence. While exploring marketing, he built a stable network of 27 people leading to developing his entrepreneurial skills. While he pursed my bachelors’ in India, he developed a passion for music, playing guitar and drums and singing in a band, winning several awards.

Shiva Kotturi

Shiva Kotturi is a Pace University Seidenberg School of Computer Science graduate student. Shiva is in his first semester and he will be graduating in 2020. His major is Enterprise Analytics. Shiva has worked in couple of companies in the fields of data analysis and tax consulting, with a total work experience of more than four years. He always wanted to have his own start-up, but now as a student in US, he learned a lot about corporate startups. As a BBA student back in India, he wants to explore business further.
Guardian Angel

Guardian Angel is an application designed to save people as soon as an accident occurs. If an accident happens in the middle of nowhere, or in the middle of the night, Guardian Angel will operate. For example, drivers in the middle of the night, in rural areas, might fall asleep at the wheel, have an accident, and may desperately need immediate help.

To save those people we created a bracelet that can sense the force of a potential accident, record the movement, and analyze the best treatment to the first responders when they arrive. The bracelet also records the personal details, previous medical conditions and insurance paperwork, and can provide it to the responder, reducing delays while saving the person, and further reduce costs.

When the accident happens, Guardian Angel not only sends out the location and information to the nearest hospital, but will also automatically contact family and instruct them where to find and meet their loved ones.

The work of this application is reliant on sensors and instruments to adequately provide information to first responders.

The future scope of this application is to be licensed and deployed on all wearable devices therefore making it platform independent. Later, this technology can not only be implemented on wearables, but also other objects such as bicycles, strollers, or automobiles.
Biographies

Wilfred Luiz

Wilfred Luiz, 26, is currently a graduate student at the Seidenberg School of Computer Science and Information Systems, Pace University. He has a Bachelors’ of Engineering, specialized in IT. He enjoys competitive e-sports and designing applications and structuring their business requirements. He is creative and an entrepreneur, wanting to collaborate with everyone interested in technology. He likes participating in hackathons, brainstorming and tech talks. He is also a white hat and enjoys testing the security of various end devices. Being a cyber-security expert is his priority and career goal.

Te Yi Tsai

Teyi Tsai is a current student at the Pace University Seidenberg School of Computer Science, planning to graduate in 2021. She has a background studying business and enjoys the studying trading, marketing, and successful business stories. She is starting out in computer science, to learn how to connect her previous experience in business with the study of making it a work, and hoping to become one of the success stories. I'm attracted by creativity in technology and problem-solving. She’s not afraid of change and challenge, and is willing to learn new stuff.

Jeffrey Delacruz

Jeffery Delacruz is in his senior year at Pace as an IT major, taking UX courses. His classes in both qualitative and quantitative research has helped him make improvements in designing an application that people can enjoy. Conducting and leading surveys and interviews to gain insight into how people use and interact with applications has helped Jeffrey understand how people interact with applications and what it takes to make a good app. Gathering information on people using other apps has allowed him to make reports and wireframes. He enjoys collaborating, and pitching new and innovative ideas in small, creative teams. He feels that asking good questions is an important skill that allows, strong critical thinking skills, and understanding of technology and human psychology.
HearingHelper

“HearingHelper” is an app that will read the subtitles of a movie or video out loud to the viewer in order to help them understand more clearly what is being said. It will focus on the dialogue in the movie and will convert it to a text-to-speech voice.

Many people with hearing difficulties may have to listen to a video multiple times in order to understand what words are being said in the video. This product will be aimed at those with hearing disabilities, since they oftentimes will have trouble understanding what is being said in a video. While subtitles can help with this issue, they may not be accurate if they are done automatically, and they aren't useful if the person also has visual impairments or has trouble reading text for whatever reason, such as if they are a young child or if the subtitles aren't in a language that they're familiar with.

Additionally, many people with hearing issues are older, and they also often have visual impairments, meaning that subtitles might not help them either. Depending on the video, simply raising the volume of the video may not help the viewer understand the dialogue in the video.

Another benefit of this app would be that it would help viewers understand dialogue in videos that have poor audio quality, since the voice used would be able to clearly enunciate the words being said. One feature of this app would be allowing the user to pick from a variety of voices and accents, so that they would be able to pick a voice that they can understand clearly. There would also be a feature that would allow the user to slow down the audio and change the pitch, in order to further help them understand what is being said.

Platforms like Netflix have something similar, where they use a text-to-speech voice to describe what is happening in a show to help those with visual impairments. These have been very successful and have benefited those who use it. However, many video platforms, such as YouTube and Hulu don't have similar aids for those with disabilities. Even Netflix's doesn't help with audio, and only describes the visuals to the viewer, meaning that this app would be able to improve shows from Netflix as well.
Biography

Adil Sanai

Adil Sanai is a student at the Seidenberg School of CSIS at Pace University, and is part of the Pace Inclusion Program for students with developmental disabilities. He has been studying computer science at Pace since 2013, and he is very passionate about it. He comes from Pakistan, and moved to the United States in 1999. He previously participated in the Pace Pitch Contest in 2016, with an idea for a calendar app for students with disabilities.
Ourah

This is an application dedicated to intern seekers on one hand and companies on the other.

Today it is hard to find an internship because of the process. Intern seekers send their CV to postings but don’t receive an answer. This is quite frustrating. On the other hand, companies are looking for interns but don’t find the one they want.

So, the goal of the app is to create a bridge between students and companies. The process would be much more pleasant and easier.

How it works?

The process will simplify looking for an internship, and the process of recruiting for the company. There would be two sides in the app depending on the profile (intern seeker or company). Then, each user would have to develop and create their own profile. For the company there would have a brand image with a short description of the job offer and their values. On the other side, intern seekers would create their own page with a picture, personal information and CV.

Then, as the Tinder application, people will just have to slide profiles until they match. After the match, they get in touch.

Now, it is important to know how to earn money:

There would have a free tier with ads, but there is also a premium option: intern seekers would be on the top of the list and would have more visibility. It is the same for the company which in this case would be on the top of the offers. Also, it will be $100 per company for intern hired. These are the main revenues of the OURAH application.

Our cost would be to create the application and the marketing campaign.

Moreover, best of our knowledge, there is no application in America specialized on the internship student market.

To conclude, as students looking for internships each year, we think that this application can be very useful. Moreover, knowing more about the company achievement and grades is important before applying or not for a job. By receiving a grade, company would have to work on their social impact. Their results would be displayed everywhere which would force them to do their best.
Biographies

Louise Bonnier

Louise Bonnier is a junior at the EDHEC Business School, Nice, France, where she is pursuing a degree in Business Management, and is studying a semester here at Pace University, Lubin School of Business in New York. Louise has worked as a president in healthcare for the association “Resiste” where she collected funds and planned events. Louise also enjoys playing volleyball and exploring the world.

Clara Brun

Clara Brun is a junior student at the EDHEC Business School and is studying a semester abroad at Pace University, Lubin School of Business in New York. Next year she will pursue a degree in Marketing. Clara has worked as an intern in libraries for the City of Nice, where she welcomed the lectors, advised them about the lectures, and helped in finding documents. Clara also enjoys challenging herself and testing her limits. Her last such experience was a parachute jump.
VYOU

VYOU (pronounced like “view”) is a new approach to retail combining political news, cultural dialogue, and current fashion that transforms retail experiences into “transactions of change.” VYOU first engages with customers by providing news through multiple lenses of opposing views that provide consumers with a more encompassing version of events. VYOU then showcases “politically-charged” apparel that correlates with online discussions. Once a customer decides to purchase, VYOU provides customers with the opportunity to donate proceeds of their purchase into the grass-roots efforts to affect the change they wish to see. Essentially, VYOU provides customers with the opportunity to “power their purchase” by buying a better tomorrow, today.

With an increase in political activism, consumer support of political brands has grown immensely. According to studies conducted by The Shelton Group, 86% of consumers believe that companies should take a stance on social issues. Of that percentage, 64% of those consumers are more likely to purchase from a company that pledges towards a cause. Despite these statistics demonstrating consumer demand, many companies have yet to engage in transparent political activism. Furthermore, consumers have yet to find a retail company that directly fuels democracy rather than lining corporate pockets with faux social movement-driven profits.

However, VYOU is different. VYOU is a non-profit that works to harness the immense amount consumer intellect and purchasing power through an integrative business model that emphasizes both capital maximization and social progression while directly benefiting the lives of its customers’ communities. VYOU will target customers of all ages that are either drawn to fashion or political/cultural content. As there is no age to become involved in one’s community, VYOU’s merchandising will be inclusive of various style types to appropriately fit a variety of styles. To gauge its success, VYOU considers its key success indicators to include units sold, conversations started, donations made, and lives impacted.

VYOU is seeking both an investment and mentor that would kick-start operations and begin its journey to changing the lives of many Americans.
Biography

Brennan Bodin

Brennan Bodin is a fashion industry professional that has held various roles at companies such as Salvatore Ferragamo, Barneys New York, Esquire Magazine, Rent the Runway, Tod’s, Roger Vivier, and many more. His roles have included a focus on merchandising, retail management, public relations, and marketing. While pursuing a degree in International Management: Entrepreneurship at Pace University, Brennan was named a Forbes 30 Under 30 Scholar in 2018.

While not working in the industry or being a student (class of 2019), Brennan also serves as the President of Professionals, a student-run organization assisting the professional development of students aspiring to work in the fashion industry. In his time with the organization, Brennan has grown the organization 225% and has launched brand partnerships with companies such as Adobe, Lyft, and VOSS Water.

Brennan looks forward to using his experience and knowledge to transform fashion into a catalyst of social change with his venture, VYOU.
SPECIAL THANKS
Past Speakers, Judges and Sponsors

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David Arabov, Co-Founder and CEO, EliteDaily.com
Rohit Arora, Co-Founder and CEO, Biz2Credit
Fred Aslan, MD & Vice President, The Michaelian Institute
Shoshi Bacon, FreshBiz Business Center Manager
Mitchell Barnett, Vice Chairman, Cushman and Wakefield
Alan Baum, Vice President, J.P. Morgan Chase
Thatcher Bell, Associate, Draper Fisher Jurvetson Gotham Ventures
Karsten Berlage, Managing Director & Global Head of Weather Risk Solutions, Allianz Risk Transfer
Warren N. Bimblick, Senior Vice President and General Manager, Primedia
Neil S. Braun, Dean, Lubin School of Business
Steve Brotman, Managing Director, Greenhill & Co
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Carolyn Chin, CEO, Cebiz
Matthew Commons, Chief Financial Officer, FloDesign Wind Turbine Corp.
Darius Daftary - Director of Product Engineering, Artivest
Eric Diamond, Founder & Chief Strategist, Tribeca Cloud
Kevin Dierks, Research Scholar - Mobile UX, Pace University
Brett Dovman, Founder, Panelfly, Inc.
Vitaly Feldman, Co-founder, MetroHorse
Wendy Felton, Social Media Manager, Lubin School of Business
Carlos F. Flores, Managing Director, Golden Seeds Angel and Venture Capital Investment Group
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Robert Fuhrer, NexToy LLC
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Ashling T. Ganes, Project Manager, Cushman and Wakefield  
Eric Gertler, Executive Vice President, New York City Economic Development Corporation  
Simcha Gluck, Founding Partner, FreshBiz  
Michael Gochman, Gochman Group Inc.  
Victor Goldsmith, Executive Director, Second Century Innovation and Ideas.  
Liz Hamburg, co-host of Launchpad) and President of Upstart Ventures LLC  
Sam Hamadeh, CEO and Co-Founder of PrivCo  
Brendan J. Hart - Co-Founder and CEO, Proseper  
Allison Haunss, Host, Working Woman Report  
Justin Hendrix - Executive Director, NYC Media Lab  
Mark Herschberg, CTO, MadisonLogic  
Orin Herskowitz, VP of Intellectual Property and Tech Transfer, Columbia University  
Steve Hindy, Co-Founder and President, Brooklyn Brewery  
Lori Hoberman, Partner, Brown Raysman Millstein Felder & Steiner LLP  
Howard Homonoff, President, Homonoff Media Group LLC  
Sabrina Horn, Founder, President & CEO, Horn Group  
Mary Howard, Principal, designtechnologies  
Jasmin Ilkay, Founder, Jicama Marketing  
Debera Johnson, Executive Director, Center for Sustainable Design Studies and Research  
Rob Johnston, Executive Director, The Wilson Center for Social Entrepreneurship  
Clarence B. Jones, Executive Consultant, Marks Paneth & Shron  
Peter Kash, Co-founder and Chairman, Two River Group Holdings  
Anna Khan, Venture Capitalist, Bessemer Venture Partners  
Mark Kay, CEO, Strikeforce Technologies  
Lenny Kharitonov, BedroomFurnitureDiscounts.com  
Alexander Koretsky, Co-founder, MetroHorse  
Alice Korngold, Author, Leveraging Good Will  
Lynne Lambert, NYCSubwayLine.net  
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Karen Leland, President, Sterling Marketing Group  
Andy Levine, President/Chief Creative Officer, Development Counsellors International (DCI)  
Ted M. Levine, Founder and Chairman, Development Counsellors International (DCI)  
Patricia T. Levine, Vice President, Development Counsellors International (DCI)  
Asher Levine, Asher Levine Studio  
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John Lewis, Finance Manager, WeWork  
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Maria Mahl - Senior Program Manager, Clinton Global Initiative
Emanuel Martinez, Managing Director, Greenhills Ventures
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James P. McCauley, Jr., President & CEO, Income & Asset Advisory, Inc.
Gustavo de Medeiros, Founder, NationPhone
Rumit G. Mehta, Founder, Immersion Journeys
Modest J. Mero, Minister Plenipotentiary at the Permanent Mission of the United Republic
of Tanzania to the United Nations (UN)
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Robert E. Ortiz, Program Director, Students in Free Enterprise
Douglas Palumbo, Vice President, J.P. Morgan Chase
Henry Park, Principal at Law Office of Henry Park LLC
Larry Perlstein - Executive Vice President, Social life Management Inc.
Danny Potocki - Founder, FINIS Ventures
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Jerald Posman, Director, Project Enterprise
Fredric Price, Chairman & CEO, Chiasma
James Quick, Technical Evangelist, Microsoft
David S. Rose, Chairman, New York Angels
Sacha D Ross, Partner, Wilson Sonsini Goodrich & Rosati
Christine Roth - Economic Development Advisor
Charles F. Ryan, Vice President, J.P. Morgan Chase
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Jonathan M. Satovsky - Founder and CEO, Satovsky Asset Management, LLC
Wallace Santos, Co-founder, Maingear Computers
Nicholas Schiavo, Accounting Director, AltResources
Ian E Scott, Managing Director, Scott Legal Services, P.C.
Hugh A. Schwartz, Chadwick Communications
David Sederholt, EVP and Chief Operating Officer, Strategic Funding Source, Inc
Jonathan Serko, Vice Chairman, Cushman and Wakefield
Daniel Shaffer, Founder & CEO, Piximity
Archana Shah, Executive Director, Morgan Stanley
Jim Sharpe, Vice President, Gerson Lehrman Group
Patty Sherin, Certified FreshBiz Facilitator
John (JT) Shields, Managing Director, Hedge Funds Group, The Blackstone Group
Sara Shikhman, President, BedoomFurnitureDiscounts.com
Alan Siege, Principal, Small Business Management Consulting
Bernard M. Siegel, CPA and Certified Professional Coach
Geoffrey W. Smith, Director, Center for Technology, Innovation, and Entrepreneurship
Lori S. Smith, Partner, Goodwin Procter LLP
April Tam Smith, Executive Director, Morgan Stanley
Melissa Stepanis, Relationship Manager, Silicon Valley Bank
Craig Tashman, Co-Founder and CEO, LiquidText
Stella Templo, Executive Officer, WeWork
Prudence Thiry, Counsel at Law Office of Henry Park LLC
Marie J. Toulantis, Member Pace University Board of Trustees
Jessica Walker - President and CEO, Manhattan Chamber of Commerce
Lori Anne Wardi, President and CEO, Pebble Alley LLC
Josh Weiss, Founding Partner, FreshBiz
Sandy Wollman, Co-Founder and Managing Director, Westchester Angels
Christopher Woods, The Blackstone Group
Previous Finalists

Zeko Abas, Pace University - Lubin School of Business
Chris Advansun, Princeton University
Laura Allen, The New School
Roy Allen, Pace University - Dyson College of Arts & Sciences
Darren Alphonse, Pace University - Lubin School of Business
Gerrit Argento, Pace University
Adele Arkin, Pace University - Lubin School of Business
Kumesh Aroomoogan, Pace University - Lubin School of Business
Allan Benamer, University of California - Berkeley
Olga Bogomolova, Pace University - Seidenberg School of Computer Science
Douglas Booton, Pace University
Chiranjeev Bordoloi, Pace University - Seidenberg School of Computer Science
Dennis Brady, Pace University
Peter-Charles Bright, Harvard University
Harry Brodsky, Pace University - Lubin School of Business
Teresa N. Brooks, Pace University - Seidenberg School of Computer Science
Wade Cameron, Pace University - Dyson College of Arts & Sciences
Peter Cao, Pace University - Lubin School of Business
Xavier Carlson, Pace University - Seidenberg School of Computer Science
Ian Carvalho, Pace University - Seidenberg School of Computer Science
Rob Caucci, Pace University - Lubin School of Business
Jabari Chambers, Pace University - Lubin School of Business
Ross Charbonne, Pace University - Lubin School of Business
Ivan Cody, Pace University - Dyson College of Arts & Sciences
Jimmy Conde, Pace University - Lubin School of Business
Luke Davenport, Columbia University - Columbia Business School
London Davies, New York University - Stern School of Business
Brandon DeLuca, Pace University - Seidenberg School of Computer Science
Chinmay Deshpande, Pace University - Seidenberg School of Computer Science
Alexander Dimcevski, Pace University - Lubin School of Business
Joe DiPasquale, Stanford University - Graduate School of Business
Dane Disimino, Pace University - Lubin School of Business
Thanh Do, Pace University - Lubin School of Business
Quincy Doccy, Pace University - Seidenberg School of Computer Science
Christopher Dunn-Meynell, Pace University - Lubin School of Business
Javier Dutan, Pace University - Lubin School of Business
Mac Exume, Pace University
Peter Francheschini, Pace University - Seidenberg School of Computer Science
Shivani Gade, Pace University - Seidenberg School of Computer Science
Anna Geller, Pace University - Lubin School of Business
Daniel Gilbert, Pace University - Lubin School of Business
Paige Cecchi, Pace University - Dyson College of Arts & Science
Delivering the Perfect Pitch
Startups flock to business-plan competitions to win cash and publicity
Lori Ioannou
April 14, 2013

Four years ago, Amanda Allen and Robard Williams discovered an overlooked niche in the $19 billion wedding-registry market while they were planning their own nuptials. There were plenty of registries run by big, mass-market retailers, but there wasn't a similar, one-stop Web destination that sold the products they really loved from local stores and artisans.

Itching to turn that idea into a business, Ms. Allen quit her job as a bank examiner and enrolled in Fordham University's graduate business school program to incubate NewlyWish.com. The stars aligned in 2009 when Ms. Allen entered the Baruch College & Merrill Lynch Entrepreneurship Competition, which was open to students from other campuses.

She won $30,000 in seed money in the eight-month contest. As part of it, she got free consulting support from experts at SCORE (Service Corps of Retired Executives), a nonprofit mentoring organization. She found out how to incorporate the business, launch a functioning website and snare retailers. Ms. Allen tapped what she learned to enter business-plan competitions throughout the area—and won the 2010 Pace Pitch Contest and then the 2012 Women 2.0 Pitch NYC Startup Competition.

All told, she walked away with $70,000 in prize money and extra bonuses like free office space at TechSpace in Chelsea. Part of her prize in the Women 2.0 contest was a meeting with Internet pioneer Marc Andreessen at his venture firm's office in Menlo Park, Calif., in February. He advised her to "scale" the business to reach a broad audience and introduced her to other New York area companies that could help.

RECORD TURNOUTS

"It was the critical feedback I got from mentors I met at competitions that was the most valuable element for my company's growth," said Ms. Allen, who is trying to raise $1 million in venture capital.

Searching for cash, connections and exposure, contestants like Ms. Allen are expected to fuel record turnouts for local business-plan competitions hosted everywhere from New York City business schools to public libraries as the contest season heats up this spring.
Already, 300 people have signed up for Baruch College's SmartPitch Challenge scheduled for June 6, a doubling from last year. Columbia Business School reports a 50% increase in submissions to its contests since 2011.

The increased interest reflects several years in which corporate downsizing led to a boom in entrepreneurship among students, as well as professionals reinventing their careers as business owners. A tight credit market left some young companies looking for creative financing—and fueled the rise of serial competitors. While many contests are open to students and alumni of particular schools, others, like the Queens StartUP Plan Competition administered by the Queens Business Library and the NYC Economic Development Corp.'s Next Idea Competition, are open to the community, sparking widespread interest.

"In this era of the lean startup, when entrepreneurs must continuously refine their business models in a fast-moving marketplace, these competitions are like rocket fuel," said professor Bruce Bachenheimer, director of entrepreneurship at Pace University's Lubin School of Business, which hosts its own business-plan competition.

At the same time, the advent of low-cost technology has made it more affordable to launch the kind of scalable ventures that tend to catch the eye of judges, many of whom are angel investors and venture capitalists.

"I love the fact that I gain insight into the next generation of new ideas emanating from the breakthrough thinkers at the business schools," said Dan Bernstein, a judge for Columbia University's A. Lorne Weil Startup Pitch Competition and managing partner of Millennium Technology Value Partners, a New York venture-capital fund that has invested in Twitter, Facebook and Tumblr.

The contests aren't for every entrepreneur. The bar for winning is very high. Mr. Bernstein has seen pitches from students who already have patents and prototypes in hand. Meanwhile, the time commitment can be substantial. Many contests stretch over several rounds spanning months. Serial competitor Michael Dwork, CEO of VerTerra Ltd., a Long Island City, Queens-based company that makes environmentally friendly dinnerware, said he has noticed a high dropout rate among fellow contestants because many become overwhelmed with the work involved in creating a winning entry.

That said, high-profile contests can put a winning startup on the map. "Their real value lies in getting exposure to potential investors, and feedback from potential customers and other key people who can help you succeed," said Mr. Dwork, who earned his M.B.A. from Columbia Business School.

He should know. He won first place and "fan favorite" in the Outrageous Business Plan Competition at Columbia in 2007, walking away with $14,000. He placed second in the DFJ East Coast Venture Challenge the same year, earning the right to an investment of
more than $100,000. He also raised more than $1.7 million in equity investment in 2007. (Mr. Dwork also won the first annual Crain's New York Business Perfect Pitch Competition at Columbia Business School in 2010.)

The credibility that came from winning helped him attract nearly $2 million in venture capital from DFJ Gotham Ventures, Chazen Capital Partners and angel investors for a minority stake in the business. The company now services such culinary groups as the James Beard Foundation, StarChefs and Saveur magazine for their events.

Hot spot Bogota Latin Bistro, an eight-year-old Pan-Latin/Colombian restaurant and bar near the new Barclays Center in Park Slope, Brooklyn, probably would not have existed if founders Farid Ali and his business partner George Constantinou hadn't entered and won the Brooklyn PowerUP competition, according to Mr. Ali.

'Bragging Rights'

Over the four months in 2003 that they participated in the contest, hosted by the Brooklyn Business Library, they learned the basics of business strategy and got a $20,000 prize—$10,000 in cash and $10,000 worth of branding, marketing, legal and office-supply assistance. This helped them weather the flood of rejections from bankers and real estate agents that ensued.

"It gave us bragging rights and the confidence to pursue our business plan, since expert judges like Paisley Demby of PBN Consulting [a well-known New York startup guru] validated our concept," Mr. Ali recalled. Just six months after the contest, they were able to secure a $100,000 working capital loan from HSBC to buy equipment and secure a lease. The profitable business pulls in about $3.5 million in revenue a year.

Some contestants in business-plan competitions come full circle and become backers of the next generation of startups. Tribeca Venture Partners' Somak Chattopadhyay was a contender in the MIT $50K Competition while an undergraduate in 1998. Today he is a judge for the Pace Pitch Contest, where he met competitor Rob Caucci, the founder of SpaceSplitter, a platform for college roommates that helps them manage expenses like sharing the rent. He is currently evaluating the venture, which is piloting its technology at Pace, for seed capital.

"My experience as a contestant made me appreciate the value of these events," Mr. Chattopadhyay said. "That's why I decided to be a judge. It's my way of giving back to the entrepreneurial community."
Pitch Contests Gain Popularity
BizPlanCompetitions.com
Amy Buttell
September 28, 2011

For years, business plan competitions were the only option for would-be entrepreneurs seeking prizes, funding and the chance to get in front of venture capitalists via a competition framework. But now, more and more competitions are adding elevator pitch — or simply pitch — contests as an option within an overall business plan competition.

Many of the major Ivy League competitions — including Harvard, Yale and MIT — feature pitch competitions. The advantage of a pitch competition is that it’s much easier to enter, organize, participate and judge than a typical business plan competition, which typically encompasses an entire academic year, according to Bruce Bachenheimer, a professor of management who runs both the Pace University Pitch and Business Plan Competitions.

“Basically, competitors have three minutes in front of a panel of judges to sell their idea,” he says. “There’s an audience for our competition, who can suggest questions, and who also get an education in entrepreneurship.” Last year, Pace gave $50,000 in prizes to the competition winners, he says. The pitch competition has become very popular among business students.

Pitch contests require different skills than business plan competitions. In a pitch contest, you don’t necessarily need to have the fully-fleshed out idea that you need to succeed in a business plan competition. Instead, as Bachenheimer puts it, competitors need to “have excellent presentation skills, be quick on their feet, be able to provide a quick summary and be responsive to the very pointed questions of a panel of very distinguished judges.”

He’s very pleased with the way the pitch competition, which is now in its eighth year, has evolved. “In the beginning, some of the ideas were kind of crazy, but it’s gotten very serious,” he continues. “It’s very educational and very entertaining for the presenters and the audience. It’s a fast-paced, fun learning opportunity for everyone, including the audience.”
One big advantage of pitch contests is that they are relatively painless to enter. Instead of writing up a complicated, in-depth business plan that participants may have to revise numerous times over the months, a simple 500 word or so entry form, a brief biography and a 10-question form are the sole requirements for the Pace Pitch Contest. Not only is it simpler for the contestants, it is also much easier for the judges and organizers, he says. And that makes it a good selling point for judges, who have to make a big time commitment to judge a business plan competition. Those can take months and judges must read multiple business plans, evaluate them at various stages and mentor competitions. With the pitch competition, it’s a one-day commitment. It’s also much easier on organizers, which is why it’s easier to start and run a pitch competition than a full business plan competition, he continues.

Is a Bigger Jackpot Better in Business Plan Competitions?  
BizPlanCompetitions.com  
By Amy Buttell  
September 22, 2011

Promoting entrepreneurship is also a goal of the [Pace University Business Plan and Pitch Competitions](http://www.pace.edu/business-plan-and-pitch-competition), says Bruce Bachenheimer, clinical professor of Management, who runs both of the competitions. “One of our goals is to encourage an entrepreneurial mindset, which is important in today’s hyper competitive global economy, whether you work in an established business or not.”

The brevity of the university's Pitch Competition is one reason it attracts a 400 person audience and a substantial number of actual competitors. That’s impossible to accomplish in a business plan competition because of the nature of business plans and the sheer length of the competition.

“The participatory nature of the pitch competition means that it’s benefitting the audience as well as the competitors,” he says. “Everyone gets to hear about the ideas and follow the give and take between competitors and the judges as questions are asked and answered.”
Win Over Investors in 3 Minutes or Less
Joanna Krotz
October 8, 2010

Every year, Pace University and the MIT Enterprise Forum of New York City host the Annual Pace Pitch Contest, which launched in 2004 and is open to any current or recently graduated college student. Winners of the New Business Concept and Social Venture categories are each awarded $25,000.

The contest teaches aspiring entrepreneurs to deliver a winning business pitch within minutes — an important skill even for seasoned business leaders.

“In today’s busy world, with 140-character Twitter [posts] and one-paragraph Zagat reviews, everything has to be shorter and persuasive,” says Bruce Bachenheimer, competition founder and director of entrepreneurship at Pace.

How the contest works

After weeks of preparation and videotaped practice sessions, each team or individual presents a three-minute elevator speech to a 200-plus audience and a judging panel of investment pros. For the last contest, which took place on December 3, 2009, 10 finalists emerged from a field of 150 concepts and challengers from 40 schools.

Their ideas ran the gamut, including an all-natural sports products manufacturer, IT solutions to enhance hotel guest services, a medical diagnostic kit to test women’s tears for proteins that indicate breast cancer, mobile phone apps to streamline India’s vast street markets, and more.

Reviewing these award-winning pitches offers an ideal model to measure against your own elevator speech. The same elements that earned the judges’ approval — and some real funding — can reward your own bid for an investor’s attention.

What is an elevator speech?
The contest defines an elevator speech as “an extremely concise presentation of an entrepreneur's idea, business model, marketing strategy, competitive analysis, and financial plan, which is delivered to potential investors.”

Such pitches are part of entrepreneurial legend. Picture a glint-eyed newbie who spots a potential investor and seizes the moment by getting into an elevator alongside the prospect. During the brief ride, while the investor is captive, the newbie passionately presents his or her business idea.

“All you’re trying to do, whether it’s a three-minute pitch or a six- or eight-minute presentation, is to whet the appetite for a follow-up and get an in-person meeting,” says Somak Chattopadhyay, principal at Greenhill SAVP, an early stage venture capital fund in New York, and a longtime Pace judge.

What goes into an elevator speech?

The most important factor in an elevator speech is the overall story, says Chattopadhyay. “What is the genesis of the opportunity and why are you excited about it? What niche are you trying to exploit?”

He points to three critical arenas that must be quickly and clearly explained:

1. Who is in your management team, what are their qualifications and what makes them suited for this opportunity?

2. Where does the idea fit into the competitive landscape? What makes it a true niche and a real opportunity? “There are killer pain points and then there are things that are nice to have [in your speech] — like the difference between antibiotics and vitamins,” explains Chattopadhyay. You need to be addressing something important.

3. Lastly, how will your idea scale? “This is where most companies don’t make it to the next step,” says Chattopadhyay. “It might be a $1 billion health care market, but if you’re selling software only used by receptionists at certain types of medical practices, that’s another story.” If you describe a billion-dollar market, specify the percentage of that market you expect to capture.

Chattopadhyay also advises providing a clear explanation of why the opportunity will work and why the competition or other startups haven’t been successful.

Make your elevator speech ride with the times

Claims of huge returns and outrageous market grabs aren’t credible anymore, say Suzanne Muchin and Rachel Bellow at ROI Ventures, a social-impact market strategy
firm based in Chicago. “Now you need a big idea, one with social and cultural impact,” says Muchin.

“These days, businesspeople aren’t talking about how much more money everyone is making,” agrees Bellow. “They’re talking about how to inspire stakeholders.”

Your pitch must also convince investors that you won’t burn through money. “This is the era of the lean startup,” says Bachenheimer. “If the idea costs $1 million, you need to show $100,000 milestones, a working model of how you will get and grow customers to make investors more comfortable.”

And the winners are …

The critical requirement, sums up Bachenheimer, is “venture capitalists need to be convinced not only that it’s a good idea, but that you can make it happen. It’s always better to bet on the jockey rather than the horse.”

At the Sixth Annual Pace Pitch Contest, the gallop to the finish line put these ideas in motion:
- The New Business Concept award-winner: NewlyWish, an online wedding-registry service that links offline and online retailers and service providers with local engaged couples and gift-givers.
- The Social Venture award-winner: EGG-Energy, provider of an affordable, battery-powered energy solution that relies on established power grids to provide service to remote parts of Africa.