

### Judging criteria – Section A

From a scale of 1-5	Component	Undergraduate	Master's	MBA	
	1. Problem	Define	Clear definition of the SDG Problem?	and the interconnection with other problems?	←
		Explain	Who (governments, society, or the market, or a combination of them) is responsible for the SDG Problem (not) being solved? Why could the chosen IB organisation be considered well positioned to address the SDG Problem?	To what extent governments, society, and the market are responsible for the SDG Problem (not) being solved? Why is the chosen IB organisation well positioned to address the SDG Problem?	←
		Summarise	The IB organisation's current approach (e.g., actions, attitudes, and methods) towards the SDG Problem	Comprehensive summary	←
		Knowledge	Relevant debates in the literature and current developments?	Critical awareness and/or new insights	←
		Critical awareness	The complexity of the problem? Use of the wickedness scales?	←	←
	2. Analytics	Identify information	A wide range of data, information, and/or sources appropriate to the nature of the investigation?	Ability to act autonomously in devising a investigative strategy? Evidence of a self-directed and original approach to addressing the research question of the Poster?	←
		Use information	Good use of available on-line (open access) sources and databases?	Ability to identify and critically engage with a range of literature relating to current research and advanced scholarship in relevant discipline areas?	←
	3. Evidence	Present evidence	Coherent, clear and comprehensive presentation of complex arguments, consistently supported by evidence?	←	←
		Reference evidence	Accurate and consistent citation and referencing throughout?	←	←
	4. Visualisation and Infographics	Relevant	Use of visual representation to communicate the key message of the Poster?	←	←
		Effective	Clearly enhances individual arguments by providing insights on complex issues and phenomenon?	and serves as an effective means to engage the stakeholders of the chosen IB organisation?	←
		Aesthetic	Clean, consistent, conformed, current, and comprehensive?	←	←

1 – not covered, poor quality, serious shortcomings

2 – covers relevant aspects, basic, has minor flaws, has shortcomings

3 – OK, average, good, solid, mediocre

4 – very good

5 – outstanding, excellent, fireworks

### Judging criteria – Section B

From a scale of 1-5	Component	Undergraduate	Master's	MBA	
	5. Agency and governance	The starting point	<p>Does the organisational logic influence the approach to an issue?</p> <p>Does the specific organisational form suggest a certain 'principal-agent' issue/configuration?</p> <p>Does the organisational form equip the IB organisation with certain capabilities to address sustainability issues?</p> <p>Organisational form/archetypes: family-owned enterprises, listed state owned enterprises, cooperatives, social enterprises, private sector organisations, public sector organisations, civil society organisations, and hybrids.</p>	<p>Advanced assessment of the way agency and governance starting positions can define the way organisations can address sustainability problems?</p>	←
		Capabilities, resources, and partnerships		<p>Need for partnerships to address wicked sustainability problems?</p> <p>Challenges faced by hybrid organisations?</p> <p>(1) horizontal hybridity: different organisational logics at work at the same time,</p> <p>(2) vertical hybridity: internationalisation influences the room of manoeuvre for organisations to deal with issues but organisations may also deal with issues more effectively by applying its positioning power.</p>	←
	6. Strategy	The Strategy	Coherent, clear and comprehensive argument for a proposed SDG Strategy?	←	and includes illustrations from practice?
		Why	Consistently supported by the SDG Problem analysis? Macro-conditions for change leading to micro-strategies to materialise change?	Supported by an explanation of why and how strategic change for the chosen IB organisation can take place?	
		How	Elaborates strategy at four different intervention levels? 1. Basic, 2. Negative externalities, 3. Positive externalities, 4. Shared value creation (eco-system)	The why and how discussions include (1) antecedents of change, (2) major barriers and tipping points faced by the IB organisation, and (3) its present position in the intention-realisation gap.	←

	7. Technology	The Technology	Understands the availability of a Sustainable Technology (a specific technology, a technology portfolio, or a set of technological solutions)?	←	←
		Why	Coherent arguments for the use of the Sustainable Technology by the chosen IB organisation to implement its SDG Strategy?	←	←
		How	The opportunities and risks associated with adopting the Sustainable Technology?  Some basic ideas on how the technology can be developed in an organisation: internal/external development and protected (e.g., patented)/non-proprietary (e.g. open-source)?	←  Understanding of the three paradoxes that organisations face: (1) innovation paradox, (2) design paradox, (3) openness paradox	←
	8. Partnerships	The right partnerships	Integrate analyses of the Problem, the Strategy, and the Technology to provide a compelling explanation of the right partnerships for the chosen IB organisation?	←	←
		How to maintain them	Articulates the combination of Sustainability Partnerships? The best ways to build these partnerships and maintain them?  Considers the issue-partnering fit?  Provides a first draft of the Partnership Portfolio of the organisation and a SWOT analysis of that?	Critical analysis of the partnerships in terms of who, where, when, and how to illustrate the optimal ways to nurture partnerships?  More sophisticated Partnership Portfolio Mapping and an effort to 'strategise' this using the SDG agenda?	←
	9. Business Model	The right model	Articulates of the proposed Sustainable Business Model? Effective integration of all components of the Poster?	←	←
		Feasibility	What are the local (e.g., country, subnational-region, city, town, village) and global (cross-country) conditions under which the Model can be operationalised?	←	←
		Feedback and review	Need to develop continuous feedback loops and reviews of on-going business model implementation?  How might the evaluation be carried out through engagement with its stakeholders?  Define negative externalities; optimize positive externalities; do a modest 'stress test'?	←  Needs for alignment and resilience?  Alignment - externally with societal expectations and internally with firm capability, resource, strategy, and intention)  Resilience - a sustainable business model is a resilient business model, able to anticipate and effectively respond to shocks and crises).  Application of an extended CANVAS+ model?	←  And use of practical examples from own experience (with correct sources)

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