



Pitching 2 | How to Convince Investors to Make the Leap

An HBS Accelerate Workshop

This overview sheet contains summarized information that you may wish to print. Please refer to the [Host Prep Guide](#) on the website for more complete information.

Workshop Description for Hosts

In this workshop, part 2 in the Pitching series, [Shikhar Ghosh](#), Professor of Management at HBS and successful entrepreneur, shares tactics to help founders frame proof and process to strengthen a pitch and help convince investors to take that their startup will be feasible.

Who Should Attend?

Founders raising outside funding who want to develop a pitch or refine an existing pitch into an outstanding one that incorporates proof and process to convince investors that their startup is worth investment risks.

What They'll Learn

- How to anticipate investors' key questions and address their uncertainties.
- Tactics for incorporating types of proof that investors need to see.
- Methods for using proof and process to demonstrate a startup's profit potential.

Workshop Structure & Pace

This 60-minute workshop integrates tested frameworks, techniques, tools, and insights delivered by an HBS faculty member via video. Between short videos, participants engage in practical, hands-on activities to help them evaluate and strengthen their startups.

The workshop operates like a bootcamp. It covers a lot of material and moves at a fast pace intentionally. At the outset, hosts may underscore:

- Activities build upon one another and are designed to prompt founders to think, respond, and assess quickly—in short timed bursts—with a partner.
- Participants should not expect to ponder concepts deeply or strive for perfection.
- The quick pace purposefully builds repetition and challenges participants to practice activities under pressure.
- Participants should plan to work with the same partner throughout. Activities work best if they choose a partner they don't know well, who can offer an unbiased opinion.
- Alternating pitching and assessing—under tight time constraints—with an unbiased partner during the workshop sets the foundation for them to continue applying frameworks to their own ventures beyond the workshop.

Hosts should endeavor to maintain the pace, helping participants move through each exercise in the time allotted. The Workshop Timing Overview provides a quick, at-a-glance overview of workshop timing.



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Activity Format

All activities in this workshop follow a similar format.

- Participants should choose a partner and work in pairs. They should plan to work with the same partner throughout all activities.
- Partners alternate roles: 1) Founder who pitches and 2) Investor who assesses.

If you have an odd-numbered group:

- Hosts may choose to act as a participant, pair up with the person who doesn't have a partner, and engage in the activities.

or

- The person without a partner could join an existing pair. In groups of 3, we suggest that participants alternate presenting throughout all activities, following this model:

Group of 3 Model	
Activity 1:	<ul style="list-style-type: none"> ○ Person 1 acts as Founder. Persons 2 and 3 are Investors. ○ Each independently assesses the Founder on the sheet provided. ○ Reverse roles: person 2 acts as Founder; persons 1 and 3 assess.
Activity 2	<ul style="list-style-type: none"> ○ Person 2 acts as Founder; persons 1 and 3 assess. ○ Reverse roles: person 3 acts as Founder; persons 1 and 2 assess.
Activity 3	<ul style="list-style-type: none"> ○ Person 3 acts as Founder; persons 1 and 2 assess. ○ Reverse roles: person 1 acts as Founder; persons 2 and 3 assess.

Outcomes

By the end of the 60-minute workshop, participants will be able to:

- Identify what proof points matter to investors.
- Frame the process they used to reach conclusions to strengthen their pitches.
- Understand how to incorporate relevant proof and process into a pitch in a convincing way.
- Begin to develop a financial picture for investors that demonstrates their aspirational size aligns with investors' criteria and has a logical plan to reduce uncertainties.

[Faculty Bio for Professor Ghosh](#)

Our mission: HBS Accelerate is guiding entrepreneurs on their journey to make an impact on the world by delivering relevant education and practical advice from leading experts in the startup community.