



Venture

VENTURE FORUM NEWS

To inspire and facilitate technology-based entrepreneurial activity and economic growth
www.wpiventureforum.org

Volume 10 No. 5
January 2001

A look at the upcoming meeting

Funding your business

By Phyllis Hanlon

Tuesday, January 16, 2001
WPI Campus, Salisbury Lab, Kinnicutt Hall
Registration-6:00 pm
Meeting Begins-6:30 pm
Admission Fee- \$5 Members
\$10 Non-members

During the first quarter of 2000, venture capital companies invested a whopping \$17.2 billion in new businesses, mostly in high-tech industries. The economic upswing of the past decade seems to be holding; or is it? Over the last several months, Internet start-ups have been falling by the wayside rapidly. The economy has slowed and investors are hesitant to place their money in the hands of entrepreneurs who may be out of business within a year. So where does this leave the businessperson seeking funding? Don't despair. There are several avenues you can take to secure adequate financial support at the critical developmental stage of your growing company. The January meeting of the WPI Venture Forum will focus on the answers to

many of your funding questions and provide do's and don'ts and advice on the right type of funding for your business.

Before you begin to consider sources for funding, you need to ask yourself some key questions.

- In the present financial environment, is there adequate funding available? And, if so, where is it?
- What types of companies or industries are receiving money?
- How do I find an investor?
- What type of investor should I seek?
- What will an investor look for in terms of my management team, market strategy and growth and exit plans?
- How do I assess my company's value?
- How much of my company am I willing to give up?
- What should I know about the funding process?
- What exactly are my goals in seeking funding?
- What risks am I willing to take to obtain funding?

An experienced panel of experts will relate their personal experiences in seeking funding. They will offer opinions on the best route to take in your search for financial support. Should you take the standard approach and solicit venture capital firms? Would an angel investor be a better alternative? Private investors may be able to offer you a better deal, while a non-traditional source,

such as a corporate partner, can bring added security as well as contacts and a team of experts into the picture. If all else fails, good old-fashioned bootstrapping might be your last resort. Only you can determine which path to follow.

Brian Dingman, head of the newly expanded Intellectual Property Practice Group at Mirick O'Connell, attorneys-at-law, will serve as moderator for the meeting. An experienced entrepreneur, Dick Foemmel from Cambridge-based CytoLogix, will offer first-hand accounts of his endeavors in the funding arena. Gary E. Martinelli, a securities and business lawyer at Gary E. Martinelli & Associates, P.C. in Springfield, brings his expertise as an angel investor to the program. A venture capitalist will join the other panelists to offer his thoughts on funding your business.

These experts will provide up-to-date, comprehensive information that will put you on the right track to finding the funds for your growing business. Following the panelists' presentations, the floor will be open for additional questions, comments and suggestions. **VF**

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Letter from the chair

Build it and they will come

By Dick Prince

How do you prepare to sell a business before you even open the doors?

Record numbers of people are starting their own businesses. Colleges, government agencies and venture support groups are all jumping on the bandwagon to satisfy the entrepreneurial thirst to learn how to make that first million dollars. These entrepreneurs are also being trained to maximize their investments quickly, and position their businesses for a sale, a merger or an IPO. Some make a career of starting and selling businesses again and again. They may even include the "intent to sell" in their original business plans.

With this in mind, let's focus on the concept of starting a business with the intention of selling it within a relatively short period of time, three to five years or sooner. How do you prepare to sell it before you even open the doors?

Solid planning is the answer. Your plan must reflect your ultimate goal, and may include an "intent to sell" clause. But remember, you may not want to share this or other detailed information in your plan with certain parties. Use your judgment.

Even though it may seem premature, consult with experts and advisors in the early stages of the planning process. Find out what buyers will be looking for on the day you decide to sell. Learn where to place your emphasis. You may find that the procedure is quite different from building a business that you plan to leave to your heirs. Advisors and experts can help you with valuation techniques for pricing your business; formats for preparing presentation to prospective buyers; assembling information; structuring the deal, and negotiating the transaction.

All this preparation will help you run a better business. You will identify and review the assets that comprise your business and remain focused on issues of ownership; review the history of the business, as it develops, while maintaining accurate documentation of the evolutionary growth



process; maintain a clean business, presentable to the public and free of clutter.

Many times selling a business ends up being a nightmare for the owner. If more attention were paid to the preparation process, the owner would be in a much stronger bargaining position.

As you look to the future, follow good management practices and properly prepare your business for sale. Structure your business for a seamless transition to a new owner. Build your field of dreams and buyers will come.

Dick Prince

*Dick Prince is retired from Norton Company and Siebe, plc and is presently a partner in Brooksville Associates, a merger and acquisition company specializing in the health and safety industry. **VF***

New beginning

By Floranne Reagan, EXXEL, Inc.

There's something special about a new year. It's a time of hope and optimism. It's a chance to establish and renew goals and aspirations. It's also a great time to do a self-assessment as a key step in planning the year 2001. But, individuals infrequently complete a detailed review of themselves. Why?

Many of us have a difficult time with appraisals of any kind. We have been so offended by badly researched, organized and/or presented evaluations that we have created armor to protect ourselves from them. This type of reaction may result in resisting useful information. Another recurring problem is that frequently the same people perform our appraisals, and the messages they offer are identical each year. Thus, little value is added to justify the time and expense.

But objectivity about ourselves is at least as difficult as reviews from others. It is rare to have a balanced view of our own achievements, skills, attributes or shortcomings. Sometimes we're highly critical of our performance and unduly cloud reality with doubts and fears. Our assessments of personal strengths and weaknesses often do not mesh with others' perceptions.

At other times, honest critiquing is difficult because our self-view is so grand and so distorted that it is impossible for us to see ourselves through others' eyes, or with any sense of balance or reality. We are so caught up in self-promotions or ego needs, that our individual measurement systems are imprecise at best. And, therefore, our performance and ability to lead frequently suffer negative consequences... now or later.

Whether you are your own worst critic or truly believe you are unique and a star, there are some key questions that can help make 2001 a more positive and purposeful one for you. Completing these four self-assessment questions is an important exercise in preparing for the new year.

1. What specific characteristics make you successful? Why?
2. What behaviors and attitudes detract from your leadership?
3. What two things could you do to be more successful as a business leader?
4. What two things should you continue to do, which have the most powerful and positive effect on your company?

These questions may seem straightforward, but taking the time to answer these deceptively simple inquiries gets most individuals' creative and critical thinking juices flowing. The four questions become great levelers. Those who are quite confident and self satisfied often report that they are struck by the introspections that are

generated and use them for course corrections and better performance. Other individuals, who are highly critical and generally self-effacing, find that identifying their strengths is a springboard to greater achievements.

The challenge, then, is to take the time early in the year to ask yourself these four questions. Answer them honestly. Use them for planning this year. Happy New Beginning!

Floranne Reagan leads EXXEL's consulting practice in leadership assessment, coaching and organizational development. The firm specializes in the challenges of rapid growth and persistent change, and provides a unique set of services to help companies and individuals improve their performance. She can be reached in Natick, MA at 508.651.3377 or frreagan@exxelinc.com. VF

Networking and perfecting your pitch

By Jerrold Shapiro, Ph.D., principal and founder, Laser Surgery Solutions

Connecting with people who can help your business is an essential skill for the entrepreneur. At the December 19th meeting, Jack Derby, a venture capital coach from Derby Management in Boston, explained how to find early investors via networking and what to say to them about your company.

Understanding what angel investors and venture capitalists do and don't do is the first step. Angels take a company from the idea stage to the pre-launch stage. Venture firms provide the capital and mentors to move from the pre- and post-launch stages to the growth stage, and sometimes to the spin-off or IPO phase. Since the interests of these groups often intersect, they may both invest in a startup. With only about 15 percent of their time available to examine new opportunities, investors prefer to meet entrepreneurs who have been prescreened by a trusted colleague.

The second step is to go where you are most likely to find investors. Attendance at venture capital meetings, such as the WPI Venture Forum, the MIT Enterprise Forum of Cambridge, the 128 Venture Capital Group, the TCN Venture Forum, the e-commerce council and others, will increase your chances of making the best contacts. Local and regional newspapers publish meeting schedules regularly.

Since referrals are key, Derby recommends contacting the "Big 4" accounting firms, venture banks, big venture law firms and specialists (like part-time CEO firms.) Since the venture community is built on trust, seeking referrals from those with whom the venture capitalists are most comfortable - their school alumni, entrepreneurs they have funded, their friends and family connections, is advantageous.

Once you have been introduced, what do you say to a potential funding source? Since your goal is to set up your first meeting, you must catch their attention quickly. Prepare and rehearse a clear and concise description of the opportunity. Exchange business cards, but most of all, **ask the question**, "When can we meet?"

Before the first meeting, be sure you have a business plan. Send its executive summary to the person you are meeting. Prepare a concise, visually attractive, well-rehearsed pitch that includes some new content not in the business plan. Bring someone with you to the first meeting to help remind you of points you may miss. DO read body language to see how your pitch is being received, and ask questions. DON'T discuss valuation of your company, tell jokes, stray from the pitch or reply to questions whose answers you don't know. Remember, your objective is to schedule another meeting.



Jeffrey Franklin and Patricia Meisner, co-principals of ADVANCe-com.

Case presentation

Patricia Meisner, co-principal with Jeffrey Franklin of **ADVANCe-com**, introduced us to the world of electronic commerce and how it can benefit large companies and their medium to small-sized suppliers. The concept is simple and cost-effective for both: small companies gain big-company capabilities that they couldn't otherwise afford and large purchasing organizations can significantly reduce transaction-handling costs. Large companies have invested heavily in electronic data interchange (EDI) systems to handle the 80 percent of the business they do with a few large trading partners efficiently. The other 20 percent involves small companies, most of which do not have EDI technology but process purchase orders and invoices manually at a cost of about \$65 per transaction, approximately 25 times the cost of the same transaction done on EDI.

ADVANCe-com has developed the **NetPath-VE™** software to translate the formats of invoices and purchase orders produced by small to mid-market business software into EDI.

Their solution transforms data in any format, provides secure document transfer over Internet links via an email-like program and eliminates the need for any size company to change its business processes or systems from traditional EDI to the XML dialects used on the web.

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From left to right, panelists Jack Derby, Tim Cronin and Mark Morrisette.

The software design and ability to build an installed base quickly are the company's competitive advantages. The revenue model captures returns from the large company in the form of a start-up fee. Both size companies pay a monthly subscription fee and the per-transaction charge generates additional income. Of **ADVANCE-**



Jack Derby recommends contacting "the Big 4" accounting firms.

com's projected 2.7 billion dollars in potential revenue, one-third will come from large companies. The sales and marketing strategy for large enterprises involves direct sales to key accounts, as well as partnership with existing selling channels and supply chain consultants. For small to midsize enterprises, **ADVANCE-com** will partner with the value-added resellers (VARs) of standard accounting packages such as Quickbooks and Great Plains/Solomon.

Meisner concluded the case presentation with a discussion of the company's milestones, revenue forecasts, competitive landscape and exit strategy.

Panel Discussion

Tim Cronin, director of Electronic Commerce Business Partner Integration at Avicon, recommended that **ADVANCE-com** look at outsourcing EDI for large companies. Cronin discouraged partnering with the "Big 4." Since Internet EDI standards are still evolving, **ADVANCE-com** needs to remain current as it maintains its software.

Mark Morrisette, vice president and managing director of North Atlantic Capital, suggested the company quickly explain how they will generate revenue, market the product and service it when approaching a venture capital firm. Morrisette felt that Meisner's presentation gave nice, back-of-the-envelope kind of answers to these questions.

Jack Derby, the guest speaker, said the business plan is good now, and could be excellent if condensed to twelve pages maximum. Derby recommended adding graphics from the presentation to the business plan, placing simplified financials near the beginning of the plan and evaluating the management team and future growth from the investor's viewpoint. **VF**

Preparing a powerful presentation – Part I: The words

By Janice Lindsay, Janice Lindsay Communications

Sooner or later, you'll have the opportunity to stand before an audience to talk about your company, your product or your service. You'll make the best impression if you prepare a thoughtful, focused, polished, well-practiced presentation.

Know your objective

Why are you speaking to this audience? What do you want them to think or do differently, as the result of hearing your remarks? How will giving this speech support your business strategy?

Before you write a word of your speech, write your objective.

Know your audience

Who are they? What do they care about? What are their "hot buttons?" Why are they interested in hearing you? The better you know your audience, the more precisely you can craft your message so that you capture their interest, sustain it and achieve your objective.

While you're learning about your audience, learn about the venue. How many people will be in attendance? What time of day will you speak? How will the room be set up? Who are the other speakers? Where do you fit into the agenda? Who will introduce you?

Everything you learn about the audience and the speaking environment will help you prepare your remarks because, as you sit down to write, you'll be able to pretend that you're a member of that audience and that you're listening to your-

self. What could you say, and how could you say it, to encourage you to listen and respond?

Focus

You probably have dozens of interesting things to say. Unfortunately, most people in the audience will remember only one or two: one idea, one fact, one overall impression, one theme. What is the one thing that you most want them to remember? Write it down. Keep this before you and use it as a guide while you prepare your remarks.

Start strong

The worst speechmaking advice anybody ever gave is: start with a joke. This is bad advice for several reasons. Many jokes are not particularly funny and most people don't tell jokes well. Also, some members of the audience will surely have heard the joke before. But worst, if the joke doesn't directly illustrate the main point of your speech, it's wasting your most precious opportunity. When you begin to speak, everybody will be listening. After that, their minds will occasionally wander — in spite of their best intentions, and you won't have everybody back until you say "in conclusion."

So at the start, while you have everyone's attention, take the opportunity to begin making your main point. Share an anecdote, a statistic, a question — whatever will capture their attention and lead their thinking in the direction you want it to go.

Write for the ear

Listening is hard work. If you're a good speaker, you'll make it easy for your audience to stay with you. Basically, this means to simplify.

Use a simple structure the audience can follow. You might share the structure with them. For example, tell them you're going to make three points, then make them, specifying when you're at the first, then the second, then the third.

Use short, simple sentences, clear language, and active verbs. Use sentence fragments. A speech is more conversation than dissertation. Repeat key ideas in case someone missed them the first time.

Tell stories that illustrate your point; people remember stories. Statistics are difficult to hear. Boil them down to the most illustrative examples and the simplest forms. Percentages, for example, are easier to absorb than raw numbers. Relevant quotations from famous people can be useful, but only if your audience recognizes the source as authoritative.

End strong

When you say "in closing" or "in conclusion" or something similar, everyone whose mind has wandered will immediately snap back. Use this opportunity to summarize, to re-state your main point, to tell a supporting anecdote or to remind the audience exactly what you want them to do.

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Practice

Practice, for two compelling reasons. First — having written a forceful and convincing text, you want to be able to give the speech without burying your nose in your manuscript. Practice until you can glance occasionally at the text and spend most of the time looking at your audience.

The second reason to practice concerns the timing of your speech. If the program allows you ten minutes but you take fifteen, your audience will get the impression that you have no respect for their time, or that you have no self-discipline, or both. Either way, it won't help your cause.

Visuals

In preparing a speech, the message comes first, then the visuals. I'll talk about visuals in the second part of this article.

Janice Lindsay, of Janice Lindsay Communications, 126 Crosby Road, Marlborough, MA 01752, provides writing and editing services to business executives, management consultants and marketing and public relations firms. She has been writing speeches for more than twenty years. Contact her at 508-485-9167(phone), 508-229-2054 (fax) or jclindsay@aol.com. VF

Business plan contest

Even though the announcement for the annual WPI Venture Forum Business Plan contest winner is still five months away — June 12, 2001 to be exact — it's not too early to start thinking about the May 11th submission deadline. Last year the judges had a record 23 business plans from which to choose.

Prizes include \$5,000 cash and \$5,000 of in-kind services. Don't procrastinate. Collect your information and write the best plan you can. Your company might be a winner!

If you would like more information or are interested in becoming a sponsor for the business plan contest, please contact Brian Dingman at 508-791-8500 or Gina Betti at 508-831-5075. **VF**

Business plan contest workshop

Who: Sean Seton-Rogers, an associate with Commonwealth Capital Ventures, will facilitate this workshop. Seton-Rogers graduated from Rice University with a Bachelor's degree in Chemical Engineering and previously worked as a consultant with Bain and Company, Inc., a strategic-management consulting firm.

What: During this **business plan workshop**, several speakers will focus on their area of expertise in an effort to present a clear explanation of writing a business plan. Attendees will learn how to construct a comprehensive and complete business plan. Critical areas will be highlighted and the contents of a successful business plan will be explained. Handouts will be available.

When: Wednesday, April 4, 2001

Time: 6:30 to 9:30 p.m.

Where: Archives Seminar Room,
Gordon Library at WPI (tentative)

Cost: Workshop - \$50

Business Plan Contest - \$50

Workshop and Contest - \$75

If you would like to register for the workshop or would like more information, please contact Gina Betti at 508-831-5075 or gbetti@wpi.edu.

The benefits of making your banker a friend – Part I

While every business has a bank, few have a banker. That's because bankers are too often seen as obstacles standing between an entrepreneur and the bank's vault. However, counsels Debbi Fields, founder and chair of the board of Mrs. Fields Cookies, "You don't do business with an institution. You do business with people. When you get a banker who believes in you, you can accomplish incredible things."

The banker is the loan officer or office manager who handles your account. A good relationship with that person can bring you money in the form of credit, save you money in fees and enhance your business opportunities by taking advantage of the banker's extensive personal contacts.

Relations between bankers and business owners take on as many hues and shapes as relationships between husbands and wives, but the best ones are based on trust and honest communication. "Ideally, it's a human relationship as well as a business relationship," says Bill Byrne, an entrepreneur and author of *Habits of Wealth*.

Why have a relationship?

Better access to credit is one of many benefits for those with good banker relations. The biggest intangible in any loan request is the person who is asking for the money, notes Mitch Hurly, vice president and manager at First Security Bank of Utah. The more secure a banker feels about a borrower's integrity, the better the chances for loan approval. A strong, trusting relationship helps give a banker that important sense of security.

Because credit is more than just loans, good banker relationships can also result in performance bonds, letters of credit and approved credit lines, say several business owners. Tom Rose, co-owner of Marietta Industrial Enterprises Inc., a warehousing and transportation company in Marietta, Ohio, estimates he shaves 30 to 60 days off transactions, such as getting loans or credit line extensions, because of the close relationship he has with his banker. When a deal's window of opportunity is narrow, a quick bank approval

can make the difference between getting the contract or losing it.

Bankers can also provide introductions to potential customers, suppliers, employees and investors because of their many connections in the community. Only a strong relationship with the business owner earns such personal introductions, however.

"If bankers say nice things about us, it's a tremendous reference," says Sidney Green, president and chief executive officer of Terra Tek, an environmental services firm in Salt Lake City. He's worked with the same bank since 1970, and his employees have benefited as well when they have needed services such as auto loans and home mortgages.

"My banker provides me with a lot of support and insights. I have a much higher comfort level, and that's worth a great deal to me," says Suzanne Edgar, president of Columbus, Ohio-based Epro Inc., a floor tile manufacturer, citing an important advantage of the relationship — peace of mind. Notes Paul Sharfin, president of M&P Construction Company Inc., in Blacklick, Ohio: "A banker is similar to your barber. You keep going to the same barber because you're comfortable with him, he takes care of you and he does a little bit extra."

Poor relations are common

If banker relationships can be so beneficial, why do so many business owners suffer through poor ones, or cultivate none at all? Often, the problem

is that entrepreneurs don't understand the restraints and needs of bankers. Think of capital as a food chain, suggests Raymond Smilor, vice president of the Center for Entrepreneurial Leadership, Kauffman Foundation, in Kansas City, Missouri. Early in the food chain, capital should come from private investors such as family and friends. Later, professional investors such as venture capitalists can be tapped. Only when the business has solid assets and a steady track record is it ready for a banker. Smilor says that owners of emerging businesses often struggle with their bankers because they ask for too much, given the immaturity of their companies.

Bankers not investors

Bankers, by law and temperament, are not investors. Risk and reward typically have a direct relationship — the higher the risk, the higher the reward. Investors decide to put money into an enterprise without guarantees they will get their money back, let alone a return, because the rewards can be large, if the business succeeds. However, lenders such as banks don't have the same lucrative potential. Even if the money lent is the catalyst for putting a firm on the fast track to success, the most the banker can expect to get back is the capital (plus interest) in timely payments. That is one reason why bankers and entrepreneurs so often clash.

The entrepreneur asks the banker to take investor risk, while the banker's position is

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that he can only take credit risk because of the limited potential payoff. Until the banker and entrepreneur speak on the same wavelength, and understand each other's vantage point, a good relationship can't exist.

Communication — or lack of it — is probably the weakest area of an entrepreneur/banker relationship. When the news is bad, owners tend to shut down lines of communication, thinking the banker will be upset. While the banker may understandably be concerned, his reaction will be far less negative than if he is not told what is going on. Nothing upsets a banker more than surprises.

Not all weaknesses rest with the business owner, however. Bankers change jobs more frequently than politicians stereotypically change their minds, so many may be unfamiliar with their customers and wary of extending credit even to a qualified company.

Relationships, whether personal or business, are always challenging. But there are certain things an entrepreneur can do to help create a climate that is conducive to fostering a productive, long-lasting relationship with a banker.

Look for Part Two in February's issue of the Venture Forum newsletter.

*This article can be found in its entirety online at: <http://www.sba.gov/gopher/Business-Development/Success-Series/Vol7/banker.txt> **VF***

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Material is due the 1st day of the month preceding publication, e.g. October 1 for the November issue. For more information, contact the WPI Venture Forum, 508-831-5075.

Save the date!

April 4 - Business Plan workshop

May 10 - Annual Breakfast with...meeting

May 11 - Business Plan Contest submission deadline

June 12 - Business Plan Contest winner announced

WPI Venture Forum Calendar 2000-2001

WPI Campus
Salisbury Labs,
Kinnicutt Hall, Room 115

Registration – 6:00 p.m.
Program – 6:30 p.m.

Fee: \$5 members
\$10 non-members

Tuesday, January 16, 2001
Funding Your Business

Tuesday, February 20, 2001
Finding and Retaining Talent

Tuesday, March 20, 2001
Marketing

Tuesday, April 17, 2001
Sales and Distribution
Channels – *including Internet*

Tuesday, May 15, 2001
Negotiation

Tuesday, June 12, 2001
Business Plan Contest

8th Annual

Business Plan Contest –
June 12, 2001

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Our clients

Representative clients are engaged in the software, information technology, telecommunications, medical devices, biotechnology, and pharmaceuticals industries and in the related service areas of broadcasting, publishing, recording, advertising, multimedia, and communications. They range from zero-stage firms to publicly held companies; from traditional manufacturing industries to high-technology and e-commerce businesses; and from locally owned enterprises to international ventures.

Activities

Attorneys involved with the High Technology & eMerging Businesses Group actively participate in the Massachusetts Software & Internet Council, the Boston Bar Association, The WPI Venture Forum, Massachusetts

Continuing Legal Education, Inc., and the Central Massachusetts Council of Investment Professionals. We are also active in the Babson College Seed Capital Fund and Business Development Hatchery, a program for entrepreneurial student enterprises.

Access to business contacts

We have strong, established working relationships with business advisors, accountants, banks, insurance agencies, marketing agencies, venture capitalists, angel investors, and investment bankers, and can make introductions where appropriate.

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**For more information, contact George W. Tetler III, Esq.
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Check enclosed – Amount \$ _____

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Alum – Class Year _____ Entrepreneur Investor Service Provider

Please make \$20 check payable to WPI Venture Forum. Mail to the WPI Venture Forum, 100 Institute Road, Worcester, MA 01609

WPI Venture Forum Radio Show

Looking for a productive way to spend a cold, snowy winter Saturday night? Tune into the WPI Venture Forum Radio Show on WTAG (AM580).

Each Saturday between 5 and 7 p.m., Bob Hokanson hosts a variety of experts addressing the issues concerning entrepreneurs and businesspersons. Featuring a call-in segment, the show provides an opportunity for two-way interaction between listeners and guests. Call 508-755-0058 to access the radio show phone line.

Sports events or late-breaking news stories may occasionally pre-empt the regularly scheduled program.

If you miss the broadcast, visit www.wtag.com to hear a “live” webcast of the program.

WPI Venture Forum

Collaborative for Entrepreneurship & Innovation
Department of Management
WPI
100 Institute Road
Worcester, MA 01609-2280

WPI Venture Forum Calendar of Events

January 16, 2001 – Funding Your Business

February 20, 2001 – Finding and Retaining Talent

Directions to WPI Campus, Salisbury Labs; Kinnicutt Hall

From The East:

Take Mass. Turnpike (I-90) to Exit 11A (I-495). Proceed north to I-290, then west into Worcester. Take Exit 18, turn right at end of ramp, then an immediate right before next traffic light. At next light, proceed straight through, bearing to the right on Salisbury St., At the WPI sign, turn left onto Boynton St. There is parking in the large lot on the right behind Gordon Library or continue on Boynton St. then right onto Institute Rd., then right onto West St. Visitor parking is on the left after footbridge.

From The North:

Take I-495 south to I-290. Follow directions as from east.

From The South And West:

Take Mass. Turnpike I-90 to Exit 10 - Auburn. Proceed east on I-209 into Worcester, Take Exit 17, turn left at end of ramp, follow Route 9 west through Lincoln Square, straight onto Highland St. then right at light onto West St. Through first intersection of West and Institute Rd. Visitor parking is on the left after footbridge. Additional parking on Boynton St. behind Gordon Library.

