Case Western Reserve University, Weatherhead School of Management

### ENTP 444 – Entrepreneurial Finance

Updated January 16, 2013

# Spring 2013

**Professor:** Michael Goldberg ([www.linkedin.com/pub/michael-goldberg/0/46/923/](http://www.linkedin.com/pub/michael-goldberg/0/46/923/))

**Contact Info:** michael.goldberg@case.edu

**Class Meeting Time:** 12:00 – 2:45 pm, Thursdays

**Classroom:** PBL 202

**Office Hours**: By appointment. My office is in the BioEnterprise building (11000 Cedar, Suite 100). I can meet students at my office or by appointment at the school.

**COURSE OBJECTIVE AND TEACHING GOALS**

The objective of this course is to introduce students to the issues related to capital formation in new ventures. We will examine the complex relationship between entrepreneurs and investors. Many entrepreneurs are able to finance their businesses without raising outside capital. This course will focus primarily on those entrepreneurs that want to grow their companies quickly and do not have the capital to do so on their own. The authors of **Venture Deals**, the main text we will use in the course, explain that the negotiation between entrepreneurs and investors always boils down to two issues: economics and control. Settling on a valuation of a company is an imperfect science and we will discuss in detail the various ways that valuations are calculated in early stage companies (which look very different than calculating valuations of mature companies).

We will have a number of entrepreneurs and investors visiting the course during the semester which will give you a chance to hear directly from them about their own experiences raising/investing capital and growing their companies. You will hear from our guests how challenging it is to raise early stage capital, in particular after the economic downturn in 2008. Only a small number of entrepreneurs will succeed in securing an investment to grow their business and even a smaller percentage will ever “exit” their companies through an acquisition or IPO. I hope that you will come to appreciate that amazing entrepreneurial spirit that exists in the United States (and increasingly in international markets) that fuels entrepreneurs’ confidence to create new companies despite the long odds that they will succeed.

**GRADING**

Your grade will be based on the following:

 Assignments 45% (Nine, each worth 5%)

 Case Write-ups 20% (Two, each worth 10%)

 Take Home Final Exam 25%

 Class Participation 10% (I will focus on both quality and quantity)

**Assignments (45%)**

In advance of the visits of many of our guest speakers, I will be providing you with information from the company or investors that may include a business plan, financial forecast, cap table and term sheet (the handouts will depend on the speakers and their willingness to share material). The questions will be posted on Blackboard one week before the assignment is due. Please keep the length of the assignments to no more than two pages (plus any exhibits you may want to attach) and you may use bullet points. The assignment should be written in memo format with a strong executive summary highlighting the key points of your argument. I am looking for clear, concise answers…one page is fine if you can address all of questions that are asked. We will discuss in more detail during our first day of class.

Assignments are due on the day assigned at the beginning of class. Late assignments will not be accepted. Due dates are listed on the schedule. You may work in small groups (three to four people) if you choose to.

**Case write-ups (20%)**

Case write-ups are required for two designated cases, and are due at the beginning of the class in which the assigned case will be discussed. My strong preference is for you to work in groups of not more than 3 – 4 people and that you keep your group consistent throughout the semester. Since preparation and the ultimate write-up will be a group effort, only one write-up should be submitted for each group. Please ensure that each team member has a copy of the write-up that can be easily referred to during the class discussion, including any exhibits and/or analyses.

The case write-up should be in the form of a business memo to the CEO of the particular company. CEO’s are busy people so you should be concise and avoid reiterating the facts of the case. I am interested in clear analysis of the situation and a well-reasoned recommendation. A good write-up will include an analysis of the situation, one or more proposed solutions, including an analysis of why they’re good solutions, and a specific, recommended course of action. The write-up should not exceed ten pages in length, including exhibits.

Case write-ups should be typed and stapled. Exhibits should be clearly marked, and any assumptions you have made should be crystal clear. Brevity is preferred; avoid extraneous material. All written assignments should be done to the same standards as a real work setting. In all cases, please proofread your work to check for grammar, spelling, etc.

Case assignments must be handed in at the beginning of the class session in which we will discuss the case. No late papers will be accepted.

**Take Home Final Exam (25%)**

The Final Exam will be posted during the final class and will be due on April 28th at 5 pm. The final is an **individual assignment** and students are expected to work **independently**.

**Class Participation (10%)**

As mentioned above, I will focus on quantity and quality. Because much of our learning will take place in the classroom, it is important for you to be there. That’s the quantity component; I will be taking attendance every session. The quality component has to do with your contribution during our time together. You should ask questions in addition to giving answers. Both are important elements of the learning process.

I will ask for volunteer hosts for our guest speakers. This will involve an email to them before they visit our class providing background on the course and information logistics for the visit, introducing them to the class during their visit (we’ll discuss in class what makes a good introduction…not simply reading a bio word-for-word that they provide) and sending them a thank you email after they attend class. This interaction should be viewed as an excellent opportunity to build your professional network for internships and full-time positions after graduation.

Also, I do not allow for computer or smartphone use during class. I know that many of you are used to taking notes with a computer but my experience is that some students will multitask when they have their computers out and not pay attention to lectures and/or guest speakers.

**IMPORTANT NOTE REGARDING ACADEMIC INTEGRITY**

All students in this course are expected to adhere to university standards of academic integrity. Cheating, plagiarism, and other forms of academic dishonesty will not be tolerated in this course. This includes, but is not limited to, consulting with another person during an exam, turning in written work that was prepared by someone other than you, and making minor modifications to the work of someone else and turning it in as your own. Ignorance will not be permitted as an excuse. If you are not sure whether something you plan to submit would be considered either cheating or plagiarism, it is your responsibility to ask for clarification. Either ask me about it or consult credible sources of information on the subject.

Please remember that you have agreed to Standards Regarding Academic Integrity (a copy of which can be found at: <http://weatherhead.case.edu/pdpao/policy/policyhome.html>) which outlines your responsibility in greater detail.

**COURSE MATERIALS**

# There is one textbook that you will need for the course which is: Venture Deals: Be Smarter Than Your Lawyer and Venture Capitalist (Second Edition) by Brad Feld and Jason Mendelson, December 26, 2012. Here is a link to the listing on Amazon for the book: <http://www.amazon.com/Venture-Deals-Smarter-Lawyer-Capitalist/dp/1118443616>. In the past, I have used all Harvard Business School case studies and articles but this book (which was released in late December) is really the perfect text for this course. Feld and Mendelson are successful venture capitalists who also founded the accelerator Tech Stars and write about entrepreneurial finance in an extremely clear and concise way. They also have Matt Blumberg who is a serial entrepreneur (and a friend of mine from college) comment in the book to provide the entrepreneur’s perspective. The Kindle price is $28 and hard copy is $30.

You should visit the following weblink on the Harvard Business School (HBS) Publishing course site which will have additional required cases and readings available for purchase: <https://cb.hbsp.harvard.edu/cbmp/access/17097670>. You will have to register on the HBS website and the cost for each case is $3.95. There is NO course pack to purchase. All of the other readings outside of Venture Deals and the HBS cases will be accessible via weblinks from the syllabus or posted for download on Blackboard. For the New York Times articles, you will need to complete a free registration online in order to access the articles.

Also, please subscribe online to the following newsletters (which are free):

* Both Sides of the Table: <http://feeds.feedburner.com/BothSidesOfTheTable>
* Fred Wilson: <http://feeds.feedburner.com/AVcVentureCapitalAndTechnology>
* Feld Thoughts: <http://feedburner.google.com/fb/a/mailverify?uri=FeldThoughts>
* JumpStart: <http://www.jumpstartinc.org/EmailSignup/>

**COURSE SCHEDULE AND ASSIGNMENTS**

January 17th **Introduction to the Course and Overview of Entrepreneurial Finance System**

January 24th **Accelerators**

Guest Speakers: **Phil Alexander, Founder, Quick2Launch (**[**http://www.linkedin.com/profile/view?id=29082021&locale=en\_US&trk=tyah**](http://www.linkedin.com/profile/view?id=29082021&locale=en_US&trk=tyah)**)**

 **Graduate of:** [**http://www.launchhouse.com/**](http://www.launchhouse.com/)

Assignment: Complete assignment #1 (posted on Blackboard)

Readings: **Venture Deals**: Preface, Introduction and Chapter 1 (The Players)

 Draft term LaunchHouse term sheet for Quick2Launch (on Blackboard)

# Smith, Robert. (January 7, 2012). LaunchHouse duo aims to cultivate a new generation of job creators. *Cleveland.com*. <http://www.cleveland.com/business/index.ssf/2012/01/launchhouse_duo_hopes_to_nurtu.html>

# Smith, Robert. ( December 1, ,2012). LaunchHouse Accelerator adds cash and savvy to cool ideas.” *Cleveland.com*

<http://www.cleveland.com/business/index.ssf/2012/12/launchhouse_accelerator_boosts.html>

Dropbox’s application to Y Combinator: <http://dl.dropbox.com/u/27532820/app.html>

Steinbeiser, Flash. (September 26, 2012). 5 Things You Didn’t Know About Y Combinator. ***Inc.com***

<http://www.inc.com/flash-steinbeiser/author-reveals-five-things-you-didnt-know-about-y-combinator.html>

<http://www.techstars.com/tv/microsoft-accelerator-powered-by-techstars/season-1/> … please watch at least 3 episodes (they are three minutes each). There are 6 total episodes so pick the ones that look most interesting.

January 31st **Financing New Ventures (Dilutive and Non-Dilutive Capital)**

#  Guest Speaker: Mike Belsito, Co-Founder, eFuneral ([www.linkedin.com/in/mikebelsito](http://www.linkedin.com/in/mikebelsito%22%20%5Co%20%22View%20public%20profile)).

#  Graduate of: <http://www.10xelerator.com/>

 Assignment: Complete assignment #2 (posted on Blackboard)

Readings: eFuneral Draft Term Sheet, eFuneral Summary, eFuneral Operating Model

 **Venture Deals**, Chapter 2 (How to Raise Money)

# Smith, Robert. (February 6, 2012). Clevelanders bring Internet shopping to the funeral industry. *Cleveland.com*. <http://www.cleveland.com/business/index.ssf/2012/02/making_it_easier_to_say_the_la.html>

Madrigal, Alexis. (September 24, 2012). Bringing Innovation to the Funeral Home Business (No, Really). ***The Atlantic***.

<http://www.theatlantic.com/technology/archive/2012/09/bringing-innovation-to-the-funeral-home-business-no-really/262782/>

 Gardella, Adriana. (August 17, 2010). Bootstrapping a Start-Up in Silicon Valley. ***The New York Times***. <http://boss.blogs.nytimes.com/2010/08/17/bootstrapping-a-start-up-in-silicon-valley/?src=busln>

 Demmler, Frank. What is Your Company Worth? ***Donald H. Jones Center for Entrepreneurship at Carnegie Mellon University.*** <http://www.andrew.cmu.edu/user/fd0n/4%20Valuation.htm>

 Beckford, Nathan. (January 19, 2010). Start-Up Valuation: How Much is Your Company Worth? ***Seedstagecapital.com*** <http://www.seedstagecapital.com/2010/01/startup-valuation-how-much-is-your.html>

 Suster, Mark. (August 30, 2010). Is Convertible debt Preferable to Equity? ***Bothsidesofthetable.com*** <http://www.bothsidesofthetable.com/2010/08/30/is-convertible-debt-preferable-to-equity/>

Zwilling, Martin. (November 11, 2010). Ten Components of Startup Valuation for Investors. ***Examiner.com.***

<http://www.examiner.com/startup-business-in-national/ten-components-of-startup-valuation-for-investors>

February 7th **Seed Capital**

Guest Speaker: **David Levine, CEO, Wireless Environment LLC, (**[**http://www.mrbeams.com/**](http://www.mrbeams.com/)**)** [www.linkedin.com/in/davidblevineoh](http://www.linkedin.com/in/davidblevineoh).

 **Michael Mott, COO, Microsoft Studios (via Skype) (**[**http://www.linkedin.com/pub/michael-mott/2/32a/b28**](http://www.linkedin.com/pub/michael-mott/2/32a/b28)**)**

Assignment: Complete assignment #3 (posted on Blackboard)

Readings: Wireless Lighting Private Placement Memorandum and Cap Table

 Venture Deals. Chapter 3 (Overview of the Term Sheet) and Chapter 4 (Economic Terms of the Term Sheet)

Levine, David. (October 7, 2010). Where Cash Is King, Be A Loyal Subject. ***Jumpstart Blog***. <http://blog.jumpstartinc.org/index.php/archives/209>

# Bishop, Todd. (May 17, 2012) Inside the Kinect Accelerator: Startups camp out at Microsoft in pursuit of next big thing. *GeekWire*.

<http://www.geekwire.com/2012/startups-building-businesses-microsoft-kinect/>

Grossmann, John. (January 2, 2013) Help For a Start-Up, But at a High Price. ***New York Times***.

<http://www.nytimes.com/2013/01/03/business/smallbusiness/a-start-ups-dilemma-a-lack-of-capital-or-lack-of-control.html?_r=1&>

Denne, Scott. (September 21, 2012). Seed is a Four-Letter Word for some LPs. ***The Wall Street Journal***.

<http://blogs.wsj.com/venturecapital/2012/09/21/seed-is-a-four-letter-word-for-some-lps/>

Lawsky, David. (September 15, 2009). No venture capital? Web start-ups look elsewhere. ***Reuters***.

<http://www.reuters.com/article/smallBusinessNews/idUSTRE58E5ZL20090915>

Suster, Mark. (July 22, 2010). Want to Know How VC’s Calculate Valuation Differently from Founders? ***Bothsidesofthetable.com***.

<http://www.bothsidesofthetable.com/2010/07/22/want-to-know-how-vcs-calculate-valuation-differently-from-founders/>

Zwilling, Martin. (November 14, 2010). Startups Wait for the Super Angels to Descend. Examiner.com.

<http://www.examiner.com/startup-business-in-national/startups-wait-for-the-super-angels-to-descend>

Suster, Mark. (March 11, 2010). What is the Right Amount of Money to Raise at a Startup? ***Bothsidesofthetable.com***.

<http://www.bothsidesofthetable.com/2010/03/11/what-is-the-right-amount-of-money-to-raise-at-a-startup/>

Destin, Fred. (December 5, 2012). Series A Crunch, Seed Blues. FredDestin.com.

<http://freddestin.com/2012/12/series-a-crunch-seed-blues.html>

February 14th **Angel Investing**

Guest Speakers: **Todd Federman, Executive Director, North Coast Angel Fund (**[**http://www.northcoastangelfund.com/Content/ManagementTeam.aspx**](http://www.northcoastangelfund.com/Content/ManagementTeam.aspx)**) (**[www.linkedin.com/in/toddfederman](http://www.linkedin.com/in/toddfederman))

**Adam Roth, CEO, Streamlink Software (**[**http://streamlinksoftware.com/**](http://streamlinksoftware.com/)**) (**[www.linkedin.com/pub/adam-roth/8/790/50b](http://www.linkedin.com/pub/adam-roth/8/790/50b))

Assignment: Complete assignment #4 (posted on Blackboard)

Readings: **Venture Deals**. Chapter 5 (Control Terms of the Term Sheet)

Flanigan, James. (August 19, 2009). Angel Investors Become a Little Less So. ***The New York Times***. <http://www.nytimes.com/2009/08/20/business/smallbusiness/20edge.html?_r=5&scp=1&sq=Angel%2520Investors%2520Become%2520a%2520Little%2520Less%2520So>

Pattison, Kermit. (October 28, 2009). The New Rules of Angel Investing. ***The New York Times***.

<http://www.nytimes.com/2009/10/29/business/smallbusiness/29angels.html?_r=1&dbk=&pagewanted=all>

Matsey, Jonathan. (January 26, 2010). Angel Groups See Membership Gains As Investors Flock Together. ***The Wall Street Journal***.

<http://blogs.wsj.com/venturecapital/2010/01/26/angel-groups-see-membership-gains-as-investors-flock-together/?mod=rss_WSJBlog>

Ante, Spencer (May 21, 2009). ‘Super Angels’ Shake Up Venture Capital. ***Bloomberg Businessweek*.**

[**http://www.businessweek.com/magazine/content/09\_22/b4133044585602.htm**](http://www.businessweek.com/magazine/content/09_22/b4133044585602.htm)

Suster, Mark. (July 19, 2009). Raising Angel Money. ***Bothsidesofthetable.com*** <http://www.bothsidesofthetable.com/2009/07/19/raising-angel-money/>

Shafrir, Doree. (November 18, 2010). Angel Investors Are Going Where VCs Fear to Tread. ***Newsweek***. <http://www.newsweek.com/2010/11/18/angel-investors-are-going-where-vcs-fear-to-tread.html>

Wilson, Fred. (July 25, 2010). Angels vs VC? ***AVC.com***.

<http://www.avc.com/a_vc/2010/07/angel-vs-vc.html>

Berkus, David. (November 4, 2009). The Berkus Method – Valuing the Early Stage Investment. ***Berkonomics.com***. <http://berkonomics.com/?p=131>

February 21st **How to Value Companies Upon Exit (Private Equity Approach)**

Guest Speaker: **Jason Cornacchione National City Equity Partners. (**[**http://www.ncepi.com/team.asp**](http://www.ncepi.com/team.asp)**)**

Reading: **Venture Deals**. Chapter 6 (Other Terms of the Term Sheet)

Lerner, Josh and Willinge, Josh. (April 8, 2002). A Note on Valuation in Private Equity Settings. ***Harvard Business School***. Article 9-297-050.

Case: Green, Jason. (November 16, 1995). InterZine Productions, Inc. ***Harvard Business School***. Article 9-396-174

**Case Write-up #1 Due: “InterZine Productions, Inc.”**

February 28th **Corporate Partnerships/Investments**

Guest Speaker: **Scott Jared, President, Winston Products**

[**http://www.winstonproducts.us/**](http://www.winstonproducts.us/)

[www.linkedin.com/pub/scott-jared/2/699/ab1](http://www.linkedin.com/pub/scott-jared/2/699/ab1)

Assignment: Complete assignment #5 (posted on Blackboard)

Readings: **Venture Deals**. Chapter 10 (Negotiation Tactics)

Dole Press Release. (November 11, 2011). Dole Food Company, Inc. Joins Forces with Healthy Foods, LLC to Promote Fruit-Based Desserts. <http://investors.dole.com/phoenix.zhtml?c=231558&p=irol-newsArticle&id=1629302>

Wartzman, Rick. (April 24, 2012). Peter Drucker Goes Bananas. ***Forbes***.

<http://www.forbes.com/sites/drucker/2012/04/24/peter-drucker-goes-bananas/>

March 7th **Term Sheets**

Guest Speaker: **Howard Bobrow, Partner, Taft Law Firm.** <http://www.taftlaw.com/attorneys/463-howard-j-bobrow>

 [www.linkedin.com/in/howardbobrow](http://www.linkedin.com/in/howardbobrow)

Assignment: Complete assignment #6: **Venture Capital Method – Valuation Problem Set. (October 5, 1995) Harvard Business School. Article 9-396-090. (Complete Problems 1-4)**

Readings: **Venture Deals**. Chapter 7 (The Capitalization Table) and Chapter 8 (Convertible Debt)

Hellmann, Thomas. (April 20, 2006). A Note on Valuation of Venture Capital Deals. ***Stanford Graduate School of Business***. Case: E-95.

Kuemmerle, Walter. (September 9, 2004). Note on Antidilution Provisions: Typology and a Numerical Example. Harvard Business School. Article 9-805-024.

March 14th **SPRING BREAK**

March 21st **Preparing for Multiple Financing Rounds**

Guest Speakers: **Laura Bennett, CEO and Co-Founder, Embrace Pet Insurance** ([www.embracepetinsurance.com](http://www.embracepetinsurance.com))

 [www.linkedin.com/in/laurabennett](http://www.linkedin.com/in/laurabennett)

Assignment: Complete assignment #7 (posted on Blackboard)

Readings: Embrace Pet Insurance Term Sheet, Cap Table and Business Plan

**Venture Deals**. Chapter 11 (Raising Money the Right Way) and Chapter 12 (Issues at Different Financing Stages)

PR Newswire. (November 2008). Embrace Pet Insurance Secures Over $2 Million in First Institutional Funding Round. HealthNews.Org. <http://www.healthnews.org/news/2008/11/embrace-pet-insurance-secures-over-2-million-in-first-institutional-funding-round>

Casparie, Jim. (October 17, 2005). How to Attract VC Investors. ***Entrepreneur.com***. <http://www.entrepreneur.com/money/financing/raisingmoneycoachjimcasparie/article80458.html>

 Feld, Brad. (July 7, 2004). Venture Capital Deal Algebra. ***Feld.com***. <http://www.feld.com/wp/archives/2004/07/venture-capital-deal-algebra.html>

Wilson, Fred. (October 4, 2010). Employee Equity: Dilution. AVC.com. <http://www.avc.com/a_vc/2010/10/employee-equity-dilution.html>

Wilson, Fred. (August 6, 2010). Here’s Why You Need a Liquidation Preference. AVC.com.

<http://www.avc.com/a_vc/2010/08/heres-why-you-need-a-liquidation-preference.html?utm_source=feedburner&utm_medium=feed&utm_campaign=Feed%3A+AVc+%28A+VC%29>

Lacy, Sarah. (November 28, 2012). The Series A Crunch is Hitting Now, Have We Even Noticed? ***Pando Daily***.

<http://pandodaily.com/2012/11/28/the-series-a-crunch-is-hitting-now-have-we-even-noticed/>

March 28th **Venture Capital**

Readings: **Venture Deals**. Chapter 9 (How Venture Capital Funds Work)

Roberts, Michael J. and Barley, Lauren. (December 1, 2004). How Venture Capitalists Evaluate Potential Venture Opportunities. ***Harvard Business School***. Article 9-805-019

 Miller, Matt. (October 29, 2010) Can Venture Capital Thrive Along the Cuyahoga? ***The Deal.*** <http://www.thedeal.com/newsweekly/special-reports-1/cleveland/can-venture-capital-thrive-along-the-cuyahoga.php>

 Primack, Dan. (November 22, 2011). Calpers Shuns Venture Capital. CNN Money.

<http://finance.fortune.cnn.com/2011/11/22/calpers-shuns-venture-capital/>

Gage, Deborah. (September 19, 2012). The Venture Capital Secret: 3 Out of 4 Start-Ups Fail. **The Wall Street Journal**.

<http://online.wsj.com/article/SB10000872396390443720204578004980476429190.html>

April 4th **Venture Capital – Financing a Down Round**

Guest Speakers: **Neil Wyant, Managing Director, Everett Partners**

[www.linkedin.com/pub/neil-wyant/0/614/306](http://www.linkedin.com/pub/neil-wyant/0/614/306)

**Mike Bunker, Managing Director, Early Stage Partners** ([www.esplp.com](http://www.esplp.com))

[www.linkedin.com/in/michaelbunker](http://www.linkedin.com/in/michaelbunker)

Assignment: Complete assignment #8 (posted on Blackboard)

Readings:

Lashinsky, Adam. (March 26, 2010). How a Big Bet on Oil Went Bust. ***Fortune***. <http://money.cnn.com/2010/03/26/news/companies/terralliance_tech_full.fortune/index.htm#full>

Tam, Pui-Wing. (March 9, 2010). Venture Capital Firms Caught in a Shakeout. ***The Wall Street Journal***.

<http://online.wsj.com/article/SB10001424052748703915204575104221092909884.html?mod=WSJ_Technology_RIGHTBottomSBHeadLines>

Miller, Claire Cain. (February 2, 2010). Dot-Com Crash Catches Up With Venture Capitalists. ***The New York Times***.

<http://bits.blogs.nytimes.com/2010/02/02/dot-com-crash-catch-up-with-venture-capitalists/?dbk>

Knowledge@Wharton. (July 22, 2010). Venture Capital’s Midlife Crisis. ***Forbes.com***.

<http://www.forbes.com/2010/07/22/venture-capital-crisis-entrepreneurs-finance-wharton_print.html>

April 11th **Trends in Asian Venture Capital**

Readings: Christiansen, Jed. (November 27, 2012). Tracking Global Growth in Seed Accelerators. ***All Things Digital***.

<http://allthingsd.com/20121127/tracking-global-growth-in-seed-accelerators/>

Perkowski, Jack. “Private Equity in China: Too Much Money, Too Few Deals.” ***Forbes***. August 8, 2012. <http://www.forbes.com/sites/jackperkowski/2012/08/08/private-equity-in-china-too-much-money-too-few-deals/>

Koudsi, Omar. “Startups: Silicon Valley Vs. The Emerging World.” ***TechCrunch***. November 26, 2011. <http://techcrunch.com/2011/11/26/startups-silicon-valley-vs-the-emerging-world/>

# Miller, Matt. “PE in emerging markets goes local.” *The Deal*. February 17, 2012, <http://www.thedeal.com/magazine/ID/044727/features/pe-in-emerging-markets-goes-local.php>

# Fannin, Rebecca. “Can Asia out-innovate America?” *Venture Beat*. December 5, 2011. <http://venturebeat.com/2011/12/05/can-asia-out-innovate-america/>

Seligson, Hannah. “Want to Graduate? First, Create a Company.” ***The New York Times***. July 28, 2012. (<http://www.nytimes.com/2012/07/29/business/founder-institutes-requirement-create-a-company.html?_r=1&pagewanted=all> )

# Warsmith, Stephanie. “Chinese fund Akron startup: Mayor, city officials help finalize $18 million investment in biomedical company.” *Akron Beacon Journal*. November 20, 2010. <http://www.ohio.com/news/chinese-fund-akron-startup-1.189875>

Case: Hardymon, Felda, Lerner, Joshua and Leamon, Ann. (May 7, 2003). Endeca Technologies (A). ***Harvard Business School***. Article 9-802-141.

 **Case Write-up #2: Endeca (A)**

April 18th **Exits**

Guest Speakers: **Stan Garber, Founder, Onosys. Director of Sales, Living Social.**

[www.linkedin.com/in/stangarber](http://www.linkedin.com/in/stangarber)

Assignment: Complete assignment #9 (posted on Blackboard)

Readings: Etherington, Darrell. (April 27, 2012). Living Social Acquires Onosys as it Expands into Online Ordering. ***Betakit***.

<http://betakit.com/2012/04/27/livingsocial-acquires-onosys-as-it-expands-into-online-ordering>

Pledger, Marcia. (April 27, 2012). Living Social Acquires Cleveland-Based Onosys. ***Cleveland Plain Dealer***.

<http://www.cleveland.com/business/index.ssf/2012/04/livingsocialcom_acquires_cleve.html>

Suster, Mark. (November 9, 2012). Some Quick Thoughts on Exits for Technology Startups. ***Both Sides of The Table***.

<http://www.bothsidesofthetable.com/2012/11/09/some-quick-thoughts-on-exits-for-technology-startups/>

Miller, Claire Cain. (April 1, 2010). For Start-Ups, Late Bursts of Private Cash. ***The New York Times***.

<http://dealbook.blogs.nytimes.com/2010/04/01/for-start-ups-late-bursts-of-private-cash/?scp=6&sq=yelp&st=cse>

Bowley, Graham. (November 17, 2010). Wall Street, The Home of the Vanishing IPO. ***The New York Times***.

<http://www.nytimes.com/2010/11/18/business/18place.html?_r=1&scp=1&sq=vanishing%20initial%20offering&st=Search>

April 25th **Course Overview and Review Session**

Take home final will be handed out in class. Students will have until April 28th at 5 pm to complete the final.