

Fall 2010 Update

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On Tuesday September 21st, Tuck's E-Ship Club hosted its 2nd largest-ever event titled, "I Know What You Did Last Summer." Eight entrepreneurial T'11s got up to individually talk about what they had done over the summer to over 105 T'12s packed into Cohen Hall. Some had continued businesses begun in the spring, others pursued internships related to their businesses, one found herself working in a venture firm that focuses on early projects, and another had spent the summer researching the market for his product, then decided to shelve that particular idea. Here are a few accounts shared that night...

Giving Leaf[™]

Seth Gilmore T'11
Arun Durairaj T'11

The Giving Leaf is a disposable ("clam-shell") food container made from fallen palm leaves. The leaves are sourced from rural India, where they would otherwise be burned as agricultural waste. Having gone on an exploratory trip to India over spring break, we refined our business plan for the rest of the semester. We decided as the summer began that it was time to take the plunge. If we were going to pursue Giving Leaf for real – plates, bowls and trays made from palm leaves – we'd have to go back to India to learn the lay of the land, establish operations, and make things happen. So instead of pursuing full-time internships over the summer, we pulled together some cash, bought tickets to India, and headed off halfway across the world, starting on the Dartmouth Coach. We also applied for, and received, a grant from the Hess Corporation through the Allwin Initiative for Corporate Citizenship – many thanks to Pat Palmiotto, Professor John Vogel, and Dean Paul Danos.

Once in India, we built on the work that Arun and Elvir had done earlier in the year and relatively soon established contact with the largest export-quality manufacturer of palm

I KNOW WHAT YOU DID LAST SUMMER

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leaf plates in India. For four weeks we camped out in a small hotel in the heart of Karnataka, on the eastern coast of India, alternately negotiating with our chosen manufacturers and working with them to develop a clamshell (“to go” box) product made of palm leaves. While we succeeded in the first effort – we have the exclusive right to use their manufacturing facilities to create plates for sale in the U.S. – we were ultimately unable to create a clamshell, as the leaves simply wouldn’t lock together. Undeterred, we realized that we could still address a sizeable market by selling plates, bowls and trays to independent caterers and catering services in universities, corporations and restaurants. We’re still developing a clamshell, just taking a different approach to it now.

So after having spent half of the summer in India nailing down our manufacturing operations, we returned to the U.S. to refine our marketing and sales programs. With a sales course from Professor Howard Anderson (founder of The Yankee Group and co-founder of Battery Venture Capital), a Strategic Brand Management course from Professor Kevin Keller, and an introduction to Kevin McClamroch, the VP for Sales at Adams-Burch (the nation’s largest private distributor of foodservice supplies) by Professor Fairbrothers D’76 under our belts, we were able to refine our pitch considerably. So far it has worked. We’ve picked up two distributors for our products in the northeast area and are in discussions with two national distributors as well. In addition, following leads generated by Dean Steve Lubrano T’87, we are likely to acquire our first major non-Dartmouth client in the early winter.

Market Opportunity



Last year, 8 billion clamshells (~\$1B) were consumed in the United States. 90% were made from foam or plastic and most will clog landfills for hundreds of years...

This winter Elvir Mujanovic T’11, Arun Durairaj T’1, and Seth Gilmore T’11 have returned to India once again, both to continue building upon our relationship with our manufacturers and so that the entire company could be present when its fearless CEO gets himself hitched. Congrats on your marriage, Arun. You bring the cake, we’ll bring the plates!


Tales Mixed Drinks
Dwight Keyser T’11

My name is Dwight Keyser and I am a second year student at Tuck. I spent my summer internship pursuing an entrepreneurial venture within the ready-to-drink spirits market. The name of the company was Tales Mixed Drinks.

I founded Tales in my first year with the goal of producing premium, pre-mixed, bottled cocktails. In thinking about cocktail consumption, I observed that cocktails were principally consumed in the home or at a bar or restaurant,

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I Know What You Did Last Summer

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and that consumption was limited to these places because it was inconvenient to bring a large bottle of spirits, mixers, cups and ice to certain venues. I sought to produce classic cocktails in 12 ounce bottles, which would be purchased in a portable four pack.

I worked with several of my classmates last spring to write a business plan for Tales through our First Year Project. I wanted to spend the summer, however, to more thoroughly vet the plan. In the event that I validated the concept, I intended to pursue a capital raise and launch Tales in my second year. A seemingly simple concept, I wondered: why hasn't it been done? It turned out that excise taxes on spirits in the US are extremely high, and two layers of third-party mark-ups by distributors and retailers don't leave room for profit within the price consumers are willing to pay. In the end, I moved on to other ideas.

I graduated from Brown in 2000, and spent the first five years of my career as an equity research analyst at Goldman Sachs. I then transitioned into real estate development and worked for two private equity firms – The JBG Companies in Washington DC and TMG Partners in San Francisco. Through my work at The JBG Companies, I learned that I love the entrepreneurial nature of development. This passion, coupled with my desire to lead a company, has fueled my pursuit of entrepreneurship while at Tuck. I learned many lessons through my pursuit of Tales. However, the most valuable take away from the experience was that my passion for entrepreneurship was reinforced, and that I intend to either start my own company or join an early stage start up after Tuck.



Since the first few months at Tuck, Steve Hooper T'11 and I have charted a course to redefine how Americans eat in the fast-food industry. Starting with a basic idea of providing a fresh, flexible Asian-inspired restaurant, we developed our company around specific core values that would strengthen three specific stakeholders – our customers, our colleagues, and our communities. As our plan developed, we successfully worked through business plans and investor pitches. With every new opportunity, we learned and we grew. Yet, as we elevated our strategy, we recognized most evaluators (and

potential investors) were skeptical of two MBA Candidates launching a food concept if neither possessed any restaurant experience.

Utilizing the DEN Network, we cultivated a relationship with John Pepper D'91, T'97 and Boloco Restaurants. Through our discussions, Steve and I proposed a plan to work for Boloco for the summer. During our internships, we hoped to gain valuable insights about the industry while delivering sustainable impact to Boloco. Above all else, we wanted to know if we really liked the industry. In short, were we ready to embark on this labor intensive journey?

From sweeping floors to washing greasy pans, Steve and I learned by doing. During the first few weeks, we were imbedded within the stores. Treated like an entry level, new-hire employee, we learned from middle level

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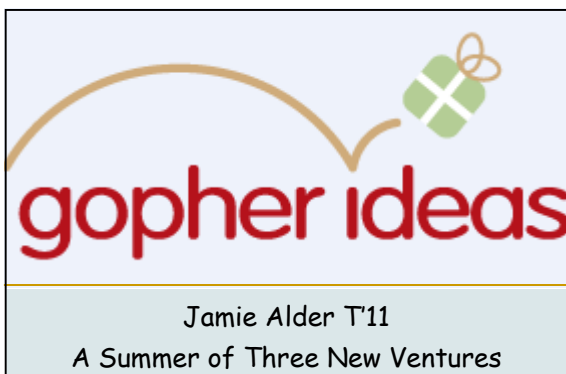
management how to become competent at rolling burritos and blending smoothies! Seriously, we had no idea how difficult it was to roll a “perfect” burrito!

Although the first few weeks were in the restaurants, our goals and vision for the summer were to help Pepper and Boloco refine their operational strategy and training processes. With sixteen stores across New England, Boloco was at the crossroads of being a regional restaurant player or an emerging national brand. Following the vision and enthusiasm of Pepper, we eagerly helped to streamline processes while providing new value to the training model.



Although somewhat unorthodox to traditional MBA internships, we believe we derived more value than most summer internships. Our hope was to learn as much as we could. Undoubtedly, we learned more than we ever imagined. From understanding how to communicate and lead entry level employees to how to influence and persuade middle and upper management to adopt new behaviors, we utilized the entire academic toolkit from our first year at Tuck.

Since our summer internships, we recognize the incredible challenges of launching a new restaurant concept. With this said though, our motivation and resolve has only been galvanized. Currently, we are in the midst of our fundraising campaign and will soon embark upon site selection.




If I have learned one thing about entrepreneurship at Tuck it is that entrepreneurship cannot be taught in a classroom; it is something you have to learn yourself through experience. Fortunately, the class experience at Tuck is just a small part of my two years in Hanover.

I used my summer to enhance my studies with some real entrepreneurial experience. I split my time three ways. First, I prepared for the December launch of my own startup business, Gopher Ideas. Our mission is to make gift giving simple and

rewarding for gift-experts and the gift-challenged alike. Starting on December 6th, www.gopherideas.com goes live with social gift recommendations. Users suggest gift ideas and tag them to answer two questions: who will love this gift? And, for which occasion? Over the summer I developed marketing, social media, and operations plans using advice from my classmates, alumni from Tuck, and alumni from Duke, my alma mater. I contracted user experience and graphic designers to update our web application and managed my team's implementation of these designs. The process, as with many startups, has had its ups and downs, times when I

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question if anyone will adopt, and times when I have had no doubts that they will. Based on our progress from the last few months, I am thrilled about our upcoming launch. When you are searching for a gift this holiday season, visit www.gopherideas.com.

Second, I feel I would have missed an opportunity to learn last summer if I did not work for a company that is not my own. So, I joined a 3-person software shop in Boston called StarsWithStripes.Org that provides open-source out-of-the-box campaign websites and other campaign tools for political candidates. I made sales calls and built processes for setting goals and measuring performance for the sales team. Watching the StarsWithStripes' founder lead his team informed how I will choose to lead mine.

Third, my son, Parker, was born in June, nine weeks early. My flexibility became a huge asset, allowing me to spend extra time with him and my wife in the neonatal intensive care unit, often making Skype calls from Mass General Hospital. Now, Parker is healthy and doing great.

Looking forward, I will use Gopher Ideas' performance this holiday season to determine its future. Meanwhile, I am pursuing job opportunities and startups or small companies with an entrepreneurial culture in consumer internet or electronics. Either way, I am counting on an entrepreneurial future.

D E N C o m p a n y U p d a t e



Co-Founders
Russ D'Souza D'07
Jack Groetzinger D'07

In July, SeatGeek closed a \$1.1M Series A-1 round of financing with Founder Collective, an early stage tech VC firm based in Boston. The company was named by PC Magazine as one of the Top 100 websites of 2010 and its founders, Jack Groetzinger D'07 and Russ D'Souza D'07, were named by Entrepreneur Magazine as two of the "Top 25 entrepreneurs under 25." The company's product has broadened in scope, moving from being a fore-caster of ticket prices to a data-driven ticket search site. SeatGeek has signed partnerships with a number of mainstream new sites, including the Wall Street Journal, to integrate its ticketing platform within those partner sites. The company now has twelve employees and has recently relocated to offices in Flatiron in Manhattan.

www.seatgeek.com

Introduction to Entrepreneurship Course (IENT)

Winter Term at Tuck

“ You miss 100% of shots you never take . ”

~ Wayne Gretzky

Aimed at encouraging entrepreneurial activity among members of the Dartmouth community, the Introduction to Entrepreneurship course (IENT) at Tuck is offered annually during the winter term to Tuck, MALS, DMS, and Thayer students for credit. IENT is also open to audit by anyone eligible for a dartmouth.edu, hitchcock.org or dartmouth.alum.org email address, thereby including any student, faculty or staff member of the College, DHMC, the Mary Hitchcock Hospital, or any alumni of the schools.

IENT addresses the fundamentals of what it takes to launch an idea and build a successful new business, including concept and business plan development, the need and the market, team building, business models and execution, and financing strategies.

IENT draws on lectures, discussions, group project presentations, sample presentations by real Dartmouth startups, guest lectures by entrepreneurs and venture capitalists. The course is taught by Professor Gregg Fairbrothers D'76.

IENT remains a unique course at Tuck because it offers students, faculty, and staff from Tuck, Thayer, DMS, DHMC, and The Dartmouth Institute, as well as undergrads, researchers, and post docs from Dartmouth, an opportunity to work together on startup projects.

Last year, students formed 30 self-selected teams. They each came up with an idea, built a team, validated the market, worked on financials, conducted a due diligence exercise on other teams, wrote an executive summary, and gave a final investor's pitch to a panel of business-experienced reviewers for feedback during their final class. While participating on a team is optional for auditors, attendance is mandatory.

If you are interested in taking IENT for credit, contact your registrar. If you are interested in auditing IENT, go to www.den.dartmouth.edu and click on the education tab. Registration deadline is December 10th.



New DEN Office

(Sandy is now located on Rope Ferry Road)

Sandy Rozyla
Dartmouth College
11 Rope Ferry Road, #102
Hanover, NH 03755 . . . 603.646.0295

Gregg Fairbrothers
Tuck School at Dartmouth
100 Tuck Hall, #203A
Hanover, NH 03755 . . . 603.646.0290



turningArt

by Jason Gracilieri D'99, TH'99, '00

TurningArt allows customers to rotate prints of contemporary working artists through their home or office . . .

I first had the idea for TurningArt about 3 years ago, when I moved into a new apartment, took a look at all of the "artwork" that I had brought with me and realized that I had matured past about 50% of it. I proceeded to hang what remained and was then left with about 10 empty walls. And absolutely no good way to fill them.

The problem was that I had reached a point in my life where I was done with mass-reproduced artwork. I wasn't going to "just fill" my walls with compromises found at Ikea/Homegoods/Bed Bath & Beyond. No more "Starry Night"— I wanted more meaning, more personalization out of the things that surrounded me in my home, but at the time, original artwork seemed so far out of reach.

There are really only 3 reasons that people don't buy original artwork for every wall in their homes; 1) Price; 2) The time and effort required to find that perfect piece; and 3) A perceived lack of knowledge on their part about the art world in general. These are obviously very real obstacles though, and the result is that many, many people totally give up on, or don't ever consider owning original artwork.

That said, the US wall décor market does about \$40B annually. About 30% of consumers spend \$200 or more on their wall art. And other than coming up with creative new ways to sell you expensive custom framing, there hasn't been much innovation in the space. We thought we could do something new and exciting in a large, overlooked market, so we built TurningArt.

TurningArt allows customers to rotate prints of contemporary working artists through their home or office, while every dollar spent earns credit toward the purchase of an original work of art. Our plans start at just \$9.99/month, which we believe is a really exciting price point that makes this service accessible to anyone. Combined with an engaging and educational website that helps users find artists and artwork that are most relevant to them—we're breaking down all of the barriers to owning higher quality art.

Rock Hard Maple Survivor
by Floyd Alsbach



Persephone's Part-Time
Waitressing Job in Hades
by Skip Noah


Southie
by Adam O'Day



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TurningArt

by Jason Gracilieri D'99, TH'99, '00

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We think there's a real opportunity to democratize art, to do for art, what was done for wine – expand the reach of a luxury good by providing basic education and accessible entry level price points.

We're excited about what we've started with TurningArt—we already have customers and artists spread across the country, and we have already sold original artwork with more sales in the pipeline. You can check it out at www.turningart.com.

Jason Gracilieri D'99, TH '99, '00 is the Founder and President of TurningArt. Jason is a 4-time bootstrapped entrepreneur with one failure, one success, and one "push" under his belt. He was a founding board member of DEN Boston and served as its President in 2009.




DARTMOUTH

ENERGY and MEDICAL TECHNOLOGY

BUSINESS PLAN COMPETITION

This academic year, student led teams with two members from different schools at Dartmouth can compete for a \$2500 award in each of two categories: energy and medicine. The entry must involve technology, and both for-profit and non-profit entries are eligible. Finalists will be judged in a public competition in **late spring 2011**. Details can be found at www.engineering.dartmouth.edu/techcompetition. DEN student members are encouraged to consider forming a team to enter the competition – register at the web site if interested.

The competition is co-sponsored by Dartmouth alum Jay Miller D'84, Gregg Fairbrothers D'76 of the DEN and Tuck, and with support from Thayer School of Engineering. The goal is to **nurture cross-Dartmouth entrepreneurship** and innovation in areas of great societal importance.

How can non-student DEN members get involved? We are in the "idea" phase of the competition and although some students have their own technology or business ideas defined, others are looking for ideas. If you have a technology project or business idea you are interested in moving to the business plan stage and believe a student team could help you, please contact carolyn.fraser@dartmouth.edu. Competition teams may include non-student members as long as they are led by two students from different schools at Dartmouth. This could be a great way for DEN members to promote entrepreneurship on campus while moving their own great idea forward. 



Matt Jorgensen D'12, Wildfire Intern

"An official title isn't as nearly important as how a person can be useful."

As an aspiring entrepreneur, I have always been captivated by the allure of Silicon Valley so looking for an internship at a Bay Area startup was a natural choice for me. Nonetheless, after beginning my job search rather late, I was awed at being able to quickly connect to several exciting startups through the DEN.

I chose to intern at a technology company called Wildfire Interactive, which has developed an online platform to help companies build and monetize their social media presences. Since starting in late September, I have worked primarily with the Sales Operations team and the VP of Sales (D'02). Our small, five-person team works to support a sales team that has almost doubled in size since I began ten weeks ago. I have worked on extensively mapping the competitive landscape, developing case studies and sales collateral as well as improving the sales prospecting process.

I have learned that at a company growing as rapidly as Wildfire, an official title isn't as nearly important as how a person can be useful. From helping our community manager organize events to presenting research to our product and business development teams, I have had the pleasure of working with nearly every part of the company. I have been struck constantly by how, in a startup environment, all employees are entrepreneurs in their own right. If an unusual request comes in from a client or a salesperson runs into a problem, we don't have a corporate manual to reference, so we must invent a new process and then work to refine it.

Interning at Wildfire Interactive has been an incredibly fulfilling growth opportunity for me and enhanced my excitement about entrepreneurship. I look forward to rejoining the startup world after graduation!



Wildfire team, November 2010

Matt Jorgensen D'12

How Wildfire Works

We provide simple tools to help you engage the 100s of millions of users of social network sites such as Facebook and Twitter. Our web application allows companies, both big and small, to easily integrate branded interactive campaigns like sweepstakes, contests and give-aways with the viral features of the social web to create engaging campaigns that spread like wildfire.

We're Hiring!

People

Update

David Anthony T'89

David Anthony T'89 is an experienced entrepreneur, venture capitalist, and educator. Since founding 21Ventures in 2004, the firm has provided seed, growth, and bridge capital to over 40 technology ventures across the globe focusing mainly in the cleantech arena. David also devotes some of his time as an Adjunct Professor at the New York Academy of Sciences (NYAS). The Academy brings together scientists of different disciplines from around the world to advance the understanding of science, technology, and medicine. In addition David has been teaching technology entrepreneurship at the NYC Stern School of Business.



Andrew Schuman D'10

Andrew Schuman is the founding director of The Waterman Institute, an independent initiative of Dartmouth students, faculty and community members that provides learning opportunities anchored in scholarly inquiry, historical accuracy, and critical thought. The Institute offers classes, seminars, internships, and special events that facilitate the integration of faith and reason with life, learning, and service. As an undergraduate Andrew founded Apologia, Dartmouth's nationally recognized publication of Christian thought, and co-founded the student-faculty-alumni Eleazar



Wheelock Society, an organization devoted to integrating faith, reason and vocation. Andrew is looking for members of the Dartmouth community interested in contributing to this discourse.

Nathan Sharp T'12

Before coming to Tuck, Nathan Sharp T'12 worked in Bangalore to create more transparency and accountability in the Indian health care system. With funding from the Bill & Melinda Gates Foundation, Nathan and his team developed a cost-effective survey that provides a more accurate assessment of the quality of care offered to poor mothers and their children. Their method improves upon current accreditation systems in India by combining subjective data from patient experiences with expert-gathered data on the structure, processes, and outcomes of health facilities. This summer, Nathan is looking to join a start-up in either health care or another intersection of public and private sectors, such as education, energy, or water management.



Please email sandy.rozyla@dartmouth.edu if you'd like to be included in the next DEN People Page.

GYROBIKE®

You may recall hearing about Gyrobike...its concept was the brainchild of four Thayer engineering students. The innovative technology was subsequently developed into a formal business plan as a First-Year Project by Tuck '07 students – Errik Anderson, Joe Pfeister, Lindsay Bello, Ted Callahan, Benjamin Farmer, and Christian Koether. Upon graduation, Tuck classmate Daniella Reichstetter formally founded the company and led a team of engineers who took the basic proof-of-concept and developed a consumer-ready design. Gyrobike released its flagship product, Gyrowheel, in 2009 and it's been nothing but exciting since.

Gyrobike's first product, a 12 Inch Kids' Gyrowheel, launched in December 2009 and a larger 16 inch Gyrowheel version was released in spring 2010. Both products have been successful and have received an overwhelmingly positive response from consumers, the industry and media. Gyrowheel has been featured by CNBC, Real Simple, Parents, and the TODAY Show. Its products are sold by dozens of online and retail shops across the U.S., including the company's own website, theygyrobike.com, and new retailers are being added weekly.

About Gyrowheel

Gyrowheel replaces the standard front wheel of a bicycle and is installed the same way as a standard bike wheel. When powered on, Gyrowheel's inner disk spins up. It then senses unbalanced riding and re-centers the bike underneath the rider's weight when the bike starts to wobble, whether riding straight or turning. Gyrowheel comes equipped with internal rechargeable batteries and a charger. It operates with one button and has three stability settings – high, medium and low. As a rider's skills and confidence improve, the stability setting can be adjusted. When powered off, Gyrowheel behaves like a standard bike wheel.



What's Next for Gyrobike?

Gyrobike is currently entering select international markets and is looking to expand its global footprint in 2010. As for additional product lines, full kids' bikes and adult models are in the works, however, at this time the company is unable to say exactly when those products will be on the market. "Gyrobike isn't just the future of learning to ride," says Daniella Reichstetter T'07, CEO. "The added stability of Gyrobike's technology is also the answer to giving people of all ages and abilities access to mobility. Kids' Gyrowheel is only the beginning."

How Gyrobike Made a Difference by Doug Campbell D'93

Our son Terran, age 10, has many gifts, but has trouble with things that cannot be broken down into individual steps. Playing competitively against Dartmouth chess club members as a 6 year old was easy for him. But doing all the things to ride a bike—balancing, steering, pedaling—*at the same time*, overwhelmed him. It was sad to think that he might never learn to ride. When we heard about the Gyrowheel, it sounded like the perfect way to keep him safe while his body got used to all the new skills riding requires. Following the directions, we kept our training sessions with the Gyrowheel short. Each day ended in more and more success. The first day was just holding on to him while the Gyrowheel helped us keep up. The second day he was able to do some peddling, while the Gyrowheel kept him from tipping. By the third day, he was getting the hang of turning and adjusting speed. By the fourth day he was able to start from a standstill, ride for a while, then come to a mostly-controlled stop. By day five he was riding along and only needed a little guidance in those first wobbly seconds getting started. Now he's riding far and fast with his friends and little sister without assistance. Thanks to the brilliant Gyrowheel, he now knows the deep pleasure of cruising along on his own steam.



Terran Campbell, bicycle enthusiast

DEN Fall Events Summary

[and a few nuggets of wisdom]

October 7th

Ms. Jen Gabler D'85, Principal, Rochester Point

Dr. Steve Bloch D'84, General partner, Canaan Partners

Link up with a good mentor who is wise and kind ...

Good leaders are intensely curious people ...

Brand is not a name, it's the meaning of the name to a customer ...

Never lose taste for measured risk ...

October 13th

Mr. Hans Helmerich D'81

CEO, Helmerich & Payne, Inc.

Promote well ...

November 4th

Mr. John Donahoe D'82

President & CEO, eBay Inc.

Learn to be a great networker and assembler of people ...

Get it done ...

Find a mentor, even if it's informal ...

It's tough for companies to do more than a couple of things well ...

October 27th

Entrepreneur and Angel Networking Mixer

Entrepreneurs don't fail, they start new companies ...

Think like owners, not employees ...

It's not always what you know, but how fast can you learn ...

We do not have enough women role models ...

Lack of focus is death ...

Oct. 10th, Nov. 20th, & Dec. 1st

Fail fast ...

The Lawyer Is In Series



Five Bamboo is Going to Change the Apparel World

Are you ready?

by Rohre Titcomb D'09

I've always wanted to work with my siblings to build something awesome. At first, it was tree-houses and forts, then ski jumps, and now it's companies. My four siblings and I founded our first company in early 2006—an ultimate frisbee apparel manufacturer, wholesaler, and retailer based in Seattle. Within just 4 years, we've progressed from a startup to a true small business. We now have seven full time employees and are the most popular ultimate brand in the world.

The beginnings for our second company, Five Bamboo, first took root in my junior year at Dartmouth—early 2008. As a prospective Environmental Studies minor, I traveled to China on a Dickey Foundation grant to study the environmental impacts of bamboo textile manufacturing. I culminated the project by writing a 40-page paper presenting my findings, and discovered that bamboo, if processed in a clean way, presented an enticing alternative to environmentally impactful cotton as a fiber textile resource.

As a Chinese and Arabic Literature and Language major at Dartmouth, I never thought I'd spend my first year and a half out of college becoming an expert in bamboo fiber processing methods, or that I'd know the difference between SG100 and AG100 thread, and what that implied for textile dyeing methods. But, what I've learned is part of Five Bamboo's greatest market differentiation. We're processing bamboo differently from anyone else, and we're doing it the right way.

Five Bamboo is a bamboo clothing company committed to changing the wastefulness of the apparel industry. Our mission, through our apparel and through the people we engage, is to redefine this generation's view of how we clothe ourselves and how our simplest actions shape our common global future. We're achieving this by producing simple, versatile, quality products with minimal environmental impact and building a brand that encourages environmental responsibility. Most specifically, we use an alternate method of processing bamboo called the lyocell process—it's closed loop, and the organic compound at the heart of the process is 99% recycled and reused. The result is what we call Nomo Clean Bamboo (TM)—the fiber base for all our products.

Over the past five years, the number of bamboo apparel companies jumped from the teens to the hundreds. The only problem is what most of them are selling isn't clean. Almost all bamboo clothing on the market today is really just bamboo viscose, akin to rayon, and it's made via a chemically intensive method of processing bamboo.

Now, two and a half years after completing my research, and a year and a half after competing in the DEN Business Plan competition at Tuck, we've finally got an online store up with eight products available in two colors. Soon we'll have three more colors and a more complete suite of products that will complement just about any wardrobe. And of course there's more work to be done than we can manage! But we're learning new things every day. It's fun, and at 22, I'm a key influencer in a company that is striving to do some real good in the world. No complaints here. ~~~~~



Five Bamboo currently offers eight products in two colors, with three additional colors and a suite of products available soon.

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DEN AND THE CITY

Fall Update



■ Ohio



■ NC



■ Bay Area



■ Colorado



■ Chicago



■ LA



■ Boston



■ DC



■ Seattle



■ New York

10 DEN City Chapters Have Been Busy This Fall !

What's been going on in the Network this summer and Fall? All kinds of stuff! DEN CT is working on becoming the 11th DEN City in Q1 2011 and the other 10 Cities have been continually building their networks. Here's a mini update from several of the DEN Cities. Why don't you get connected with other Dartmouth alums by joining a DEN City Chapter near you! And, learn more about DEN City events by going to DEN's website at www.den.dartmouth.edu.

DEN DC has had an exciting year with board elections, membership growth, and organizing four events throughout the year. In January Wendell Jenkins D'81, Co-Founder & CEO / President of DC Biofuels hosted a talk titled "Sustainability and Business" which focused on the challenges and triumphs of environmentally concerned businesses. In May, DEN DC organized an open forum to discuss "The Lives of DEN DC Startups," at which members discussed their current plans, progress and future designs with open feedback and advice provided by other members in attendance. More than a few left with new ideas or ways to improve their current prospects. In our next event, Robert Baum D'77 offered pragmatic advice on "How to negotiate your best deal – and get out of a bad one" by speaking candidly with the DEN DC membership about negotiating strategies and theories of arbitration. The event was a great success with many of the attendees thoroughly enjoying the role playing exercises. Continuing on the success of the first CEO roundtable hosted last

year Keith Rosten T'89, Founder and President of Solartown.com, organized a CEO roundtable in November (an open and engaging discussion). DEN DC also held board member elections and officer appointments. DEN DC is excited to have the following board members: John Carey TH'01 as President, Wayne Bardsley D'70 as Vice President, Wendell Jenkins D'81 as Secretary, Craig Dixon T'05 as Treasurer, and Hiliary Critchley D'04, Keith Rosten T'89, and Katya Vert-Wong TH'02. DEN DC would also like to thank its current membership of over 60 members for supporting the year's events through the participation and ongoing financial support. We look forward to continuing our entrepreneurial outreach and programming in 2011 for Dartmouth Alumni in the Maryland – DC – Virginia area. All alumni who have an interest in entrepreneurship are encouraged to come to an event or reach out to us through our website, www.dendc.org.

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DEN^{AND} THE CITY



Fall Update

(continued from previous page)

DEN NY delivered a panel discussion on options for introducing technology innovations to production and market. The discussion featured two panelists. Trinell Ball D'08, conducts business research for products and services in the areas of consumer electronics, networking technology and services, as well as clean technology for Toyota. Brett Martin D'04 works with AppFund, a NYC-based seed stage incubator focused on mobile technology companies. The event was held on November 30, 2010 at the Dartmouth Club in New York. The New York DEN committee is scheduling a pitch competition for Q1 2011 and possibly another panel discussion.



DEN Bay Area is gearing up for 2011 with a strong event lineup, the first of which will be held in Jan./Feb. Additionally, we plan to hold an event with WilmerHale in the first half of 2011 that gives entrepreneurs a legal "toolkit". If you would like to get involved with DEN Bay Area or simply learn more email Shane Douglas (sdouglas@svb.com) or Tracy Sun T'05 (tracy.c.sun@gmail.com).

The Plane Crazy Air Show, featuring many experimental and vintage aircraft, followed the tours.

DEN CT is planning a launch in Q1 2011. Planning is underway now. If you would like to learn more or get involved you can email or call Linda Tomb D'87 at 818.231.0330 or lindatomb@yahoo.com.


DEN Boston had a busy fall hosting several events for the greater Boston entrepreneurial community including: VC office hours with Bain Capital, Networking with the Princeton Entrepreneur Network, Entrepreneur + VC golf (great weather, kicked back

atmosphere, we played nine holes and then had pizza and beer in the clubhouse), a few small dinners with well known Dartmouth entrepreneurs, wine tasting with Silicon Valley Bank (some great wine and a good mix of successful and newbie entrepreneurs, and VCs), and we closed out the fall with a networking event at Dillons on December 1st. In Q1 2011, we are

DEN LA took a field trip to Mojave Air and Spaceport. Tours were guided by Masten Space Systems and XCOR executives.



planning a healthcare focused event spearheaded by Dan Meyers T'95 and we are working on a keynote speaker (a cool Dartmouth founder).

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DEN^{AND} THE CITY



Fall Update

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DEN Boston (continued) DEN Boston's leadership for 2011 includes: Ariel Diaz D'02, Evan Meyerson D'08, Elizabeth Demontigny D'84, Healy Jones D'99, Ryan Jones D'00, Dan Meyer T'95, and Matt Hodgson TH'06. Other DEN Boston things we'd like to highlight: our new Facebook page – please, please ask people to find us and we are now on twitter, follow us there at www.twitter.com/den_boston. You can, of course, always find DEN Boston at www.denboston.org.



Great wine and networking with DEN Boston and Silicon Valley Bank

DEN Ohio's summer and fall were pretty quiet, with most of the work going on behind the scenes (check out our new website at www.ohioden.weebly.com).. A lot of great conversations about the DEN Ohio's direction and purpose took place over bottles of wine and savoury local fares. Here's what you can look forward to in 2011: Events taking place throughout the state, including Cleveland and Toledo, regular gatherings at neighborhood watering holes to hash out ideas and tell stories, and more collaboration with local alumni clubs. DEN Ohio is looking forward to seeing you all soon!

DEN Seattle recently hosted John Kaestle T'81, of HaloSource for the Fall 2010 installment of our Entrepreneurship Series. John Kaestle is President and CEO of HaloSource, Inc. HaloSource's antimicrobial

and clean technology solutions reliably and effectively control germs and provide clean water. John shared his experience and perspective as he presented a case study of his business and industry. In typical Tuck fashion. John left a GM role at Borden Chemical, reached in part due to his 20 years of outstanding GM preparation at Weyerhaeuser, to join an interesting but struggling team that was trying to commercialize some intriguing technology developed by university scientists John's move to HaloSource was a work-life balance choice—wanting to spend more time with his family before his children went off to college—so he traded an intense travel schedule for an intense entrepreneurial experience. John achieved the balance he sought, and has also successfully turned that struggling technology company into a well run engine of global growth. DEN Seattle will meet in early January 2011 to plan events for the New Year. Event ideas include entrepreneurship in the nonprofit sector and "The First Customer.". Stay in touch with DEN Seattle at www.denseattle.org.

Tired of the same old videos ?



The DEN and the Tuck School offer videos on entrepreneurial topics from the Intro to E-Ship and Advanced E-Ship courses and Founders' Forum interviews with Dartmouth entrepreneurs and leaders (John Donahoe D'82, CEO of eBay is our newest release).

To request a password protected, 60 day account, email sandy.rozyla@dartmouth.edu.

BUSINESS AS USUAL AFTER *BILSKI* ?

by William Loginov D'85 and Paul Tanpitukpongse

June 28, 2010. In one of the most highly anticipated Supreme Court decisions in the field of patents, *Bilski v. Kappos*, the Supreme Court overruled the Federal Circuit's decision, thus rejecting the Federal Circuit's Machine and Transformation test as **the exclusive test** to define what constitutes patentable subject matter. Continuing to rely upon past judicial precedents, the Court emphasized the Machine and Transformation test is *a clue* to the determinability of a patentable "process", thus the Federal Circuit test is here to stay and its application will be determined by future Federal Circuit and United States Patent & Trademark Office ruling and guidelines. The question of patentable subject matter is thus still open, and its determination will be for the best of patent attorneys to argue in future cases. These cases will, no doubt, shed further light on the fine points of what is patentable, and how it should be patented. In the meantime, the good news is that the worst fears of the patent bars and inventors in the computer process and software arts have proven unfounded and these areas are still protectable by patent in the US.

The Machine and Transformation test requires an invention to be either tied to a particular machine and apparatus or it transforms a particular article into a different state or thing. In the majority opinion by Justice Kennedy, the Court acknowledges the need to protect software, advanced diagnostic medicine techniques, and inventions based on linear programming, data compression, and the manipulation of digital signals, as examples of categories of inventions that the Court was concerned to be affected by the Federal Circuit's decision.

The Court further acknowledges that federal law explicitly contemplates the existence of business method patents, but that not all business method inventions are patentable. Inventors should understand that inventions in such areas are thus likely to be more difficult to obtain, as prosecution of such inventions will be more complicated and take longer. And, unfortunately, these proceedings will increase in cost as a result. We recommend that inventors should consult patent counsel having extensive experience and specialization in software, business methods, medical and the computer arts before pursuing protection of their concepts in this quickly evolving legal and business landscape.



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For more information about Loginov & Associates and the patent process, please visit us on the web at: www.loginovlaw.com.

ASK MIKE

Q How should a startup price its stock?

"I'm thinking about investing in a startup, but I think the founders are being unrealistic about the company's valuation. They have a couple of (very happy) customers and maybe two years of operating history, but they're basing their valuation on EBITDA calculations and public company comparables, which seems nonsensical. What would be a more realistic yardstick?"

MIKE

Most common valuation methods are based on historical numbers and trends, so they don't tell you much about companies with very limited operating histories. Worse, they generally result in valuations that are so low that the founders either can't raise enough cash or else have to give up almost all their equity. It might be useful to insist that the founders show you exactly how they arrived at their proposed valuation. But in the end, your investment will have to be based largely on whether you share their vision of the company's future.

One other approach that I've seen for startups is to ignore the valuation question and treat your investment as an interest-bearing bridge loan, convertible into equity when the company raises (say) \$2 million in a venture round. To reflect the fact that you invested at a riskier point in the company's growth, your investment could be priced at a discount to the \$2 million round.

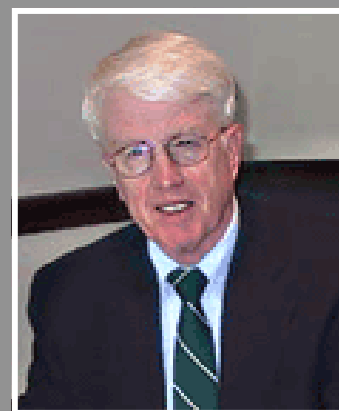
Q How can I hang on to full-vested employees?

"I have three key executives--co-founders, really--whose options are now fully vested. However, it looks like we face at least another three or four years of hard work and small paychecks before we get to a liquidity event, and I'm concerned they'll leave before then. What incentives can I offer to keep them on board?"

MIKE

This has become a very common problem lately, largely due to the sluggish market for acquisitions and IPOs. Your best bet is to work with your top managers to reduce the stress level of day-to-day operations. Even if your key people don't burn out, their spouses are bound to start lobbying for a saner home life. Who do you think is going to win that battle?

However, you do have some leverage beyond incentives: Almost certainly, you have the right to buy back the shares of any vested employee who leaves the company. If someone insists on being bribed to stick around for another few years, you might be better off cleaning house and starting fresh with a manager who has a better attitude.



Mike Gonnerman D'65



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