

Highlands & Islands Enterprise Entrepreneurs Growth Programme (EGP)

Financing For Growth: Driving the Processes to a Successful Conclusion

An internationally acclaimed two day workshop for CEOs and CFOs of new ventures and existing high growth companies, with significant growth opportunities.


Led by:

WILLIAM K. AULET

Senior Lecturer, MIT Sloan School of Management,
and
Managing Director, MIT Entrepreneurship Center,
Cambridge, MA, USA

DATES: 31 August – 01 September 2010

LOCATION: FORT AUGUSTUS, Highlands and Islands

... "The 2-day course „Financing for Growth“ by Bill is clearly an industrial strength product, and there were so many really helpful insights. It was also great to see so many local entrepreneurs together and to get up a bit of momentum.” 

-Michael Fowle, Serial Entrepreneur and CEO of Cumulus, Edinburgh, UK

An Effective Financing Strategy is Mission Critical

How a new venture or an existing company raises money to fund its growth is critically important to the long term success of the company. The conventional and unconventional lessons and knowledge taught in this workshop to successfully plan and execute the financing process have proven invaluable to management teams worldwide. Conversely, poor execution of this process not only can change the distribution of created wealth for management but also actually destroy a promising company. Strong execution of the financing process can enhance a company's probability and magnitude of success.

This workshop will provide a comprehensive framework for understanding fundraising processes and will then show attendees how this framework can be applied to real world situations with the use of some illustrative case studies.

... "The Financing for Growth Workshop was a resounding success for our entrepreneurs in the Netherlands. The fundamentals that Bill and Ken taught the group were relevant to every level of entrepreneurs and each entrepreneur felt it was very worthwhile. It increased our financing IQ dramatically and numerous people wished we had had it sooner. The presentations were not only content rich but also filled with valuable lessons, amplified and inspired by the passion of an entrepreneur who has done it successfully many times before."

- Minnemijn Smit, Project Manager 20x20 For Exceptional Growth, Delft & Amsterdam, The Netherlands.

This workshop will leverage the instructor's significant expertise and experience to enable the attendees to become more efficient and effective at developing and executing their long term financing strategies.

Specifically you will learn:

- Mastering the proper role that financing should play in the life of the enterprise
- Developing a financing strategy aligned with the specific needs of your business
- Understanding when, where, how, and from whom you should find the money to grow your business
- Learning how to take control and drive the financing process, instead of having it drive you
- Embracing what investors look for in a management team and their business plan
- Reviewing the current state of new venture financing in Scotland
- Ensuring you succeed after you get your funding.



William K. Aulet

- Senior Lecturer,
MIT Sloan School of Management
- Managing Director,
MIT Entrepreneurship Center
- Chairman
MIT Clean Energy Prize
- Master in Management Sciences,
MIT, 1994
- Bachelor of Engineering
Harvard University, 1980

Bill Aulet is a highly successful business leader with over 25 years of experience in all areas of high technology business operations and financing strategies, from startups to public companies.

... "I have seen a lot of money raised by a lot of different people in all market conditions and Bill is the best. He understands the process in public and private fundraising transactions and consistently delivers results." _____

- Peter Faubert, CFO, MocoSpace, Inc., Boston, Massachusetts, USA

Track Record

Aulet has raised over \$100 million in funding for his companies and directly created hundreds of millions of dollars of market value. He started his career with eleven years at IBM, then the top training ground for high technology executives. This culminated with Bill being named a prestigious MIT Sloan Fellow in 1993.

Upon graduation in 1994, Bill became a serial entrepreneur, founding and running two MIT spinouts as the President/CEO of Cambridge Decision Dynamics and then SensAble Technologies. The latter was twice named to *Inc. Magazine's 500 Fastest Growing Private Companies*. With a presence in over twenty countries, SensAble also won over two dozen awards and was featured in *Fortune Magazine*, *Business Week*, *the Wall Street Journal*, and many other publications for its innovative products and strong business foundation.

In 2003, Bill was recruited as the Chief Financial Officer to help turn around Viisage Technology, a security technology company, based on his strong operational experience. At the time of his arrival, Viisage was losing \$2.4M per quarter. Working quickly to develop a new strategy, as well as a culture of innovation and strong execution, the company achieved a dramatic transformation in his 2.5 year tenure. During this timeframe, the market value for Viisage increased from approximately \$50 million to over \$500 million.

In 2005, Bill became the Entrepreneur-in-Residence at the MIT Entrepreneurship Center and was appointed Senior Lecturer at the MIT Sloan School of Management. In January 2010, he was promoted to Managing Director of the MIT Entrepreneurship Center. Bill is Chairman of the MIT Clean Energy Prize, a venture creation and innovation competition that was established in 2008 to encourage innovation in the energy space, specifically with regard to clean energy which was cited as a major driver in MIT being named the '#1 University' in the US for CleanTech Innovation and Entrepreneurship in January 2010. Bill has taught and worked with hundreds of entrepreneurs and executives at MIT and beyond. Bill has been engaged around the world with a wide range of companies ranging from inspired individual entrepreneurs to large firms such as Danfoss, Hewlett-Packard, Microsoft, Mobilink and Saudi Aramco, all striving to be more innovative and fast moving.

Bill also serves on the Board of Directors or Advisors of a number of highly innovative companies. His particular areas of interests are entrepreneurship, innovation, energy, and superior performance through alignment. In addition to his experience with his own companies, Bill has mentored and advised numerous other companies on their fundraising process and is frequently consulted by Venture Capitalists and Business Angels.

Bill has been teaching the Entrepreneurial Skills Development workshops and programmes for more than 4 years in Europe, Asia, the Middle East and Canada.

Bill is a regular featured speaker at management leadership programs around the world and is also a contributor as an Xconomist on www.xconomy.com.

AGENDA OF THE PROGRAMME

DAY 1, Tuesday, 31 August 2010 - Preparing for the Process

- 09:00 – 09:15 Registration & Networking
- 09:15 – 09:30 Introduction and Overview: Desired Outcomes of this Workshop
- 09:30 – 10:15 The Importance of the Financing Process and Responsibility for its Execution
- Why the financing process is important
 - What is the proper perspective on financing and its timing
 - Who has the roles and responsibilities for financing
- 10:15 – 11:00 Getting Yourself into the Right Mind Set to Raise Money
- How to approach the process - The right frame of mind
- 11:00 – 11:15 *Break*
- 11:15 – 11:45 Overview of the Financing Status of Companies in this Workshop
- A situational analysis of the current state of the companies in the group
 - Description of the financing plans for the companies in the workshop
- 11:45 – 12:15 Sources of Financing
- Potential sources of financing for new ventures - Advantages and disadvantages of each
- 12:15 – 13:30 *Lunch* in “Birds of a Feather” Format
- Tables arranged by common interests (e.g., “Customer Financing,” “Family & Friends Financing,” “Angel Financing,” “Venture Financing,” etc.)
- 13:30 – 14:15 Estimating the Timing and Size of a Potential Financing
- The imperative for absolute clarity in goals
 - Calculating your basic needs with cash flow statements
- 14:15 – 15:00 What International Investors Look For: Business Plans that Generate Success and Raise Money
- Fundamentals of business plans – the role and the elements
 - Critical Success Factors
 - The Dynamic Business Plan
- 15:00 – 15:45 What Makes an Outstanding Investor Presentation
- 15:45 – 16:00 *Break*
- 16:00 – 17:30 Panel Discussion with Special Invited Guests from Scotland, UK and beyond
- 17:30 – 18:00 Companies Work Individually to Script an Elevator Pitch to Investors, followed by Coaching and Practicing of Investor Elevator Presentations with the Instructor
- 18:00 – 19:30 Reception - Attendees Give Elevator Presentations to Visiting Investors and Get Feedback
- 19:30 – 21:30 Dinner: The Current State of Funding in the Region
- Representatives from different potential sources
 - What’s hot and what’s not - Questions and answers with the attendees
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AGENDA OF THE PROGRAMME

DAY 2, Wednesday 01 September 2010 - Executing the Process

- 08:00 – 08:15 *Registration for Day 2*
- 08:15 – 09:15 Raising the Next Round
- The steps in the process and what is the most important and what is of lesser importance
 - How to determine important variables such as valuation and expected IRR in the real world
 - Understanding the tradeoffs that can and may need to be made
- 09:15 – 10:00 Driving the Process versus Being Driven by the Process
- Understand the mating dance and everyone's interests
 - Be prepared; generate options and alternatives
 - Take control as much as possible
- 10:00 – 10:15 *Break*
- 10:15 – 11:00 “From 1st Round to 4th Round: The Entrepreneurs and Investors” Perspective
- Local Scottish entrepreneurs and Venture Capitalists talking about their fundraising experience
- 11:00 – 11:45 Multiple Rounds of Financing Considerations
- Key considerations when raising multiple rounds of financing
- 11:45 – 12:15 What to do Once You Have Raised the Money
- Now the real work starts
 - Sending a clear message to all stakeholders
 - Maintaining focus and controls on cash
 - Managing investors’ expectations
- 12:15 – 12:45 Attendees Work Individually on Investor Presentations
- Apply lessons learned to develop presentations
 - Coaching and Critiquing by BA & potentially others
- 12:45 – 13:45 *Lunch*, with Presentations and Coaching at the Tables
- Attendees make investor presentations
 - Instant feedback from instructor and participants
 - At end of lunch, 2-3 ideas per table are presented
- 13:45 – 13:55 Observations
- Based on attendees’ issues in developing good quality investor presentations
- 13:55 – 14:45 Startup.com and Brontes Technologies: Case Studies in Financing
- The “Crossing the Chasm” challenge in high technology and its relationship to financing
 - Considerations at each stage of the fund raising process
 - The importance of stages of growth for a new venture & the importance of exit strategies
- 14:45 – 15:30 Wrap Up, the Way Forward from Here, and Presentation of Certificates
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Who Should Attend this Workshop?

- CEOs and CFOs of New Ventures
- CEOs and CFOs of existing High Growth Ventures
- Highlands and Islands businesses with significant growth opportunities

Expectations for the Attendees

This workshop requires homework and mandatory preparation work to be done before coming to the class, including:

- **Read** all prerequisite material. These documents (case studies and articles) will be sent together with confirmation of participation.
- View the movie „**Startup.com**’ - 2001, available on DVD via www.amazon.co.uk
- Prepare **financial** statements for the past 3 years and projections for the future 5 years. These will be used to discuss financing needs.
- Bring outline or first draft of an up-to-date business plan.

... “Historically, my focus has been on the operational side of being an entrepreneur. Bill got me to put more emphasis on specific elements on the financial side and address some issues that will facilitate our growth going forward. It is wonderful to have someone with so much experience step us through the process with wisdom, dedication, and a nice sense of humor.”

- Isabelle Bettez, CEO, 8D Technologies, Montreal, Canada

... “I really appreciate Bill’s teaching style. He is a great original thinker but then he systematically explains how to put into practice the ideas and show how they succeed in the real world. Our entrepreneurs love him.”

- Mario Girard, Director, Fondation de l’entrepreneurship, Québec, Canada

Tuition Fee

■ The Fee for the two-day workshop is £495 per person

*For businesses based in the Highlands & Islands, the Fee is **£395**

Participation is upon application and after a selection process.

The Tuition Fee includes:

1. Networking Reception and Dinner, Discussion with invited guests:
 - Leaders of the Entrepreneurial and Business Community
 - Business Angels and Venture Capitalists
 - Successful “Alumni” from previous Courses and the MIT EDP Program
2. Course Book with all Case Studies and Presentations
3. Photo Book of Attendees (for future networking)
4. Lunch, Reception and Dinner on Tuesday; Lunch on Wednesday, plus Refreshments and Snacks throughout the day

NB. Overnight Accommodation IS NOT INCLUDED in the Fee. However, for participants from the H&I area travelling in from the islands and who incur a flight cost to attend the workshop, accommodation costs can be covered by HIE if agreed in advance. Please contact Fernanda Galvao at HIE on +44 (0) 1463 244477 for more information.

Application

Apply on line at

<http://www.entrepreneurship-scotland.com/> and provide a photo, contact & company details, and motivation to attend by Friday **20 August 2010.**

* After a selection process, confirmation of participation will be e-sent.

Application Deadline:

20 August 2010

Workshop Language

English

Workshop Materials

- “A Note on Valuation of Venture Capital Deals” from Stanford Graduate School of Management
- “Brontes Technologies” Case from MIT Sloan School of Management
- “Startup.com” movie - 2001
- Criteria for Grading and Evaluating Elevator Pitches
- Business Plans that Generate Success and Raise Money
- Critical Success Factors in Executing the Financing Process

Workshop Location

The workshop will be held in **The Lovat Hotel, Fort Augustus** in the Highlands and Islands. Find directions and hotel information at www.thelovat.com



... “Bill is a great mix of a thinker, a practitioner, a story teller and a charismatic presenter. He also has a nice sense of humor. This allows him to be very effective with entrepreneurs who have a similar construct. His instruction has been fun to participate in and very helpful to our growth and bottom line results.” ___
- Helmut Kirchner, CEO, Cybertec, Trieste, Italy

... “The quality of the material, the dynamic and engaging style of delivery and the practical real-world examples made the workshop unlike any other I have attended. Expect to come back from the two days with a completely different perspective on how to successfully accelerate the growth of your company.” ___
- Jim Black, Marketing and Business Development Manager, Bloxx Ltd, Livingston, UK

... “Bill walked in and turned around our world in less than 8 hours. He left us with a roadmap that catapulted us from an unknown player to one of the most talked about companies in our space.” ___
- Jawwad Farid, CEO, Alchemy Technologies, Karachi, Pakistan

General Information and Contact Address

For general information and for questions, you may contact **Stephanie Anderson** of Highlands & Islands Enterprise, at stephanie.anderson@hient.co.uk, Tel: +44 (0) 1463 244477, Mobile: +44 (0) 7717 428081, or you may e-mail Anny Roelandts at anny@entrepreneurship-scotland.com.

... “While it is unfortunately often overlooked, new ventures need a world class long term financing strategy as much as they need top notch sales and product plans.” ___
- Jenny Morel, Managing Partner, No8 Ventures, Wellington, New Zealand
