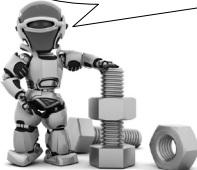# People!

Joost Bonsen ~ jpbonsen@alum.mit.edu
v.140129

MIT Nuts & Bolts of New Ventures ~ IAP 2014

Joost Paul Bonsen
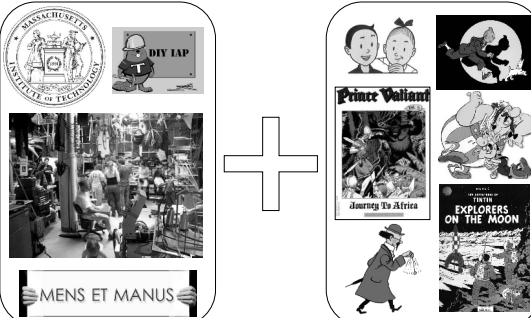
MIT Connections
– Lecturer, MIT Media Lab
– http://alum.mit.edu/www/jpbonsen & jpbonsen@alum.mit.edu
– SB, MIT, EECS 1990
– SM, MIT Sloan, Sloan Fellows (MOT) 2006

- Ex-Lead Organizer, MIT $100K Entrepreneurship Competition
  – Dozen startups my year; continue on Board
- Co-Creator, half-dozen MIT ventures classes
  – E.g. Development w/ Pentland, Neuroven w/ Boyden
- Ex-Leader, MIT Founders Project
  – Published as MIT: Impact of Innovation by BankBoston
- Ex-Board Member, MIT Enterprise Forum Global & Cambridge
- Co-Creator, Howtoons DIY media venture
  – Educational cartoons w/ Griffith & Dragotta
- Co-Founder, TechLink, Innovation Club, Sustainability@MIT, Tech Testbeds, International Development Network
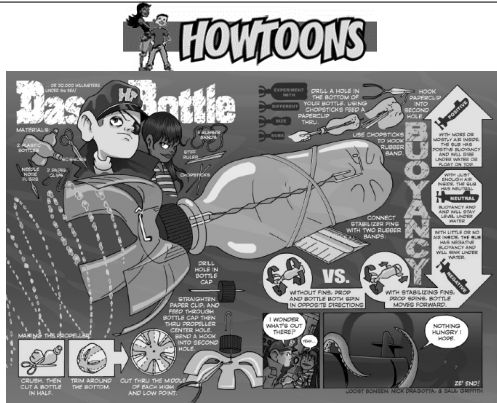
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My Dream =
Mens et Manus et Media

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MIT 100K Newcos My Years

BANTA Integrated Media
SensAble technologies
NANO WAVE

Active Impulse Systems

HARMONIX
net.Genesis
mimio
Silicon Spice
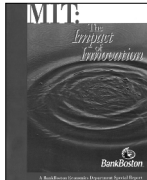
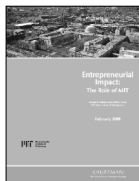Joost Bonsen © 2014 ~ jpbonsen@alum.mit.edu ~ http://nutsandbolts.mit.edu/

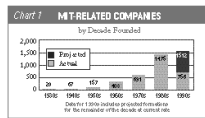## MIT Founders Project
Quantifying Alumni Venture Impact

In 1997
4,000 companies
> 1 Million employees
~$250 Billion sales

Today
Over 25,800 active companies
> 3.3 Million employees
~$2 Trillion world sales

http://web.mit.edu/newsoffice/founders
http://web.mit.edu/newsoffice/images/kauffman.pdf

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MIT Alumni Venture Exemplars

AMGEN · BIOGEN · Genentech, Inc. IN BUSINESS FOR LIFE 25 YEARS · Campbell's TOMATO

BOSE · TERADYNE · ANALOG DEVICES · Thermo Fisher SCIENTIFIC — The world leader in serving science

hp invent · TEXAS INSTRUMENTS · (intel) Leap ahead · 3com

aspentech · atg · Avid · IDG Answers for the Information Age

IBM · Lotus software · Dropbox · AMP · The Gillette Company

~ US$ Hundreds of Billions in Market Valuation

MIT
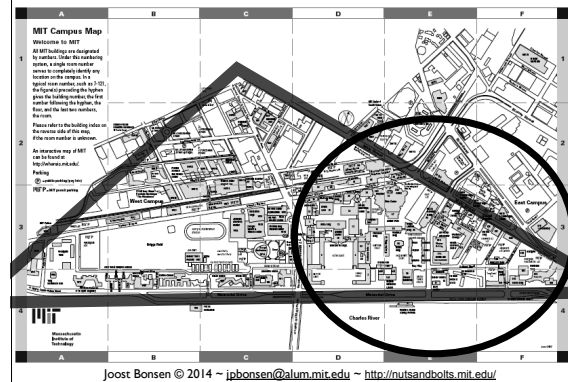
MIT Donors' *Source of Wealth*

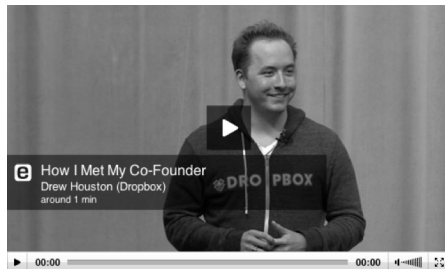---

Founding Team & Key Supporter Cases

- Analog Devices
- Digital Equipment
- Teradyne
- Akamai
- Direct Hit (Ask)
- Silicon Spice (Broadcom)

- Virtual Ink/MIMIO
- Gillette (P&G)
- AT&T
- IBM
- Dropbox
- Mok3/Everyscape

Dropbox Founding Team

- Drew Houston on meeting co-founder
  - http://ecorner.stanford.edu/authorMaterialInfo.html?mid=2986

Today ~ **People Issues**

- Why Care?
- Networking
  - Team, Customers, Investors, Supporters, etc.
- Advisory Boards & Professional Counsel
  - Personal & Organizational
- Teambuilding
  - Styles & Complementary Skills & Strengths
- Formalization of Venture
  - Equity & Roles & Phases
- Failure Modes
- Helping Others

The Business Plan ~ A Supported Vision
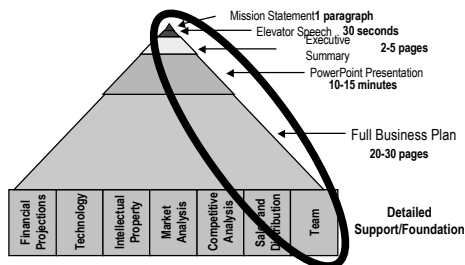
Mission Statement **1 paragraph**
Elevator Speech **30 seconds**
Executive Summary **2-5 pages**
PowerPoint Presentation **10-15 minutes**
Full Business Plan **20-30 pages**

Financial Projections | Technology | Intellectual Property | Market Analysis | Competitive Analysis | Sales and Distribution | Team

Detailed Support/Foundation

- What Should Be In A Business Plan?
  -Executive Summary (continued)

- **The Executive Summary tells**
  - Who you are
  - What your strategy/vision is
  - What you are doing and/or propose to do
  - What is the market
  - How many $$$$ do you need and what will you do with them
  - What your SUSTAINABLE COMPETITIVE ADVANTAGE is
- When the reader is finished he or she should be able to tell someone what you are up to.

- What Should Be In A Business Plan?
  -Executive Summary (continued)

- **The Executive Summary Should Contain:**
  - Description of the Business Concept and the Business
  - The Opportunity and Strategy
  - The Target Market and Projections
  - The Competitive Advantages
  - The Economics, Profitability and Harvest Potential
  - The Team

- What Should Be In A Business Plan?

  - **Appendices**
    - Separately Bound Volume
    - Resumes of Principals
    - Product Literature
    - Trade Press/Business Press
    - Patents (front page)
    - Testimonials Letters
    - Technical Information
    - Confidentiality
    - Technical person to technical person discussion

- **Fine Tuning/Targeting the Plan**
  - Have an Independent Reader Review the Plan
    - One or more independent readers for feedback:
      » Retired industry pro?
      » Customer(?)
      » Consultant?
      » Professor?
      » Accountant- yes definitely
      » Lawyer- yes definitely

The Business Plan As A Financing Document

  - **MAKING THE FIRST CUT**
    - An Idea Too Good To Ignore
    - A Financial Promise Too Good To Turn Down
    - A Team Good Enough To Believe
    - An Action Plan That's
      » Credible
      » Focused
    - Details That Give Assurance of Insight, Commitment and Follow Through
    - Format and Style That Show
      » Passion
      » Sanity

The Business Plan As A Financing Document

- **WHY PLANS FAIL THE FIRST CUT (cont.)**
  - Action Plan Not Credible
    - » Too Optimistic
    - » Naïve About The Hurdles
    - » Runs Off In All Directions
    - » Not Ambitious Enough
    - » Regulatory Barriers Insufficiently Addressed
    - » Gaps Filled By Handwaving
    - » No Promises At All
    - » Team Not Credible

MIT 100K Business Plan Competition

MIT 100K Alumni Companies

Networking ~ With Who, Why?

- Teammates
- Temporary Collaborators
- Customers
- Supporters
- Partners
- Advisors
- Investors
- Competitors

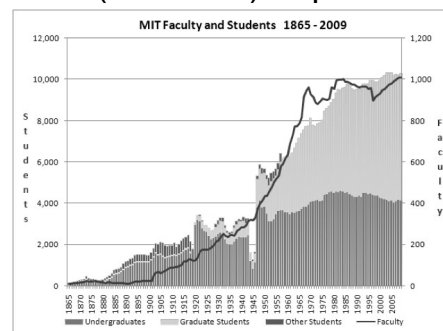## Networking ~ Macro Tips

- Everyone you Connect with is Potentially Relevant
- You are only a Few Degrees of Separation
  - …from everyone important to your plans!
- Better to Share Essentials than Keep Secret
- Take Notes of Suggestions
- Orchestrating Serendipity

MIT (and alum) Population

http://web.mit.edu/ir/pop/index.html

MIT Technology Venture Zone

- Tech-Business Parks
- Industry-Academic Links

One Kendall Square
New Alexandria Complex
Technology Square
Cambridge Center
BioMed Trust
University Park @ MIT
MIT
Cambridge Innovation Center
MIT Real Estate

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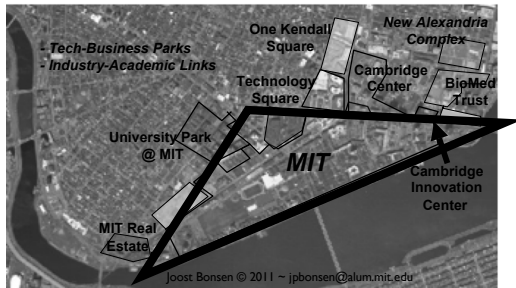
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Boston Education Supercluster
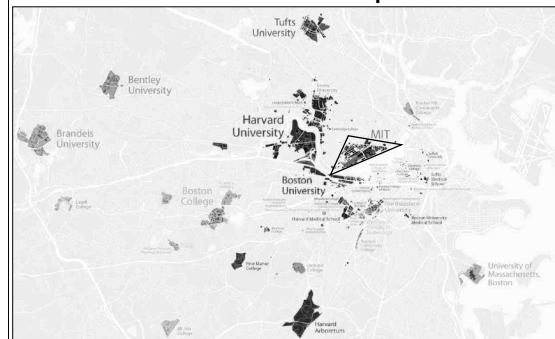
Source: http://www.radicalcartography.net/?boston_campus
Joost Bonsen © 2014 ~ jpbonsen@alum.mit.edu ~ http://nutsandbolts.mit.edu/
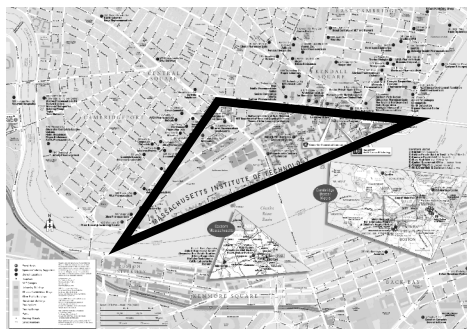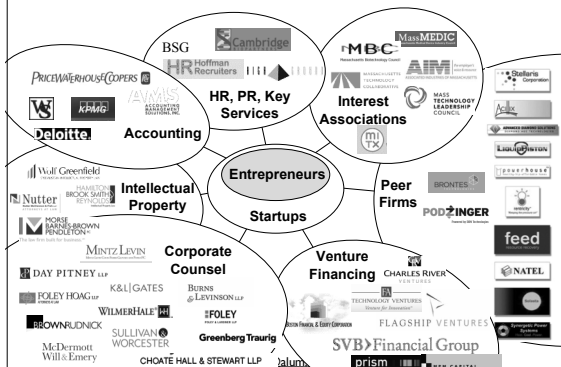
Biotech Cluster

Source: MIT Entrepreneurship Center Greater Kendall Biotech Cluster Map
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Cleantech Cluster
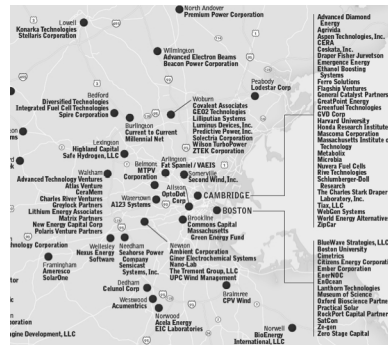
Source: MIT Entrepreneurship Center Boston Energy Map
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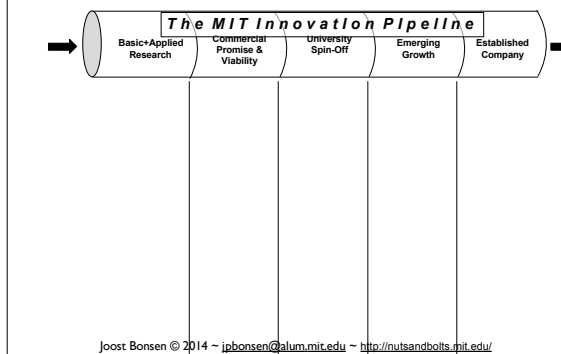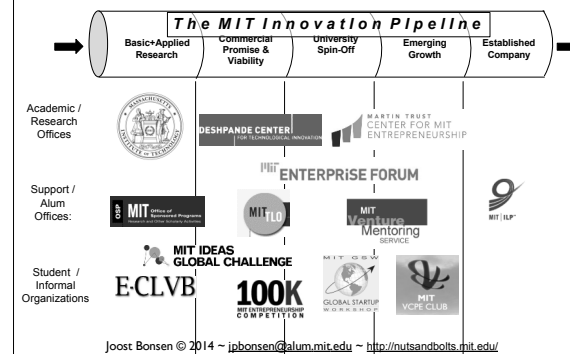
Venture Network for Entrepreneurs

MIT's Many Efforts to Engage Entrepreneurs

Event Size		General Interest	Venture Ideas	First Plan	New Founder	Operations	Full-Cycle Experience	Serial Entre.
Large >500	Workshops & Conferences — Energy, BraveNewWeb, BioInnovations, Latin Business, African Business…							
Big >200	Live Case Study Events — Energy, Biotech, Digital Living, Medical Devices, Mobile Technology, NFC, Gaming…							
Middle Size	Special Interest Groups (SIGs) & Clubs — Energy, Biotech, RFID, Advanced Computing, Robotics…							
Small Group	Concept Seminars Startup Mentoring							
Personal	New Enterprises & Action Labs CEO Circles & Events Pitch'n'Polish							

Entrepreneurs Degree of Experience

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Slide 1: Phases of Innovation @ MIT

The MIT Innovation Pipeline

| Basic+Applied Research | Commercial Promise & Viability | University Spin-Off | Emerging Growth | Established Company |

Slide 2: Our MIT Internal Ecosystem

The MIT Innovation Pipeline

| Basic+Applied Research | Commercial Promise & Viability | University Spin-Off | Emerging Growth | Established Company |

Academic / Research Offices

DESHPANDE CENTER FOR TECHNOLOGICAL INNOVATION

MARTIN TRUST CENTER FOR MIT ENTREPRENEURSHIP

MIT ENTERPRISE FORUM

Support / Alum Offices:

OSP MIT Office of Sponsored Programs

MIT TLO

MIT Venture Mentoring SERVICE

MIT ILP

Student / Informal Organizations

MIT IDEAS GLOBAL CHALLENGE

E·CLVB

100K MIT ENTREPRENEURSHIP COMPETITION

MIT GSW GLOBAL STARTUP WORKSHOP

MIT VCPE CLUB

Slide 3: Action Labs @ MIT

Both For-Credit Curricular & Non-Credit Extracurricular Offerings

The MIT Innovation Pipeline

| Basic+Applied Research | Commercial Promise & Viability | University Spin-Off | Emerging Growth | Established Company |

Tech Testbeds   MIT VentureShips   MarketLabs

i·Teams

15.399 Entrepreneurship Lab

New Enterprises   **Tiger Teams**

D-Lab Energy, Design, Health, Cycles, ICT ...   *D-Lab Dissemination*

Global Entrepreneurship Lab
MIT MBA Teams Delivering Value Globally

Development Ventures   **Africa Health Delivery Lab**
India Lab
China Lab

Imaging & Fabrication Ventures   *Media Ventures*   S-Lab

Neuro Ventures
VentureSIGs   *Leadership Lab*

Slide 4: MIT Development Ventures
Alumcos 2001-2013

Include...

way   AQUARIUS   SPARK!   UNITED VILLAGES   OneEarth

empleolisto   GHONSLA   CiC Diagnostics

blueEnergy   TRUE   wecyclers   eSMART   cell bazaar
SANERGY

Trabalho Já!   dimagi   JANA
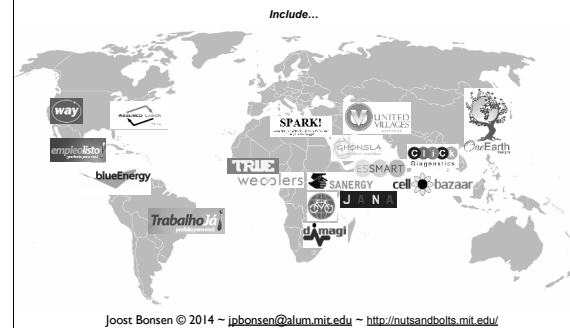
Slide 5: Networking ~ Micro Tactics

- Contact Card
- Elevator Pitch ~ Pithy variations

- Schmooze Events
  - Muddy Charles Pub, Energy Socials, etc
  - Ask the Host for Help
  - Strategic Spots in a Room

- Introduction Tips
  - (Even if don't remember names…)

Slide 6: Where Find People?

- Word of mouth
  - Dorm connections
  - Department links
  - Alum ties
  - Colleagues & friends of classmates
- Lists
- IAP Events
  - Health & Wellness Workshop @ Media Lab, Big Data Hackathon @ Media Lab, QS Hackathon @ NERD, Build-Party @ MITERS, etc
- *Extracurriculars*
- *Classes*

Networking ~ Digital Tools

- MIT Infinite Connection
- LinkedIn
- Facebook
- AngelList -- https://angel.co/
  …
- What's your online presence?
  - Blog
  - Personal website
  - "They will Google you"

Advisors

- Board of Advisors
  - Personal
  - Organizational
- Extended Informal Network

- *Often better to seek advice than money…*

Other Counsel

- Legal
- PR
- Accounting
- HR
- Strategy
- Market
- Sales

- Interview before choosing
- Use the MIT connections networks…
  - MIT Enterprise Forum Global
  - $100K Entrepreneurship Competition
  - Venture Mentoring Service

Teammates ~ What to Seek

- Complementary Skills
- Getting to know people's strengths & weaknesses
  - (and live with the weaknesses)
- Stress Test Them…
- Backgrounds of the People
  - Do they look like good fit on paper?
  - Are they in person!?

Assessing Talent

- Seeking Red Flags
- Due Diligence
  - Not enough to just call References
  - Meet in Person
  - Call beyond listed References
  - Follow-up gaps in resume, things they don't mention
  - Seeking out things they're uncomfortable with
- Advisors assess and co-interview
  - Especially if unfamiliar roles and skills involved

Team ~ Plan Writing Tactics

- What is it about each team member that makes them essential
- Wordsmith bio & description to appeal to reader
- Who can you add as advisors?
  - (Get their permission!)

Choosing Co-Founder(s)

- Communicating frankly, constructively
- Goal alignment
- Agreeing on division of labor
- Complementary skills
- Experience together, ideally under stress

Co-founding a company like getting married

Phases of Commitment

- Role in Nuts, in $100K, in Ventures classes, for Incorporation and beyond…
- Agreement to escalate to full-business should be win-win or no-deal, probably at each juncture
- What's a realistic role in the venture?
  - CEO vs CTO vs Acting CEO
  - CTO vs Founding Engineer
- MIT $100K Legalities
  - Risk of Premature Formalization

Team Challenges & Failure Modes

- Agreeing on How to Disagree
- Founders Percentage Stakes
- Unrealistic Expectations
- Assessing talent from other domains of expertise
- Character Surprises

…lets illustrate with examples

Character (& Personality) Surprises

- Misrepresentations
- Lying
- Broken Integrity
- Mistreating others
  …

…Constantly be looking for clues…

Reputation is cumulative and long-lasting

Core Team Disputes ~ *Real Cases*

- *Medevice* -- Inflated self-opinion; own-it-all
- *Officegood* -- Firing early bizguy; non-performance
- *Softbotics* -- Last-minute surprise disagreement
- *Chipco* -- Lawsuit for founder fee during funding
- *Softpix* -- VC & CTO gang to eject founding-CEO
- *Marketco* -- Percent share ownership dispute
- *Artco* -- Mission creep --> Dispute brewing over time
- *Winningco* -- Bailout, take % prize fund

Resolving Disagreements

- Ideally have agreement on how to resolve disputes
- Plus agreement to unite behind a decision
- Various mechanisms
  - Trusted Third Party
  - Mediation / Arbitration
  - Howtoons chose Rock-Paper-Scissors!

Culture Crafting

- Early decisions can be hard to shift from
- Poor hires fester unless cauterized
- Cultural habits are developed from beginnings of company
- Founders set the tone, have biggest influence
- Aspiring for and designing the company to scale

Founders Shares

- All Equal
  - Midnight
  - Virtual Ink
  - Squid Labs

- One Dominant
  - Bose
  - IDG

- Mix
  - Vast Majority
  - Proportionate to experience
  - Few rules of thumb

Use of "Founder" Status

Usefulness of Everyone Vesting

Unrealistic Expectations

- Idea-person owns all (or Biz-person)
- Inexperienced people expect central role
- "Be my own boss" means bossing others around
- "We're all friends here"
  …or "we'll all be professionals here"
- Better put it in writing

Venture Divorce

- Font designers Hoefler & Frere-Jones in Nasty Split
  - http://gawker.com/font-gods-hoefler-frere-jones-split-in-nasty-corporat-1503534833
  - http://www.scribd.com/embeds/200243509/content

Inc. ("HTF"), presently known and operating as Hoefler & Frere-Jones. Their agreement was that Frere-Jones would contribute his name, reputation, industry connections and design authority, as well as certain fonts he had already developed and owned or would own when he left his former company (referred to as the "Dowry Fonts"), valued in excess of $3 million, in exchange for half of Hoefler's equity in HTF and "his name on the door." Frere-Jones fully performed all of his agreed obligations, and he moved to New York to do so.

2.   However, in the most profound treachery and sustained exploitation of friendship, trust and confidence, Hoefler accepted all of the benefits provided by Frere-Jones while repeatedly promising Frere-Jones that he would give him the agreed equity, only to refuse to do so when finally demanded.

Tobias Frere-Jones [was] "a long-time employee" and says his allegations "are not the facts and they profoundly misrepresent Tobias's relationship with both the company and Jonathan [Hoefler]." It goes onto say that the company will "vigorously defend itself against these allegations, which are false and without legal merit."

Going Forward -- Practice Pitches Everywhere

- Keep refining
- Pitch to everyone

- **What** are you doing
- **Why** is it worthwhile
- **Who** are you
- **How** do you do it
- **Where** are you starting

- *Practice this repeatedly and often to the point where it is second nature and you don't have the awkwardness of a memorized pitch, but it's smooth…*

Be Part of Bigger or Exploratory Project(s)

- Band together with classmates around larger, shared idea or interest group
- More neutral general domain
- Complements specific venture concept
- Examples…
  - Emerging Market Regional Airlines ~ Thesis
  - Brazilian Mobile Sector ~ Customers plus Startup
  - Agri Value Chain ~ SupplyChange and MIT Food/Ag Collab
  - DIY Kids Education ~ MIT Department of Play
  - Fashion Interest Group ~ Several proto-startups at MIT

- *This allows you to explore a general area, collaborate between teams, and also to reach out more easily to interview people in competitive industries.*

Sectoral Interests (Groups)

- **Geo** x **Tech** x **Market** x **Role** x **Phase**
- Band together, reinforce each other, leverage your MIT time

- Invites to coffee, beer, etc
- Start w/ grad students…
- Mine the alum DB
  - http://alum.mit.edu/

Personal Action Strategy

- What can you *only* do at MIT?
- Leverage the brand
- Don't be too narrow
- All-purpose excuse to do nearly anything!
- Think holistically about your web of activities -- everything should mutually reinforce
- Systematic weekly action!

Rapid Iterations on Prototypes

- Best ventures built on substantive product or service prototypes
- Start with workflow sketches, even simple mockups and pre-prototypes
- Talk it through with peers and prospective customers
- Iterate and tweak and escalate

- *The goal is to get better quickly and converge on your best possible start-product or service, which can include pruning your earlier, lousier ideas.*

Get Early Customer Feedback

- Tap Alum network
- Look for friendly testbed users or markets
- Simple surveys
  - Even preliminary data better than none
- Especially reach out to friends or alums in target market area or domain

- *Be creative about early and cheaply validating market need and customer demand*

Help Each Other

- Suggest professional connections to friends & colleagues
- Send info links, tips
- Brainstorm around ideas, names
- Be early test users and proto-market feedback
- Be temporary teammate for class or $100K
- Invest in the network and the talent, financially or otherwise

Particularly Good Venture Blogs

- Brad Feld -- http://www.feld.com/wp/
- Elad Gil -- http://blog.eladgil.com/
- Babak Nivi -- http://venturehacks.com/
- Steve Blank -- http://steveblank.com/
- Fred Wilson -- http://www.avc.com/a_vc/
- Reid Hoffman -- http://reidhoffman.org/

http://blog.eladgil.com/2014/01/5-people-who-destroy-your-culture.html

Top Entrepreneurship Resources at MIT

- MIT Entrepreneurship Center
  http://entrepreneurship.mit.edu/
- MIT Deshpande Center for Technological Innovations
  http://web.mit.edu/deshpandecenter
- MIT $100K Entrepreneurship Competition
  http://100k.mit.edu
- MIT IDEAS Competition
  http://web.mit.edu/ideas
- MIT Technology Licensing Office
  http://web.mit.edu/tlo/www/
- MIT Venture Mentoring Services
  http://web.mit.edu/vms
- Lemelson-MIT Program
  http://web.mit.edu/invent
- MIT Enterprise Forum Global
  http://enterpriseforum.mit.edu/
- MIT Enterprise Forum of Cambridge
  http://www.mitforumcambridge.org/
  …and more!

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Top Innovation Event Listings

- Top MIT page!
  – http://web.mit.edu/
- MIT Events
  – http://events.mit.edu/
- Fred Hapgood's Boston Science Lectures
  – http://www.BostonScienceLectures.com
- Xconomy Boston
  – http://www.xconomy.com/boston/
- Harvard Events
  – http://events.college.harvard.edu/
- Etc…

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Upcoming Extracurricular & Curricular Opportunities at MIT
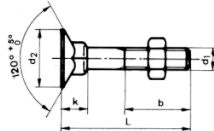
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Upcoming Events

- Scaling Development Ventures
  – Saturday Feb 8th, 2014
- Various Geo Business Conferences (African, Latin…)
- SWIM, Tech Conference, FutureICT, etc
- MIT IDEAS Competition
  – Early Spring 2014
  – http://globalchallenge.mit.edu/competition
- MIT $100K *ACCELERATE Finale & LAUNCH Kickoff*
  – Spring 2014
  – http://mit100k.org/

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11

What's possible
up to $10k per team
+
3 x $1500
community choice awards

JOIN US AT
Generator Dinner
Thurs, Feb 13 @7pm
One of the best places to
find your future team

ENTER YOUR
Scope Statement
Tues, Feb 25
On which our reviewers
give helpful feedback

MIT IDEAS
GLOBAL CHALLENGE
globalchallenge.mit.edu

Keely Swan
kcswan@mit.edu
617 715 5474

MIT
PUBLIC SERVICE CENTER

$100K
MIT ENTREPRENEURSHIP COMPETITION

MIT $100K Entrepreneurship Competition
The World's Premier Student Entrepreneurship Competition

The MIT $100K is about Pitching, Accelerating, & Launching
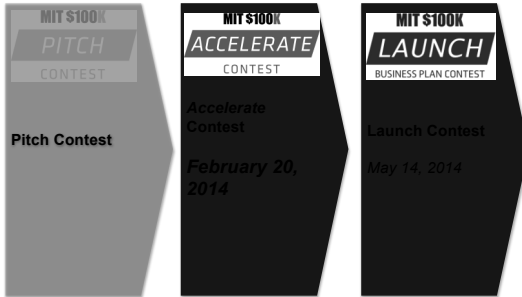
MIT $100K
PITCH
CONTEST

MIT $100K
ACCELERATE
CONTEST

MIT $100K
LAUNCH
BUSINESS PLAN CONTEST

Pitch Contest

Accelerate Contest

February 20, 2014

Launch Contest

May 14, 2014

The MIT $100K is about Pitching, Accelerating, & Launching

MIT $100K
PITCH
CONTEST

MIT $100K
ACCELERATE
CONTEST

MIT $100K
LAUNCH
BUSINESS PLAN CONTEST

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February 20, 2014

Launch Contest

May 14, 2014

The MIT $100K is about Pitching, Accelerating, & Launching

Pitch Contest

Accelerate Contest
February 20, 2014

MIT $100K
LAUNCH
BUSINESS PLAN CONTEST

Launch Contest
May 14, 2014

Key *LAUNCH* Dates 2014

February 20th   **Registration Opens**

March 7th   **Registration Deadline**

May 14th   **Finale**

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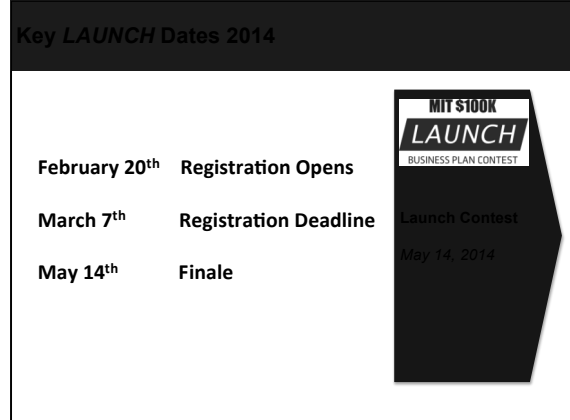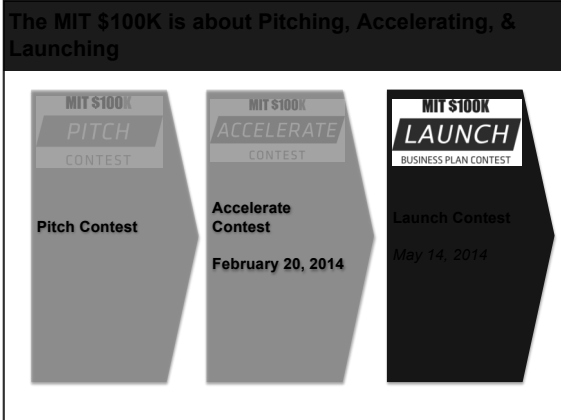
Interested in the MIT $100K?

- Apply to the *LAUNCH* contest
- Volunteer to help organize
- Attend our awesome events!

INFO@MIT100K.ORG

MIT
$100K
ENTREPRENEURSHIP COMPETITION

D-Lab Scale-Ups
Development through Dialogue, Design & Dissemination

D-Lab Scale-Ups is an acceleration platform for MIT innovation addressing global poverty.

FELLOWSHIP PROGRAM	TECHNOLOGY R & D	TECHNICAL ASSISTANCE

D-Lab Scale-Ups
Development through Dialogue, Design & Dissemination

Fellowship Program

Apply March 2014
http://d-lab.mit.edu/scale-ups/apply

- **$20,000, June 2014 - May 2015**
- **Access to mentors, networks & skills-building**
- **Join community of MIT social entrepreneurs fighting for scale**

Eligibility:
MIT alum & founder of hardware-based social venture in a developing economy. Vision for large scale impact required.

Class Options

- Don't be Sloanly
- HBS cross-registration
- Rest of MIT options
  - Course Catalog plus word of mouth
    - http://student.mit.edu/catalog/index.cgi
  - Search by themes, e.g. Energy

- Pick by Professor as well as Subject

Future Classes

SPRING
- MAS.533 Imaging & Fabrication Ventures
- MAS.664 / 15.376 Media Ventures
- Technology Strategy
- New Enterprises
- I-Teams

And more!

FALL
- 15.372 / MAS.665 Development Ventures
- 15.128J / HST.588… Neurotech Ventures
- Energy Ventures

http://entrepreneurship.mit.edu/classes

15.394 Dilemmas in Founding New Ventures

- The goal is to help you avoid **startup-team mistakes**:
  - Who should I found with? Classmates? Coworkers? Family? Go solo?
  - How do we split the equity among us?
  - What is the "dark side" of VC & how can I keep from losing control?
- We use simulations, case studies, and guest speakers:
  - Negotiate the equity split for an actual company
  - Learn how to build a board; watch a real board meeting from a local startup
  - Hear from Bijan Sabet of Spark Capital, investor in Twitter & Tumblr
- Tues/Thursday 2:30-4 or 4-5:30 (**more space at 4pm**)
- Stanford, MIT Media Lab and HBS alum Prof. Matt Marx has 3 exits in the speech reco industry >$1B

Action Labs @ MIT
Both For-Credit Curricular & Non-Credit Extracurricular Offerings

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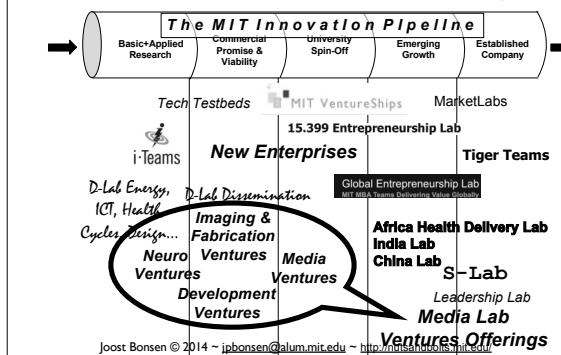
Imaging & Fabrication Ventures

MAS.533

Cameras & Displays, Hardware & Hybrids, Analytics & Apps

Spring 2014
Tue 10am-12noon
Media Lab E14-525

Ramesh Raskar, Joe Jacobson
Doug Hart, John Werner, Joost Bonsen

**First Class -->
Tue Feb 4th 10am**

http://stellar.mit.edu/S/course/MAS/sp14/MAS.533/index.html

Media Ventures

MAS.664J / 15.376J

Exploring Media Lab Entrepreneurship & Digital Innovations

Spring 2014
Wed 10am-12noon
Media Lab E14-633

Professor Sandy Pentland
Joost Bonsen

**First Class -->
Thurs Feb 6th 10am**

http://stellar.mit.edu/S/course/15/sp14/15.376/

Media Ventures Method

- Student-Driven Business Planning
  - You choose your concept; we help
- Live Case Studies
  - No retrospective role-playing
- Professional Cross-Connections
  - Participants from 5 MIT Schools, plus…
- Immersion in Media Lab Ethos
  - Inventing the future, engaging with industry
- Real-World Impact
  - Several dozen alumco's
- Venture Plan, Strategic Analysis, or Innovation Roadmap
  - Several deliverable options
- Targeting Top Super-Sectors
  - Health & Wellness, Cities & Sustainability, Learning & Creativity, Commerce & Finance, Civic & Societal

http://www.media.mit.edu/ventures

Alum Ventures From Classes

include…

http://www.dimagi.com

Most of these engaged in MIT $100K and/or IDEAS, participated in VMS, tapped alumni for investment, or otherwise used MIT Venture Ecosystem

http://www.unitedvillages.com

http://www.waysystems.com

http://www.blueenergygroup.org

http://www.cellbazaar.com

http://www.peertransfer.com/

http://www.clickdiagnostics.com

http://www.assuredlabor.com

http://www.media.mit.edu/ventures

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Questions?

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