An innovative partnership for economic development and entrepreneurialism has come together in New Hampshire’s Upper Valley. With support from the State of New Hampshire and the U.S. Department of Commerce, the Dartmouth Regional Technology Center (“DRTC”) is in the process of opening for business.

DRTC is a nonprofit corporation formed by Grafton County Economic Development Council, the North Country Council, and Dartmouth College. The New Hampshire Department of Resources and Economic Development will also assist in the management of the corporation by providing a member for its board. The corporation will operate a business incubator in Lebanon’s Centerra Resource Park, in a facility soon to be built on land donated by Dartmouth College.

The incubator’s focus will be on businesses with a proven concept and a solid plan. It will run an educational program aimed at moving these businesses to the next level of success by assisting them in refining their business plans, helping them identify and seek sources of investment and expertise, and providing them with basic business infrastructure and support to make them as productive as possible in as short a time as possible.

DRTC will draw on the expertise and resources of Dartmouth College (principally through its Dartmouth Entrepreneurial Network), Grafton County Economic Development Council, and the North Country Council in assisting businesses with high growth potential to realize that potential. The ultimate goal is to enable these companies to succeed and contribute jobs and growth to the New Hampshire economy.

In addition to Dartmouth’s contribution of land for the facility, the U.S. Department of Commerce, through its Economic Development Administration, is providing $2.6 million in funding for construction and startup of the facility. New Hampshire’s Community Development Finance Authority (CDFA) is committed to providing $1.25 million for similar purposes.

While anticipated completion of the facility is approximately a year away, the Center is in active discussion with several prospective incubator tenants who are interested in the kind of quantum leaps a successful incubator program can provide. The facility will have almost 48,000 square feet on two floors, including lab, manufacturing and office space. Building design is largely complete and specifications for a final bid package are currently being finalized. It’s expected the project will be completed and open for business in the second half of 2005.
In addition to the role of founder and CEO at several companies, Mr. Doyle has acted as a director and consultant to numerous companies, primarily in the life sciences sector, including bio-medical device and bio-technology companies.

In the course of these projects, either as part of management, or as consultant, Mr. Doyle has negotiated and closed transactions with several of the large international life science companies entrants in including Boston Scientific, Guidant, Medtronic, St. Jude Medical, Siemens Medical, 3M, Bolton Medical, B.Braun Medical, GE Medical, and Phillips.

Several of these transactions have included strategic product development joint ventures, technology transfers and IP licensing as a means of commercializing new technology in partnership with existing entities in the relevant business sector. This strategy has been successful in allowing emerging companies to leverage the sales and distribution infrastructures of their larger partners/licensees, thereby reducing their cost of capital and investor dilution, while accelerating market introduction and penetration.

Mr. Doyle often acts as an interface between the financial world and the scientific and medical worlds, “translating” and explaining one to the other. Often, that role includes assisting clients in obtaining either start up or expansion capital. In that capacity, Mr. Doyle has worked with many of the major commercial and investment banks, venture capital funds, angel investors and strategic industry investors.

Register at: pecenter@dartmouth.edu

This workshop is open to members of the Dartmouth Community; alumni, staff, faculty, students, and friends and family.

Fall Workshop

On Thursday 21st October 2004, DEN and the Tuck Center for Private Equity and Entrepreneurship will host their Fall term entrepreneurship workshop,

"WORKING WITH STRATEGIC INVESTORS - # 2"
7 to 8:30pm
Stoneman Classroom at Tuck

One important source of funding and execution infrastructure often overlooked by startup entrepreneurs is the option of working with an established company in a space - a strategic investor. In the Spring '04 workshop Roger Guidi from Johnson & Johnson Development Corporation talked about strategic venture investing from the investor's point of view. October 21, Martin Doyle (D’76), will talk about working with strategic investors from the entrepreneur’s point of view – what the entrepreneur should know about how the investor thinks, how to approach one, and some pros and cons in working with a major industry player.

Since 1979 Mr. Doyle has practiced law with well-regarded law firms based in Chicago, New York and Miami. Presently he is Chairman of the Business Transactions Group at Sacher, Zelman, et al., a boutique business law firm. In the course of his 25 year legal career, Mr. Doyle has developed an expertise in representing early stage and emerging companies in life sciences, information technology and consumer products. At several points during his career, Mr. Doyle has had the opportunity to cross over to the “other side of the table” to establish and manage a variety of start up companies through their growth to maturity or to a liquidity event.

Changes at The DEN

Please amend your records to show that the DEN has moved it’s offices to North Fairbanks. The DEN is now situated on campus behind the Tucker Foundation on the ground floor (Suites 130, 130A & 131).

We are now in a more convenient location for our staff, students and faculty and are very happy to be back on campus

Our new Hinman box is now 6248

Another change is that Sian Muir is leaving the DEN in August as Associate Director of the DEN after 3 years. Sian and her family are moving to Northfield, Minnesota so her husband, Gary, can begin a tenure track position at St Olaf College.

“The DEN has just really begun when I started so it has been a great experience working in such a dynamic and changing environment” Muir said. “It’s been wonderful to meet so many people with different new ideas and so many alums that have given so generously of their time to help out. It’s been a lot of fun.”

Sian will be taking a little time off to get her two boys, Mason (8 years) and Finn (4 years) settled in their new environment but then hopes to find a position in marketing, promotion or public relations.

Register at: pecenter@dartmouth.edu

This workshop is open to members of the Dartmouth Community; alumni, staff, faculty, students, and friends and family.

Above: New office at North Fairbanks
Below: Sian Muir — Giving up her new office with a window for the frozen tundra.
Entrepreneurship 101— First Things First

Many people who come into the DEN for the first time looking for advice on commercializing an idea are highly reluctant to share much meaningful information about their ideas. Some look for non-disclosure agreements before saying anything (the DEN does not sign NDA’s). Unfortunately, the reality is that, no matter how good and idea or product might be, it almost always has no value until someone does something to make things happen and turn promising ideas into action and tangible value.

A good first step in this process is to carefully define the anticipated customer and the customer need which the idea will address. Building from this base, through the process of validating the relevant information, is the shortest path to assembling an executable business plan.

How to do this? One good place to start is to think about the following questions:

♦ What need are you interested in filling?
♦ Who has this need? (This is the customer.)
♦ What solution are you offering for this need? (This is the product.)
♦ How many customers might there be for this solution?
♦ What is it worth to the customers to get this solution? (This is the value proposition.) How much of this value might they pay you for the solution? (This is the revenue model.)
♦ If there is not already an existing market for similar products and solutions, the number of customers multiplied by the revenue model pricing is a rough estimate of the potential market size.
♦ Are there enough dollars in the revenue model to allow you to develop, make, market and deliver the product to enough customers, and still have a good profit left over?
♦ Who are competitors now, or potentially in the future? What might keep people from competing with you and driving margins down?
♦ These questions may not be easy to answer without outside information, and this is a good thing. The more reach out to people, especially potential customers, for information and — more importantly — validation, the more likely you’ll develop a solution that has real business value.

One good example of this process is the Jetboil Company, which got its start in 2001-2002 going through just this process. Starting with a general idea that there had to be a better solution for heating food and liquids in field situations like hiking and camping, where weight and storage space are at a premium, the founders first spent time on trails accosting hikers and soliciting opinions and feedback. Then, with a rough idea in-hand of what hikers would buy, how much they might pay, and what the company have in costs to make such a device, the founders went to some of the leading retailers in the market and got conditional commitments to buy and offer their product. With a prototype designed from customer feedback and those purchase commitments, the company raised the seed-stage money needed to get a commercial-grade product made and to market, and is now growing rapidly. Check them out at www.jetboil.com!

Any startup entrepreneur will tell you that every stage of the process is hard — from creating a credible plan, through building the right team, raising money, to making sales and managing growth. But all of those steps are so much easier if the hard work of properly defining and validating the market gets done at the front end.

Within the Dartmouth and DHMC communities, if you are a student, faculty member, researcher, staff or alum, the people at the DEN and their extended network of advisors are always eager to help you get started on this process and get you the resources you need to take the intangible value hidden in your idea and go through the steps to see if it can be turned into real value.

8th Annual Engineering & Technology Career Fair at Dartmouth

IF YOU'RE LOOKING FOR THAYER STUDENTS AT ANY LEVEL FROM INFORMAL RELATIONSHIPS, THROUGH SPONSORED PROJECTS AND INTERNSHIPS, TO POST-GRADUATION EMPLOYMENT NEEDS, THIS IS THE BEST OPPORTUNITY DURING THE YEAR TO GET EXPOSURE AND MEET PROMISING STUDENTS. THE THAYER SCHOOL’S INVITATION APPEARS BELOW.

Connect with Dartmouth for your Hiring Needs

8th Annual Engineering & Technology Career Fair at Dartmouth
Wednesday, October 13, 2004, 3-7 pm
Sponsored by Dartmouth's Thayer School of Engineering and the Tuck School of Business.

Showcase your company and employment opportunities to:

♦ 750 graduate students specializing in engineering, computer science, and business
♦ 1,000 liberal arts undergraduates majoring in engineering, math, computer science, the sciences and economics

Employer registration fee for the event is $250. $100 for Dartmouth Entrepreneurial Network
For additional information and online registration, visit: http://engineering.dartmouth.edu/~career/fair/

When registering, please write "DEN team" in the special needs section of the registration form
If you have any additional questions about the event, please contact Chandlee Bryan at Thayer:

chandlee@dartmouth.edu
Phone: 603-646-2375
Fax: 603-646-0212
http://engineering.dartmouth.edu/~career
Sound Innovations, Inc

Sound Innovations Inc was founded in May of 2004 by Laura Ray, Associate Professor of Engineering, Robert Collier, Adjunct Professor and Lecturer, both of The Thayer School of Engineering, and Chris Pearson TU’03. This was made possible by the cooperation and support of the Thayer School of Engineering, the Amos Tuck School of Business Administration, the Dartmouth Office of Technology Transfer and the Dartmouth Entrepreneurial Network.

Over the past five years, The Thayer School of Engineering has conducted research and demonstrated exceptional performance in hearing protection based on innovative digital signal processing (DSP) control algorithms. These research results have been published in peer-reviewed journals and several conference proceedings. The technology, named Active Noise Reduction (ANR), is designed to oppose the high level incident noise field with an opposite noise source so that the noise at the ear is substantially reduced. Professors Ray and Collier and then PhD candidate David Cartes invented and patented the Thayer ‘feedforward’ ANR system, and Sound Innovations has signed a letter of intent with Dartmouth College to obtain an exclusive license to this patent.

The Thayer ANR research has focused on aviation communication headsets in collaboration with a leading manufacturer of military and civilian headsets. The first business objective of Sound Innovations is to develop and commercialize the patented ANR system in partnership with this manufacturer supported by the computer and acoustical facilities of the Thayer School of Engineering.

Sound Innovations is also pursuing government funded small business innovation research (SBIR) contracts for other areas where the Thayer ANR technology has potential applications. With the assistance of the Tuck Bridge Program, we have identified several promising market areas. Examples include: quiet cabin spaces for operators of heavy agriculture, construction, and forestry machinery; noise cancelling mufflers for diesel and internal combustion engines; noise control of heating, ventilation, and air-conditioning systems; and reduction of aircraft noise in schools adjacent to airports.

As we generate revenue, we plan to re-invest heavily in research and development of noise control and communication technologies while expanding into other acoustically-based markets. We will also focus on continued development of our capabilities in the key inter-related technologies of acoustics, control, DSP and electronics. We are excited about the future and look forward to the day when products with Sound Innovation technologies enter the marketplace.

Achieving Takeoff- Handling Growth and Building for the Long-Haul by David Morse ’03

Most non-profits have a five year lifespan. Once a non-profit gets off the ground and gains some credibility, donors react with increasing enthusiasm and begin to line up behind the organization’s new idea and innovative approach. To steal some business terminology, non-profits move quickly through the equivalent of the star phase to be cash cows. By their fifth year, many non-profits begin to lose their cachet, phase to be cash cows. By their fifth year, and donor money and good project work becomes harder to find. Most case studies, and donor money and good project work becomes harder to find. Most case studies, and most non-profit pros that I have talked to, point out that a lack of planning and inadequate organizational capacity constrain non-profits’ ability to use those crucial good years as a base for long-term stability. When a new flavor of the month comes around, the organization that seemed on the cusp of success is left adrift.

The International Humanitarian Foundation (IHF) has had an enormously successful year. We have built a solid campus organization at Dartmouth, and have initiated a long term project addressing a major public health problem in India. We have learned how to design projects and write grants to support them, as well as manage our organization effectively and accountably. Most importantly, we have demonstrated the validity of our core concept of linking top academic communities and grassroots communities to produce low cost, innovative solutions to underdevelopment and disadvantage that benefit all involved. Our work to alleviate indoor air pollution in India through the installation of ventilated, smokeless cook stoves has grown through the committed involvement of student volunteers working on the ground in India and at Dartmouth. Undergraduates have built knowledge on the topic, participated in project design and composed major grant proposals. Experiences otherwise unavailable at Dartmouth and immediately relevant to what ever career students pursue. Our grassroots partner organization in India has begun to install cook stoves with funding from the IHF, and is prepared to engage in a large scale installation project. The IHF has won grants, managed projects, our partner communities have benefited and student volunteers’ work has led to job opportunities.

But growing from a group of four committed founders with no money to an organization involving over 60 people on three continents with significant funds has challenged the leadership to confront the issues of organizational planning and sustainability. We began to wonder how is the IHF could keep from entering dogville after our grace period was up. This past spring the top officers of the IHF committed ourselves to building an organization that could last. We began to systematically record and institutionalize our learning from the past year, and to use this knowledge to establish operating procedures and best practices. We envisioned our ideal organizational structure and began to work towards realizing it. We have begun an intensive process of board development. Finally, we have scaled our plans for growth to the resources we have available. Stepping back from some opportunities to fully develop our core competencies and secure a stable platform for future growth seemed appropriate to our goal of making it beyond the five year barrier.

The connections we have developed through DEN have been essential in this process. Tuck students and a network of business and non-profit professionals have consulted and participated in this process. The guidance of the people at the DEN and their constant willingness to give of their time have been of great worth to us as well. A year ago, the IHF’s founders would never have anticipated the challenges we now face, and we are sure we will continue to confront new ones. As we continue to learn and adapt around our core concept, it is reassuring to know that we will continue to have access to the best advice possible.

Editors Note: David Morse wrote an article for the EntrepreNews in Fall ’03. Comparison with this article really shows how far the IHF has come. The DEN would like to thank David for his perseverance and contributions!
Due Diligence Checklist by Andrew Swayze TU ‘04

1. Customer Proposition:
   - What value/utility does the product create for the consumer?
   - Does the value proposition resonate – will they buy it?
   - Where does the product fit on the “Nice to Have” to “Need” continuum?
   - How does the product compare to competitive options & substitutes?
   - If the product is based on new technology, does it work?
   - Is what you’re offering already current practice in the industry?

2. Market Size/Trends:
   - Are there enough buyers?
   - Is the pie growing or shrinking?

3. Defensible Profits:
   - Who competes & why won’t your competitors win?
   - What are the barriers to entry?

4. Timing:
   - Is this the right time to launch the company?

5. Business Model/Economics:
   - Can you sell it for more than it costs to build it?

6. Feasibility:
   - Given likely path to market, how feasible is the company?
   - Time to market or profitability?
   - Investment required?
   - Distribution issues?
   - Structural or regulatory barriers to adoption?

7. Monetization Strategy:
   - How will the company realize its return?
   - Does the possible return justify the risk and effort?

8. The Team:
   - Does the team have the skills, drive, and credibility to get the job done?
   - Do you like and trust the other people involved in the company?

9. Personal Fit:
   - Do you have the skills, to make the company succeed?
   - Does the product or service connect with your personal interests?

QuantiSense—Two years on

In 2002, QuantiSense was a finalist in the Greener Ventures business plan competition. Soon after that, QuantiSense left its then-current consulting contract to develop QS|Retail, a complete retail data warehousing and business intelligence application. They sold QS|Retail to their first customer, FAO Schwarz, in December 2002. After a wild ride with FAO in and out of bankruptcy, QuantiSense emerged with a wildly successful project, but as FAO had effectively shut its doors, they didn’t have an active customer. One of the few fortunate outcomes of a bankruptcy was that people from that company moved onto other jobs at similar companies so one of their contacts introduced them to their second customer, After Hours Formalwear. They then expanded their application to fit the rental model and got more user experience under their belt.

Jeff Buck D’95, Th’96, CEO commented, “2004 has been a stellar year. We hired a very seasoned retail software marketing executive who helped us solidify our sales and marketing strategies. The fruits of this are three more customers, including Burberry, a 700 specialty gift chain. Our latest is a 4 billion dollar retailer/manufacturer in the Midwest. We are concentrating on the implementation of those customers and starting our second wave of sales activities with our newest hire of a senior sales executive. We have six fulltime and five contractors for a total of 10 at QuantiSense today. We are very excited about the future.”

QuantiSense Team: Juan Esteban Pereira, Jeff Buck D’95, Th’96, and Jeff Giberstein D’95, Th’96 at the inaugural Greener Ventures event, 2003
StratBridge, Inc.: Overcoming Start-up Challenges

Matt Marolda, TU’02, started StratBridge, Inc., a business analysis software company, in 1999. Since that time the business has had rapid growth (more than 50% per year increases in revenue), maintained strong profitability, produced new versions of its software annually, released at least one new product or service a year, and steadily increased its user-base. Since beginning, Marolda has had to meet several challenges in order to accomplish his goal of building an enduring enterprise. The solutions he came up with provide useful guidelines for other entrepreneurs: leveraging networks to build an enduring enterprise; sustaining growth momentum with new products and services; transitioning labor-intensive offerings to software-driven services through scalable solutions.

When working as a consultant with Braxton Associates as a strategy consultant, Marolda noted the dearth of software to aid in strategic analysis of data. With Braxton’s blessing, he ventured out to develop software, integrated with Microsoft Office, that did the job better than any other tool on the market. Six months later, StratBridge released version 1.0 of Strategic Surveyor™ software to a rapidly growing base of users (version 4.5 was rolled out in June 2004).

Strategic Surveyor™ provides detailed information for users on how to conduct strategic analyses.

At this point, Marolda encountered his first challenge building an infrastructure to support a growing company. To do this Marolda leveraged his networking resources to tap the expertise of others. He realized he needed to work with people who had start-up expertise so he enlisted two members of his board with Tuck affiliations: Andy Palmer, TU’94, and successful entrepreneur, and Michael Horvath, former professor of entrepreneurship at Tuck. He has found that the relationship with Tuck and the DEN has been a major benefit to the growth and development of StratBridge. The DEN played a key role providing; important early advice, alumni contacts, the introduction to StratBridge’s first sales rep, and a variety of networking opportunities that continue to yield benefits.

Once the team was in place the business focused on designing products for customers. Stratbridge decided early on to use market research as a key input to planning. Extensive market research in conjunction with first-hand customer feedback enabled StratBridge to consistently focus on creating products that meet users’ demands. Capitalizing on recent trends in the Business Intelligence market, StratBridge has tied its technology to the .NET platform and bridges the very complex structures of disparate databases to produce dynamically, within a matter of seconds, a wide variety of analytical reports for sophisticated data consumers.

The next challenge lay in sustaining the growth momentum after early success by offering new, complementary products and services. Not only was the focus on growing Surveyor™ software, but also selling new analytic software and services.

The next major StratBridge product release was a performance ranking software package. Delta Identifier™ software uses hundreds of user-specified metrics to analyze virtually instantaneously the performance of tens of thousands of publicly traded firms to determine “high-flyers” and “low-liers.” Since its release in early 2001, Delta Identifier™ software has established a strong track-record of identifying companies that are winners and losers in the public markets.

A request then came from one of the big four accounting firms to help them with the production of Strategic Analyses of companies and industries. StratBridge produced strategic reports in rapid time using its proprietary software and team of strategic analysts. The client used these reports in its pursuit of new audit clients, gaining particular import during the collapse of Andersen. The client reported a very high success rate using the StratBridge strategic analyses in their sales presentations.

Recently the challenge for StratBridge has been to create scalable solutions that can be sold broadly. The solution has been in the company's ability to transform a labor-intensive offering to a software-driven service. One thing became clear from the Strategic Reports experience: even though the report turn-around times were very fast using the StratBridge software, the production of the reports was still highly labor intensive. Since time is of the essence for these types of analyses, an opportunity existed in automating the analyses even further. In addition, an automated service could serve many more customers. StratBridge embarked on an initiative to develop an extensive suite of applications that – in a matter of seconds – produce high-quality, content-rich, customizable reports from a browser interface. StratBridge has already inked pre-release customers and will deploy this powerful new platform via installations on client sites as well as through its own, web-based interface, www.stratbridge.net, in the fall of 2004.

The future looks bright for StratBridge, Inc. Marolda feels internal cash flow will fund all the company’s growth plans for the foreseeable future.

Anyone interested in StratBridge’s products or learning more about the company can contact Matt Marolda at mmarolda@stratbridge.com.
**Ask Mike**

**QUESTION**  
"A venture capital group has offered to raise $3 million for our company by selling 20% of the business. That's a valuation of $15 million for the whole company, which I think is absurd, but they'll work entirely on commission (15% of whatever they raise), so I can't see any downside. Am I missing something?"

**ANSWER**  
Very little about this deal passes the sniff test. First of all, true venture capital firms don't charge finders fees for making investments. They expect to make their money from the long-term success of their portfolio companies, and to some degree from fees they charge their own fund participants. Even when an investment group raises money for a company, moreover, a 15% commission is unusual. The so-called Lehman formula is more standard—5% of the first $1 million, 4% of the second million, and 3% of the third million. That's about a quarter of the fee your group has proposed. And you should expect to write a big check for legal and closing fees as well, and probably for all the out-of-pocket expenses that your "venture capital" group runs up. Then there's the issue of the "absurd" valuation. With a little smoke and mirrors, a fund-raising group might be able to convince unsophisticated investors to overpay for your stock. But then what? The next time you try to raise money or sell any of your own stock, new investors will almost certainly "ratchet down" the price to something more realistic. Your first-round fund-raisers will have collected their commissions up front in cash, and you'll be left with a very angry group of badly-diluted shareholders.

**QUESTION**  
"I happened to look through a printout of last year's general ledger, and it's full of transfers from one account to another, refunds from double payments, and other evidence of careless mistakes. My controller insists that mistakes like these are normal and don't affect our final numbers. Your opinion?"

**ANSWER**  
Everyone makes mistakes when they write checks, but it's easy to tear up a personal check for the wrong amount. Accounting systems are less forgiving: They keep a permanent record of every adjustment and transfer. Although this is an important security feature, mistakes really stand out. You need to decide how often your controller is really making mistakes. If he's hopelessly sloppy, you should look for a replacement. Also, be sure to analyze the transfers into, out of, and between your cash accounts. The amounts are often very large, and you want to be sure there are no irregularities.

I've also seen situations where bookkeepers or controllers are simply confused about how the business works, and so they post entries to the wrong accounts or projects. If you suspect that's the reason for mistakes, you might want to spend a little time explaining what's behind the numbers your controller is managing.

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**Team Update**

**Accentus Hits Multiple Milestones**

Hanover-based Accentus LLC, the world leader in auditory display technology, hit several financial, management and scientific milestones in its most recent fiscal quarter. Accentus technology presents data using music-like sound to improve comprehension and decision making in operational environments subject to visual data overload.

The company closed its first outside funding round of $300,000, led by Jim Rubens (D’72), who will join the company board. In May Accentus won a $40,000 prize for best in financial services in the Start Up New Hampshire business plan competition.

Accentus attained its first product revenue in June with customers Credit Suisse First Boston and Barclays Capital. Accentus now counts 7 of the top 10 Wall Street firms as its customers or product development partners.

In July Dr. Edward Childs (D Adv’03), company Chief Scientific Officer, delivered the first scientific evidence in his paper at July’s annual International Conference on Auditory Display, that Accentus technology delivers significantly increased user accuracy and capacity in real time financial data applications. Accuracy gains of around 15 percent are reported.

Accentus gives securities traders a competitive edge because, “for data perception, two senses are better than one,” said co-founder and CEO, James Perkins.

John Stephens has joined the Accentus management team as Chief Technology Officer. Stephens was formerly a founder and CTO of Cayman Systems, sold to Netopia in 2001, where he also serves as VP. Company advisors include Dr. Petr Janata of Dartmouth, Dr. Perry Cook of Princeton, and Dr. Gregory Kramer, among the world’s leading researchers in the field of auditory cognition; Dr. Paul Danos, dean of the Tuck School of Business at Dartmouth College; Tim Dreisbach (D’71) former chairman and CEO of MetriCom Inc.; Henry P. Davis, managing director of Arden Asset Management; Dr. Barry Schachter, managing director of risk management at Balyasny Asset Management; and Todd Berlent, a director at Deutsche Bank Securities.

Contact: james.perkins@accentus.com (603)646-6405

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**Michael Gonnerman ’65**

Mike is a finance expert and a trusted advisor to technology CEO’s and investors.  
Go to www.gonnerman.com to receive Mike's free monthly newsletter by email
**Dartmouth Entrepreneurial Network**

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Peter T. Glenshaw, Managing Director, Dartmouth Venture Initiatives  
Mark Israel, Director, Norris Cotton Cancer Center  
Aaron Kaplan, Associate Professor of Medicine & Director, Device Development Lab, DHMC  
Fred Wainwright, TU'02, Executive Director, Tuck’s Center for Private Equity and Entrepreneurship. Adjunct Assistant Professor of Business Administration, Tuck School of Business

**Classified**

**NEW YORK SALES REPRESENTATIVE**

Growth opportunity for motivated sales professional to drive results with our award-winning Sales & Trading product. Accentus is a first-of-a-kind solution with a large market opportunity and growing industry traction. The successful candidate is a self-starter that can work with an entrepreneurial organization on an independent basis. Strong sales profile with focus and drive are essential traits. A key player on the team, the position reports directly to top Accentus management.

**RESPONSIBILITIES**

Deliver sales results in an assigned marketing territory in the New York Sales & Trading segment. Responsibilities include:

- Prospecting, developing and qualifying leads  
- Conducting prospect presentations and demonstrations  
- Converting qualified prospects to new accounts  
- Account management/relationship building  
- Increasing installed seats within existing accounts

**QUALIFICATIONS**

- Proven sales track record  
- Metro New York location  
- Software and/or technology sales  
- Strong verbal and interpersonal communication skills  
- Results-oriented self-starter  
- Sales & Trading exposure a plus

**COMPENSATION**

Excellent incentive-based compensation including draw, 120K total compensation average with open-ended opportunity and equity pool participation for superior performance.

**ABOUT ACCENTUS**

Accentus is an award-winning technology transfer company based at Dartmouth College. We are the world leaders in auditory display, changing the way humans interact with digital data. Our technology incorporates world-class science validated by top traders on the Street. Current customers include Citigroup, Deutsche Bank, Barclays Capital, Morgan Stanley and Credit Suisse among others. Please visit www.accentus.com for more information. **Address resumes with cover letter to hr@accentus.com.**