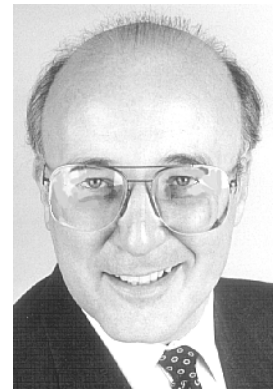




How To Raise \$100 Million

Stanley N. Lapidus and Ralph E. Grabowski
128 Venture Capital Group – Best Western, 477 Totten Pond Road, Waltham MA

7–10 AM, Thursday, December 12, 2002



Stanley N. Lapidus
Flagship Ventures
10th Floor
150 CambridgePark Drive
Cambridge, MA 02140
617-868-1888
<http://flagshipventures.com>

Stan founded Cytoc and Exact Sciences.

As an entrepreneur, Stan Lapidus raised more than \$100 million to start companies; which have achieved a market capitalization of nearly \$4 Billion. As a venture capitalist, he directs his fund's investments into validated business opportunities.

Mr. Lapidus reveals how he has raised lots of \$\$\$.

He will speak both as an entrepreneur and about how his Venture Capital firm, Flagship Ventures, looks at deals. Stan will portray his experiences in entrepreneurial fund-raising mode, and will emphasize the importance of having a plan; which plainly spells out:

- Large market
- Clear value proposition
- Proprietary edge to either the Intellectual Property (IP) or the distribution channel

Stan will talk about what sells to the Venture Capitalist – a lucid understanding of your market and the nature of the opportunity.

Mr. Grabowski will examine why Stan has been so successful. Ralph draws on Stan's successes and other data to create a new method, the Marketing/Engineering Investment Ratio (M/E Ratio), to guide startups. The surprising, counterintuitive evidence shows that successful technology-based enterprises invest more in market research than in engineering.

Ralph E. Grabowski
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Ralph Grabowski has helped launch new companies and new fields; which are now worth more than \$10 Billion and which gainfully employ thousands of his fellow engineers. He is in his twenty-first year as a VP of Marketing for startups, focusing on the upstream marketing process to kick-start new enterprises.

128 Venture Capital Group

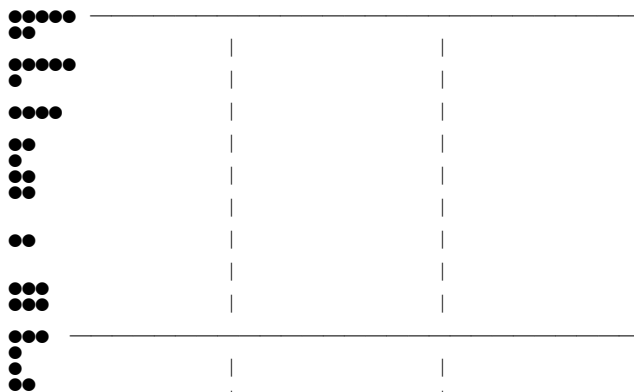
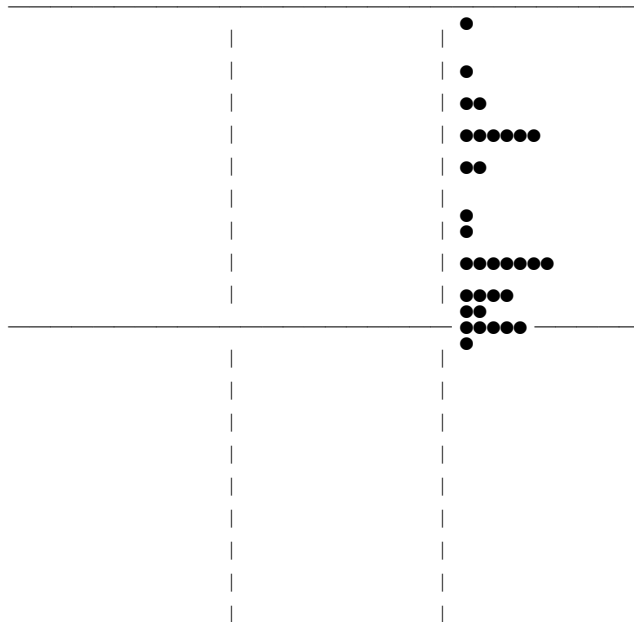
The speakers are not being paid. Mike Belanger, Chairman of the 128 Venture Capital Group, collects a registration fee to pay for the food and the meeting room. Registration starts at 7 AM for networking and continental breakfast. The formal session runs from 8 AM until 10 AM. <http://www.128vcg.com>

Directions, map, and more information

<http://marketingvp.com/guests/100mil>

Marketing*/Engineering Investment Ratio™

(*) excludes promoting and selling



↑ **Flaming Failure** ↑ *Neither* ↑ **Super Success**
↓

- Infinity Balico, balance aid medical device, Grand Prize Winner '05
- Infinity Helicos BioSciences, single-molecule DNA sequencing '03
- Infinity Angstrom Medica, synthetic bone, Grand Prize Winner '01
- 9 MIT \$50K Entrepreneurship Competition
- 9 Liton Medical (ex-BD, ex-DataMedix), mid '80s
- 6.25 MolecularWare, bioinformatics MIT \$50K Grand Prize '99
- 5 ZippyCool, beverage cooler MIT \$50K Semi-finalist '99
- 5 Invent Resources, product development '93
- 4 Becton Dickinson, medical - arrhythmia recall '78-'80
- 4 Varian Associates, Component Leak Detector '93
- 4 DIVA (AVID), video editing software '90-'93
- 4 LiquidPiston, combustion engine MIT \$50K Runner-Up '04
- 4 ZippyCool, beverage cooler MIT \$50K Semi-finalist '99
- 4 Adaptive Optics, Div of United Technologies
- 3.2 two machine vision systems, '3.2 '94, 4 '95
- 3 AFC Cable, armored wiring systems '97
- 2.33 Exact Labs, colon cancer diagnostics '95-'96
- 2 MarketSoft, enterprise software '98-'02
- > 1.5 Dell Computer, PCs '90s
- 1.53 thingworld.com, Internet media '98
- 1 - 2 Juno, free e-mail '96
- 1.5 Cytoc, PAP smear preparation '88-'89
- 1.5 Intuit, financial software '90-'93
- 1.5 Z2, injection molding flow device MIT \$50K Finalist '99
- 1.5 PSI Environmental, boiler temperature gauge '93-'95
- 1.25 Phoenix Controls (Honeywell), VAV controls '83
- 1.25 Molten Metal (MMT), elemental recycling '91
- 1.2 Monster, employment via the Internet '98
- 1.2 Aurora Systems, CTI software '90-'94 and precursor
- 1.1 Brooks Automation, semi robots & cluster tools '89-'90
- 1 Evidian USA, enterprise software '97-'99
- 1.05 Reflective Technologies, reflective sportswear '94-'95
- 1 Amana (Raytheon), RadaRange microwave oven '66-'75
- 1 Acugen Software, semi test software '86-'00s
- 1 Lycos, global Internet hub and media '97
- 1 EMC, enterprise storage '90s
- .9 Open Market, Internet commerce software '98

Financial and human impact:

- > 1 Trillion dollars
- > 400,000 jobs created or lost
- > 150,000 engineering slots developed or gone

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marketingVP.com - results through June 17, 2010
●● multiple data at one M/E Ratio™

- .1 Molten Metal '97
- .1 Optra, electro-optic sensors - 88 SBIR '84-'95
- .1 Keithley Metrabyte, data acquisition Taunton MA '93
- .1 MRS Technology, FPD lithography '86-'97
- .1 Hampshire Instruments, X-ray stepper '91-'92
- < .1 Essential Research, vacuum system CAD '90-'93
- < .09 RVA Technology, software '82-'85
- .07 StarGen, fabless semiconductors '99-'06
- .07 Orchid BioSciences, genotyping '98
- .07 Veeco, wafer particulate detector '85
- .07 Keithley Instruments, Cleveland OH '93
- .06 GCA '81, semiconductor stepper
- .06 GCA '92, semiconductor stepper
- .05 Brooks Automation, semi robots '77-'85
- .05 Hampshire Instruments, '84-'90
- .05 ITRAN, machine vision '79-'93
- < .05 Varian Associates, IMPATT microwave oscillators '69
- < .04 Object Databases, software '92
- < .04 Polaroid, instant photography '90s
- .037 Machine Technology (MTI), semi track '93
- .033 Raytheon, RadaRange microwave oven '44-'65
- .033 Micronix, X-ray stepper '81-'87
- .033 Evidian USA, enterprise software (2) '92-'96 & '00-'02
- < .033 KSR, supercomputers '86-'95
- < .033 Cisco, Internet routers '00
- .02 Quarterdeck, operating system (OS) software '90s
- < .02 Luminus Devices, LED lighting '10
- .015 Cetacean Networks, real-time Internet & VoIP '00-'04
- .014 Fusion Lighting, lighting '91-'02
- .013 Genuity, Internet '98-'00
- .013 electronics & instrumentation, AMA, '53
- .012 HyperDesk (FTP), Internet groupware '92-'95
- .01 Becton Dickinson (BD), Telocate patient location '73-'77
- .01 DataMedix (bought BD division), early '80s
- .01 Physical Sciences (PSI), > 200 SBIR '84-'95
- < .01 Xerox, copiers '94-'02
- .008 Thinking Machines, supercomputers '90-'94
- .007 Lotus, office software '90s
- .007 Nortel, telecom '84-'02
- .004 Digital Equipment (DEC), PCs & minicomputers '90s
- .003 Applicon, Computer-Aided-Design (CAD) '72-'82
- .002 Lucent, telecom '67-'03
- < .002 SAL, X-ray stepper '81-'00s
- < .001 WANG Laboratories, PCs & minicomputers '84-'91
- < .001 VNCL, network video '93-'99
- Zero Thinking Machines '83-'89