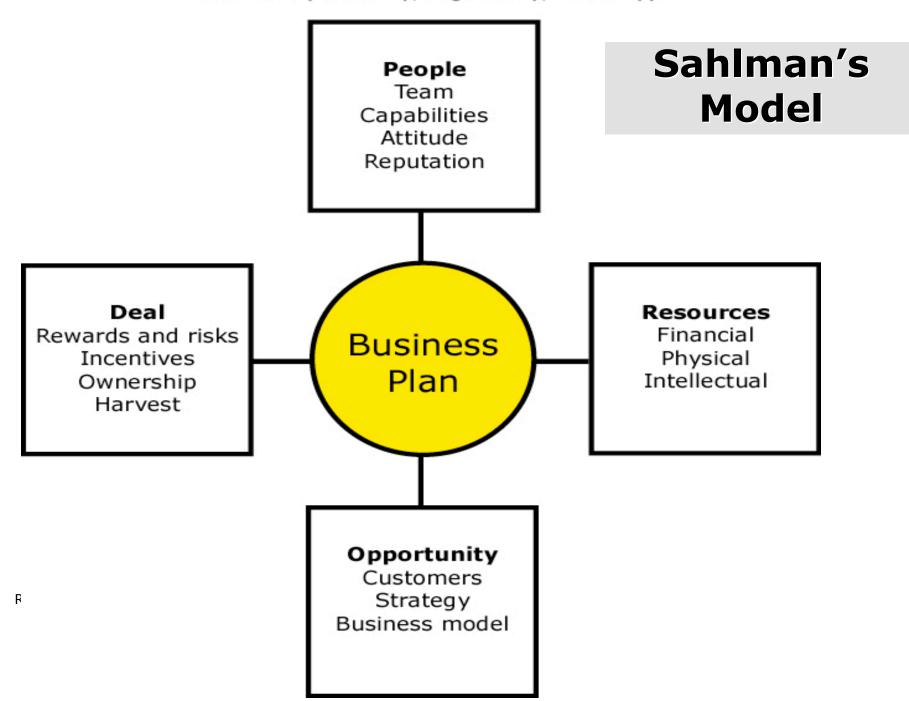
Agenda for Session 5

- 1. Housekeeping and News
- 2. AIR Case Analysis
- 3. Q&A with Dana Mead, KPCB
- 4. What Can We Learn from the AIR Case?

Context (economy, regulatory, industry)



Sell 100% to Another Firm (M&A) **AIR** 1998

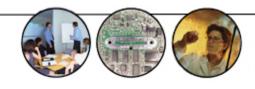
More
Costly
(Dilution)

Partnerships:
Sponsors and
Strategic Investors

Increasing
Entanglement
(Loss of
Control)

<u>AIR</u> 1997 Take Venture Capital (VC) Investment

TECHNOLOGY VENTURES



What Can We Learn From AIR Case?

- 1. Illustrated the differences between just a good idea and a true business opportunity.
- Provided practice on using the Sahlman and other frameworks for understanding entrepreneurial process.
- Examined how entrepreneurs can "make meaning" with high-impact ventures.
- 4. Introduced the concept of managing four kinds of risk: technology, market, team, and financial.
- 5. Highlighted the differences between information technology and life sciences (biotech) ventures.
- 6. Demonstrated one of the ways ventures reach a successful outcome.



Thank You, Dana!