



How To Present Your Business Plan

Rhode Island Business Plan Competition 2007

March 14, 2007

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Agenda



- My Background
- Getting Ready
- Execution
- Financing Watch-Outs

My Background



- 30 years in life science industry; 20 in large companies, 10 as entrepreneur
- Big companies: Bausch & Lomb, Allergan, Schering-Plough, Coopervision
- \$35M IPO in '00: ISTA (NASDAQ)
- \$35M Series B financing in '06: Neurotech USA
- Various strategic financings: upfronts of \$10M and \$9M, Allergan and Otsuka Pharmaceuticals
- 2 angel financed start-ups:
 - § Quest Vision: sold in earn-out in '05 (~\$500K)
 - § Vision Solutions Technologies: \$500K to date

- The Essentials:
 - § 2 page Executive Summary (teaser)
 - * 1st item you send to candidate investor
 - * Get their interest, “set the stage”, briefly
 - * Not just text: color photos, designs, etc.
 - * Main objective: obtain agreement to meet

- The Essentials:
 - § The Corporate Presentation (soup to nuts)
 - * Cover all key areas of your business
 - * Answer why business merits investment
 - * Don't over-promise, stretch goals are ok
 - * For a life science business, the technology is “the key to the financing”. Know what is the key to your industry segment
 - * Get your Board on board

- The Essentials:
 - § Business Plan
 - * Background
 - * The Technology
 - * The Market
 - * The IP
 - * Development Timeline
 - * Key Milestones and Cash Needed
 - * 5-Year Financials
 - * Management and the Board
 - * Keep this to ~40 pages

- Leads and Introductions
 - § Develop target list “with a little help from your friends”
 - * Current investors
 - * BOD
 - * IR, PR firm
 - * Legal counsel
 - * Public accountants
 - * Foundations
 - * Other CEOs
 - § Always find an “intro”

- The Pitch:
 - § As a CEO, appeal to investor's basic drivers:
 - * Risk mitigation vs. a value not to be lost
 - § Your level of belief and passion is transparent
 - * Develop thick skin and missionary zeal
 - * Personal litmus test: would you invest?
 - § You only make one first impression
 - § Forget presenting, tell your story

- The Pitch:
 - § Use hard copy, not a PC: keep eye contact
 - § Keep it simple, in graphic language
 - § If you need a coach, get one
 - § For key meetings, present as a team
 - § Respect investor's time; a subliminal message
 - § Continually hone the presentation

- General:
 - § Keep your Board on board
 - § Perform follow-up actions ASAP
 - § Strive for multiple term sheets
 - § Plan the work, work the plan (kick-off at conference, be prepared in advance)

- Due Diligence
 - § Mobilize your team, organization
 - § Assign tasks & required deliverables
 - § Determine your most “tender” issue(s) and build your strategy to present the facts

- Raise more than you need, whenever you can
- Select investors carefully
- Take care not to appear shop-worn
- Be fully prepared before you start
- Take care in accepting terms
(e.g. size of option pool, governance)
- Have 10 solid reasons to invest
- Your presentation shouldn't be your crutch
- Explain the process for investor selection
- “Connect” with the investor