**Thank You**

**Entrepreneurship@Cornell** would like to thank the following organizations and companies for their contributions to Celebration 2008 on April 10-11. The event was an enormous success. We couldn’t have done it without you.

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**Goody bag contributors**

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- **Artwork by Amy Cohen Banker ’75**, www.amycohenbanker.com
- **Attune**, Will Rosenzweig ’81, PHYSIC Ventures, www.attunefoods.com
- **Behance**, Scott Belsky ’02, www.behance.com
- **Boyce Thompson Institute**, www.bti.cornell.edu
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- **Dreamerz**, Will Rosenzweig ’81, PHYSIC Ventures, www.dreamerz.com
- **eClips**, Cornell’s premiere video clip collection on entrepreneurship, business and leadership, www.eclipescornell.edu
- **Green & Black’s Organic**, Katie Butler ’96, MBA ’04, www.greenandblack.com
- **Hachette Book Group USA**, Carol Ross ’72, www.hachettebookgroupusa.com
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- **Saxbys Coffee**, Nick Bayer ’00, www.saxbyscoffee.com
- **Shea Yeleen International**, www.sheayeleen.org

Mark your calendars now for Celebration 2009 — April 16-17!
From the Executive Director of

ENTREPRENEURSHIP@CORNELL

Welcome to the second edition of eship, the magazine of Entrepreneurship@Cornell (E@C). The goal of this bi-annual magazine is to communicate some of the many facets of the rich and varied story of entrepreneurial activities here on campus and in the larger Cornell community.

Since the early 1980s, the primary focus of Entrepreneurship@Cornell has been to support an increase in educational and experiential learning opportunities for students. That primary focus still holds today, and has had some amazing results: this academic year there will be a total enrollment of approximately 9,000 in the 144 courses listed on the entrepreneurship course map across the curriculum.

Another focus of E@C has been on alumni involvement. It has been clear for a long time that an unusually high percentage of Cornell alumni become business leaders, innovators, intrapreneurs and entrepreneurs. Building on that awareness, E@C created the Cornell Entrepreneur Network (CEN) in 2001 to link alumni to each other and to Cornell. The result: attendance at CEN meetings held in major cities across the U.S. has surpassed 15,000 since its inception. We expect an additional 5,000 participants in 2008.

Our first issue of eship magazine (available in the “Activities” section of www.eship.cornell.edu) featured several key programs and activities that reflected the growing entrepreneurial culture at Cornell. In our second edition, we turn our attention to some additional dimensions of entrepreneurship across the campus including:

- Tech Transfer: Exciting changes and developments in technology transfer and commercialization initiated by vice provost Alan Paau at the Cornell Center for Technology Enterprise and Commercialization;
- Sustainability: Transformational activities at the Johnson School’s Center for Sustainable Global Enterprise;
- Student Businesses: Creation of an incubator (eLab) for student entrepreneurs by the Student Agencies Foundation in collaboration with E@C;
- Social Entrepreneurs, Innovators and Problem Solvers: A new course offering for Fall ’08.

This issue also features a report on the annual Entrepreneurship@Cornell Celebration held on campus April 10-11, as well as information on upcoming events, faculty and alumni profiles.

The vision for Entrepreneurship@Cornell is to “find and foster the entrepreneurial spirit in every Cornell participant — in every college, every field and in every stage of life.” It is my hope that this issue of eship captures and conveys that spirit.

Sincerely,

John P. Jaquette, Jr.
Executive Director
Entrepreneurship@Cornell

+ Entrepreneurship@Cornell Governing Board

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eship is published twice a year by Entrepreneurship@Cornell at Cornell University.

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Course in Social Entrepreneurship
Encourages Students to Tackle the World’s Problems

CORNELL students have a long tradition of actively engaging in projects to address social problems locally, nationally and abroad. A new course in the fall of 2008 will give interested students the opportunity to study best practices in the area of social change.

AEM 336: Social Entrepreneurs, Innovators and Problem Solvers is a four credit course that will be taught by Anke Wessels, executive director of Cornell’s CRESP Center for Transformative Action, partnering with Scott Sherman and Randy Parraz of the Transformative Action Institute at UCLA.

Sherman and Parraz have been teaching the course for several years and it has quickly become one of the most popular courses at UCLA. In the fall of 2007, they launched an initiative for the course to be taught at other top universities.

During the course, students will learn about entrepreneurs and innovators who are creating new strategies to solve society’s problems. Students will examine traditional methods of social change through history, then review the skills, strategies and ideas of effective social change advocates of today.

“I believe that young people are looking around and are quite aware that there are urgent social problems that need to be addressed,” Wessels said. “They want to do more than argue and create deeper divisions between ‘us’ and ‘them.’”

At the end of the course, each student is responsible for developing a creative proposal for solving a societal problem. For students who are motivated to develop their businesses, the Center will offer non-profit status and incubation services to help the idea develop into a thriving organization, Wessels said.

“Students appear eager to apply an innovative, entrepreneurial approach to solving the world’s most pressing problems,” she said.

As part of the initiative, Sherman and Parraz sponsor a national competition each year for the best ideas related to social innovation and entrepreneurship. The institute chooses 20 projects to each receive $50,000 in seed money to launch their organizations. Cornell students taking the course will be eligible to enter the competition.

WAYS TO SUPPORT STUDENTS

In addition to the wide variety of courses across the curriculum, students have the opportunity to learn through participating in the following activities, all of which are supported in part by alumni contributions to Entrepreneurship@Cornell:

+ “The Big Idea” Undergraduate Business Idea Competition
“The Big Idea” Competition awards prizes for the best business ideas created by Cornell undergraduates. There were 125 entrants in 2007/2008. The competition is funded by the Vijay ’75 and Sita Vashee Promising Young Entrepreneur Award Endowment Fund and E@C general operating funds. Additional support would be most welcome.

+ Student Agencies’ eLab
The Student Agencies Foundation’s business incubator for undergraduates, eLab, provides space, resources and an entrepreneur-in-residence to help students develop their promising business ideas and/or take their business to the next level. E@C works closely with eLab. Alumni funding is the primary source of support for this project.

+ Summer Internships
You or your company can sponsor an E@C summer intern. Students apply from all of Cornell’s schools and colleges, so whether you need a biologist to conduct experiments or a marketing major to help launch a new campaign, we can connect you with a student who will be a great asset for the summer. We prescreen students and then, using your company job description, send you a list of best qualified applicants. Your company takes it from there—scheduling interviews, making hiring decisions and deciding on pay and work schedule. We will work with you as much as you like to help achieve the perfect fit.

If you are not interested in hiring a summer intern but would like to help a student have an experience in a start-up or early stage company, you can make a gift to the summer internship program to help fund a student internship.

+ Annual E@C Celebration
Students gain invaluable experience and knowledge by taking part in the events of the annual E@C Celebration, but most of them can’t afford to attend all of the events on their student paycheck. Your donation can sponsor a student’s attendance at the Celebration dinner, the CEN event and/or one of the many symposia.

For more information about supporting student involvement in entrepreneurship activities through these or other giving opportunities, call Debra Moesch-Shelley at 607-254-2802, write to 51 Warren Hall, Ithaca, NY 14853, or check out the Web site at www.eship.cornell.edu.
From robotic submarines to inspection satellites, teams of undergraduates and graduate students in the College of Engineering are engaging in hands-on entrepreneurial, experiential ventures. More than 16 different teams offer students the chance to apply what they have learned in the classroom to real-world, next-generation technology products. “Cornell’s student project teams provide our students an opportunity to work in a real world environment centered around solving an engineering problem,” says Matt Ulinski, the Hansen Director of Instructional Labs for the Sibley School of Mechanical and Aerospace Engineering. “With budgets ranging from several thousand dollars to several hundred thousand dollars, and competitions that span the world, our project teams create a unique learning environment for Cornell Engineering students – one not duplicated at many other institutions.”

Each team is comprised of a combination of undergraduates, graduate students and faculty advisor(s), and many teams compete in national competitions. Four teams are profiled below:

**+ CU AUTONOMOUS UNDERWATER VEHICLE**

The CUAUV team is a group of 40 undergraduate and graduate students who work together to build robotic submarines. The team brings together students from eight majors in three different schools with the goal of winning the AUVSI/ONR autonomous underwater vehicle competition. The team has been very successful at the competitions, taking first place in design for the past five years running.

*Visit the team web site at www.cuauv.org to learn more.*

**+ CORNELL AXP (AUTOMOTIVE X PRIZE)**

The newest of the Engineering Student Teams, the AXP team is comprised of a group of students and faculty members who are planning to enter the competition for the Automotive X-Prize (AXP). The AXP offers multi-million dollar prizes to teams who build a 100 mile-per-gallon (equivalent) vehicle, demonstrate a viable business plan, and win stage races to be held in 2010. So far, Cornell is the only university entered in the competition.

*Learn more at www.cornellaxp.com.*

**+ CORNELL MINESWEEPER**

The Minesweeper team is building an autonomous robot which will continuously scan for landmines using a conventional metal detector coupled with an Acoustic Phased Array. This new technology will help minimize detection failures and avoid human fatigue, both of which result in most of the accidents involved in detection. The team proposes to develop several of the core technologies in-house to minimize the robot’s price and to further enrich the team’s learning experience. The team will benchmark the robot’s performance in the Intelligent Ground Vehicle Competition in the summer of 2008.

*Learn more at www.minesweeper.engineering.cornell.edu.*

**+ CUSAT NANOSATELLITE**

The CUSat team is designing and building two spacecraft that the U.S. Air Force will launch in 2009. The CUSat space system consists of two satellites which will launch together, separate in orbit and perform autonomous inspection of one satellite by another. This effort will demonstrate how one spacecraft can diagnose the other, a capability that will help space missions envisioned for the coming decades. After winning the University Nanosat Flight Competition Review in April 2007, the team is now moving on to build the NanoSat-4 for the Air Force/AIAA University Nanosatellite Program.

*Visit www.cusat.cornell.edu for more information.*

**+ MANY OF THESE TEAMS RELY ON** corporate sponsorship in the form of cash or materials, as well as alumni support. To learn how you can support a team and to view a list of all Student Teams in the College of Engineering, visit www.engineering.cornell.edu/student-services/learning/student-project-teams/index.cfm.
TOM WARD Named Managing Director of the Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship

+ Starting February 1, 2008, the Leland C. and Mary M. Pillsbury Institute for Hospitality has a new Managing Director – Thomas L. Ward ’81.

As the managing director, Ward will work with faculty, alumni and industry partners to provide students with opportunities to learn about and practice entrepreneurship. He will introduce students to hospitality entrepreneurs and encourage them in their pursuit of entrepreneurial endeavors.

“I am very pleased to be joining the world’s preeminent hospitality management education program,” said Ward. “Over the last century, entrepreneurs have powered the global growth of our industry, with much of that growth coming through the enterprising work of Cornell alumni. I look forward to working with our faculty, our alumni and other successful hospitality entrepreneurs to expand our current programs to provide distinctive leadership in the field.”

With almost three decades of leadership in entrepreneurial, corporate, military and university settings, Ward brings an ideal mix of experience and know-how to his position. A native Ithacan, he graduated in 1981, with distinction, from the College of Agriculture and Life Sciences and is a 1990 graduate of the Harvard Graduate School of Business. He spent five years in the U.S. Navy as an intelligence officer, served as mergers and acquisitions director at BTG, Inc., launched several companies, was chief operating officer for Wilmington Finance Inc., and has worked as a consultant to Fannie Mae.

“Tom Ward brings a unique blend of entrepreneurial, corporate, military, and university leadership experience. He’s led a number of successful companies and has served as an executive-in-residence at a leading university,” said School of Hotel Administration Dean and E.M. Statler Professor Michael Johnson. “Under Tom’s direction, we are confident that our school will continue to build the Institute into a global leader in entrepreneurship education in the hospitality field.”

ABOUT THE LELAND C. AND MARY M. PILLSBURY INSTITUTE FOR HOSPITALITY ENTREPRENEURSHIP

The Institute, at the School of Hotel Administration, supports and enables innovation and new business formation in the hospitality industry. The Institute is also a platform for knowledge about forming new hospitality businesses, managing small and family-run businesses, franchising, corporate venturing, new venture funding and innovation.

Students Honored for Helping Local Companies

Each fall, students in Professor Deborah Streeter’s Small Business Management Workshop (AEM 425), partner with local companies to form strategy, analyze new directions, plan a new marketing approach or solve some other business issue. Here are the awards given to students for their work in the fall of 2007:

Howard and Maxine Abner Business Counseling Award

Recipients: Danielle Haigh (AG ’08), Lili Xu (AG ’08)
Business: Green Cuisine
Mentor: Marge Hubbert
Project Description: The team worked with a small business that provides individualized nutrition counseling, nutrition seminars and private meal services. The students were asked to develop marketing recommendations focusing on the individualized nutrition counseling services, both in the traditional face-to-face approach and in the telenutrition format. The students reviewed industry data, surveyed past, current and potential customers and interviewed nutrition experts at Cornell University and Cayuga Medical Center. They benchmarked Green Cuisine against local competitors and sought nutrition counseling with a major competitor to better understand the quality of service it offered. The team developed marketing recommendations based on exceptionally thorough research, and they were committed to the success of the business.

Dorman Family Business Counseling Award

Recipients: Alonso Lucero (AS ’07), Kalpana Pathak (EN ’08)
Business: Littletree Orchards
Mentor: Nina Piccoli
Project Description: The team worked with a family-owned orchard that specializes in pick-your-own fruits and berries. The students were asked to help the owners understand the preferences of current customers, analyze the feasibility of producing value-added products and explore ways to renovate the barn into a farm store. The students reviewed industry data, surveyed approximately 500 current customers, interviewed experts on produce marketing and agritourism and visited other orchards with successful farm stores in central New York, where they interviewed farm owners. The award is being given for the quality and scope of primary research, outstanding teamwork and commitment to making practical recommendations that will lead to the success of the business.

Dr. and Mrs. Paul Felton Business Counseling Award

Recipients: Arjunjit Singh (AG ’08)
Nakul Paul (AG ’08)
Business: Community School of Music & Arts
Mentor: Nina Piccoli
Project Description: The students worked with the Community School of Music & Arts (CSMA) to explore the decline in demand for its lessons. The students were asked to explore the reason for this drop in enrollment and to develop ways to increase lesson sales through more targeted course offerings and promotion. They conducted surveys of current customers and interviewed a sample of past customers. They benchmarked the CSMA against other competitors in the area, analyzed local demographic data and analyzed enrollment and financial data. The students made recommendations to strengthen program offerings and presented marketing recommendations for the CSMA. The award is being given for outstanding work in creating an effective oral presentation with a clear message and well-documented recommendations.
Ever since Matt Ackerson ’09 heard Joseph DeSena ’90, managing director, Tullett Liberty Securities Group, speak about his entrepreneurial journey during Ackerson’s AEM 121 class, Ackerson has had the goal of starting his own business.

“DeSena made me realize that the barrier to risk and starting something big, like a company, is really just a mental wall,” said Ackerson. Now a year and a half later, www.scrimple.com is up and running. As of May, Scrimple has saved Cornell and Ithaca students approximately $9,489 and generated sales totaling approximately $23,722.50 for local businesses, according to its Web site.

The site allows users to print coupons to Ithaca-area businesses, most of which either cater to college students or are located in the Collegetown area. The site recently began exploring a new frontier, text message coupons. The service allows users to send text message coupons to their cell phones and redeem the offer by showing the coupon text message.

What’s unique is that businesses are charged based on how many coupons are printed or how many messages are sent to a potential customer’s phone, so in essence, they’re only paying for the number of coupons reaching interested customers.

Ackerson, a junior in the ILR school from Dix Hills, Long Island, was partly inspired by a similar site in England, which offered students printable “vouchers” for deals and discounts.

“A local business will spend thousands of dollars every year to advertise in local print media,” Ackerson said. Many of those free coupon books are thrown away and print ads go unseen, he said. But Scrimple ads are available to be printed anytime. A detailed tracking system allows merchants to measure exactly how effective their coupon offers are.

Ackerson said he spent about 40 hours a week launching the business in the summer and fall of 2007, but now spends about 10-20 hours a week on the site, on top of his full-time class schedule. He has three sales and marketing employees, who are helping to grow the business.

“The most challenging thing about starting Scrimple has been breaking into the local market with no reputation and creating awareness of the service among students,” Ackerson said. But through advertisements on Facebook and Google, chalkings around campus, leaflet and T-shirt distribution and talks at classes and fraternity meetings, Ackerson and his team are trying to spread the word. Word of mouth has been an effective method, Ackerson said, but hard to quantify.

Ackerson said he is exploring plans to expand Scrimple to other cities and “will do everything in my power” to keep on the entrepreneurial track.

“It’s quite a journey and a challenge to start a business from nothing and build it into something that can operate independent of your involvement.”

- Matt Ackerson

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CLIPPING COUPONS ONLINE
Undergrad Develops Unique Business Offering Savings for Students

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Number of enrollments in Johnson School entrepreneurship classes: 999 in fall 2007, 754 in spring 2008

Number of Johnson School faculty teaching courses related to entrepreneurship: 19

Number of undergrads taking classes in entrepreneurship in The Johnson School: 20 per semester

Number of Johnson School courses offered on entrepreneurship: 27

Number of Johnson School clubs/organizations focused on entrepreneurship: 2

Number of students involved in BR Triad organizations: 8 BR Ventures (plus 40 associates), 6 BR Incubator (plus 40 consultants), 45 BR Legal

Number of companies funded by BR Ventures: 8

Amount of funding BR Ventures companies have received: $425,000

Number of companies aided by BR Incubator: Approximately 90

Estimated cost of BR Incubator services: $300 per project

Number of clients helped by BR Legal: 136 to date

BR Legal rate: $25 per hour, mentoring lawyers supervise pro bono

+ Scrimple.com wins Big Idea competition. See page 24.
Zack Schildhorn’s BS ’07 MBA ’08 two summers as an intern at Lux Capital were more than a learning experience for him. This year, after graduation, he’ll join the firm full-time in its New York City office.

“Being involved with the Entrepreneurship@Cornell internship program has been a great experience for Lux and for the students,” said Adam Kalish, a Lux partner who has been Schildhorn’s supervisor. “We’ve had several positive experiences with Cornell interns, but the value Zack will bring each day as a full-time employee trumps them all.”

Schildhorn, who graduated from the College of Engineering as an independent major focused on materials science engineering and business entrepreneurship, said he’s thrilled to be working with the company.

“Lux is an exciting place to work for so many reasons,” Schildhorn said. “There are fantastic people there working in a dynamic, challenging environment. There’s tremendous opportunity for professional growth and development, as well as the chance to work with world-renowned scientists, entrepreneurs, investors and industry executives.”

Lux Capital is a research-driven investment firm focused on de novo, seed and early stage investments in the physical and life sciences. Lux takes an active role in helping management teams build successful businesses in high growth sectors. Its investment team has built more than 20 companies from scratch.

As an intern, Kalish called Schildhorn a “renaissance man” because of his varied skills. His projects included reconstructing balance sheets, designing Web pages and editing fund documents and letters. He also performed due diligence with scientists, evaluated opportunities and made useful contacts at conferences, Kalish said.

His new position will include some of the same duties. “That is one of the beauties of our internship program,” Kalish said. “Our interns largely do the same work we do.” The company makes one or two hires each year and has hired at least one intern every year.

“The ability to assess someone working over a few month period, rather than during a series of formal interviews, is infinitely more valuable for us,” Kalish said. “We can gauge how they fit with the team, the value they add, their unique skill set, their work ethic and how our employees and the entrepreneurs we work with relate and react to them.”

Kalish said Lux has been fortunate with interns, but adds that partners spend a lot of time on the phone with interns before they start to find their strengths and weaknesses and determine which partner should act as a mentor.

Partners give Lux interns very specific and individualized projects and interns present their work to the partnership each week. “This ensures that we are kept up to date on their progress and also allows us to monitor their work and make adjustments,” Kalish said. “It helps the intern gain valuable presentation and public speaking skills, so it’s a win-win for everyone.”

E@C EARNs FUNDING FOR INTERNSHIPS

Again in 2008, Entrepreneurship@Cornell was awarded $30,000 from the New York State Centers for Advanced Technology to help provide summer interns for small high-tech companies in New York. The funding will be used to subsidize intern salaries for companies in New York State focused on life science and high-technology pursuits.

“The CAT Internship program has been an excellent opportunity for our organization to bring in additional technical personnel to contribute to key research projects,” said Kristi K. Snyder, Ph.D., director of Operations & Principal Scientist, Cell Preservation Services, Inc. of Owego, N.Y. “Working with a Cornell undergraduate student has offered unique challenges and benefits to our entire staff.”

The firms supported by these funds are undertaking impressive efforts and focusing on promising technology in fields as diverse as medicine and materials science. Many of them are using technology created at Cornell and are in the midst of turning these inventions into ventures, with the promise of new discoveries, new construction and new employment possibilities.
Engineering College’s Callister Leads Entrepreneurship Courses

**FOR** Professor John Callister MS ’92, PhD ’96, the Harvey Kinzelberg Director of Entrepreneurship Engineering, a career focused on entrepreneurship is quite a surprise. Having an entrepreneurial father (whose fourth business was finally a success), Callister was anything but idealistic about the prospect of starting a business.

“I was always asking my father why he couldn’t have a normal job,” Callister said. Callister was instrumental in helping his father set up his successful company, Virginia Plastics, Inc., which survives today although his father has passed away. “When the company finally became successful, I found that very energizing,” Callister said.

“The company became successful because of two things. One was innovation. Our tiny Minnesota company worked with NASA and DuPont to come up with new, advanced polymer blends. The other may seem mundane: cost accounting. Our scrap rate used to be 10 percent, now it is too small to measure. The whole experience changed my attitude toward being an entrepreneur.”

Today, Callister inspires freshmen engineering students who think they might want to be entrepreneurs. He also teaches an entrepreneurship course to juniors and seniors, as well as financial and managerial accounting to engineering students. He holds one of three endowed entrepreneurship faculty positions.

Callister, who worked as an automotive engineer at General Motors from 1985 to 1993, said his courses require extensive updates each year because of the changing nature of technology and the business climate. Freshmen engineering students at Cornell, Callister said, are often the ones who took all AP physics, chemistry and calculus classes in high school, but missed out on basic business math and social studies classes, where they might have interviewed a local business owner or learned to fill out a tax form. “I tell the students that the best preparation for business is a high school education, but I realize that most of them skipped that part,” he said.

Still, freshmen are full of ideas for businesses. About half of his students say they want to start their own companies. By the time they're juniors, however, Callister said, only one-fourth want to start their own businesses. The others “take the course because they think businesses are looking for engineers with an understanding of business.”

Callister advises the Cornell Entrepreneur Organization (CEO), a club for undergraduates interested in entrepreneurship. He also is a co-advisor for the Cornell team in the Automotive X Prize competition, which requires teams to design a practical, marketable 100-mpg car. Cornell is the only university in the competition, which has attracted numerous private companies and promises a multi-million dollar prize.

“The large community of faculty focused on entrepreneurship at Cornell is unique,” he said. “It’s such a resource to have other faculty with the same interest and experience from different schools and colleges. When you talk about entrepreneurship at Cornell University, most people instantly think of David BenDaniel, who has been involved with the entrepreneurship program for many years. His role as a mentor and inspiration to me and other Cornell faculty, as well as his influence on hundreds of students every year, cannot be emphasized enough.”

**Twelve Receive Zalaznick Teaching Assistantships Award**

Twelve professors were honored this year with awards from the Louis H. Zalaznick Teaching Assistantship program, administered by Entrepreneurship@Cornell. The assistantships were established in 1993 by David W. Zalaznick ’76, a current Cornell Trustee, and his wife Barbara ’76, to honor David’s father, Louis. The awards allow faculty affiliated with Entrepreneurship@Cornell to extend their capacity to work with students by providing an assistant(s) to help with their courses and/or course development. Recipients are:

**DAVID BENDANIEL.**
Don and Margi Berens Professor of Entrepreneurship, The Johnson School

**OLA BENGTSSON.**
Assistant Professor of Finance and Entrepreneurship, The Johnson School

**ROB BLOOMFIELD.**
Nicholas H. Noyes Professor of Management, The Johnson School

**BRENDA BRICKER.**
Director of Leadership and Undergraduate Research, College of Human Ecology

**JOHN CALLISTER.**
Director of the Harvey Kinzelberg Entrepreneurship in Engineering Program, College of Engineering

**RALPH CHRISTY.**
Professor of Marketing Management and Economic Development, College of Agriculture and Life Sciences

**DAVID FUNK.**
Director, Program in Real Estate, Department of City and Regional Planning, College of Architecture, Art and Planning

**AJA LEIPONEN.**
Assistant Professor, Applied Economics and Management, College of Agriculture and Life Sciences

**JAMES QUEST.**
Entrepreneur in Residence, School of Hotel Administration

**WES SINE.**
J. Thomas Clark Professor of Entrepreneurship and Personal Enterprise, The Johnson School

**DEBORAH STREETER.**
Bruce F. Failing Sr. Professor of Personal Enterprise and Small Business Management, Department of Applied Economics and Management, College of Agriculture and Life Sciences

**M I C H A E L T I M M O N S.**
Professor, Biological and Environmental Engineering Department, College of Agriculture and Life Sciences
IN MARCH 2008, Cornell partnered with Columbia University to help three promising technologies get a boost toward commercialization at a workshop in New York City. The Pre-Seed Workshop, a national program that helps turn university research into start-up ventures, was held at the Cornell Cooperative Extension office in Manhattan. Participants in the workshop were from Cornell University’s Weill Cornell Medical College (Weill Cornell) and Columbia.

“The workshops merge business and technology at a very early stage in a company’s life,” said Roger Williams, Director of Technology Transfer with the NYS Center for Life Science Enterprise at Cornell’s Ithaca campus. “The experience gives the owner of the technology a better understanding of what they’re going to need to do to make this into a business. It compresses a lot of trial and error and because it’s focused on their technology, it’s much more meaningful to them.”

The Pre-Seed Workshop model brings researchers or technology owners together with a start-up coach (usually a seasoned or serial entrepreneur), a venture capitalist, an MBA student, an expert in the technology or industry and other professionals such as an attorney. These people create a team which works to determine the commercial prospects of the technology, examines the human resources needed and determines the next steps.

Team members answer questions like “Do you have a product?” “To whom will you sell?” and “How will you operate?” “Cornell’s partnership with Columbia came about after Vincent P. Tomasselli, Deputy Director of the NYS Center for Advanced Information Management at Columbia, heard about the success of other Pre-Seed Workshops,” Williams said. This was the first workshop for both Columbia and Weill Cornell. Major support for the workshop is being provided through the technology transfer programs at both universities.

Williams has held six Pre-Seed workshops in Geneva and Ithaca, involving 30 technology teams. Of those:

- 16 were based on Cornell technology;
- 17 resulted in start-up companies that have received outside funding and/or are generating revenue from sales;
- 10 resulted in potential start-up companies that are being organized and looking for funding;
- 3 resulted in decisions not to move forward with commercialization at this time.

Another Pre-Seed Workshop was held in Ithaca in late March and one is scheduled in Geneva for the fall of 2008. The workshops were created and are facilitated by Mark Wilson, an entrepreneur-in-residence at the University of Rochester, and Judith Albers, Vice President of Operations for Excell Partners, a Rochester-based early stage venture capital group.

++ Entrepreneurship@Cornell Faculty

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Participants collaborate on new business ideas at the joint Pre-Seed Workshop in New York City. Photos: Linda Ameroso
Doing Well by Doing Good
John Williams ’74, Owner, Frog’s Leap Winery

For John Williams ’74, “doing well by doing good” not only applies to the organic practices he uses on his grapes and other crops at Frog’s Leap Winery, but also to the way he treats his employees, his recently-built, LEED-certified Vineyard House hospitality center and his mission statement to be “pro-active community citizens supporting worthy environmental and social goals.”

Williams, whose warm sense of humor and fun permeate his Napa Valley winery, is all business when it comes to being “green.”

“What reasons could there be not to do these things?” Williams asks. “Besides the benefits of improved quality of life, reduced liability, cost savings and healthier vines, we believe implementing holistic, sustainable business practices, including organic growing, are fundamental to wine quality. And for us, that trumps all other cards.”

The winery, which now dry farms roughly 200 acres, much of it in the famed Rutherford AVA (or appellation), was founded in 1981 by Williams and then-partner Larry Turley (brother of Helen Turley ’76). Frog’s Leap produces roughly 60,000 cases of Sauvignon Blanc, Chardonnay, Zinfandel, Merlot and Cabernet Sauvignon, as well as a small amount of an estate Cab known simply as Rutherford.

Williams grew up on a dairy farm near Clymer, NY, in Chautauqua County, and came to Cornell with the thought of expanding his knowledge of dairy farming and returning to that field. But a Cornell work-study position at the Taylor Wine Company led him to enter the enology and viticulture master’s program at UC Davis after graduating from Cornell. “As a kid coming off the dairy farm, I remember arriving at Cornell with my eyes as big as saucers,” he said. “My professors and mentors taught me that anything was possible.”

While attending UC Davis, Williams apprenticed in Napa Valley at Stag’s Leap Wine Cellars and upon graduating accepted a position as the head winemaker for Finger Lakes start-up Glenora Wine Cellers. He returned to the Napa Valley in 1980, taking on the role of winemaker for Spring Mountain Vineyard before starting his own venture.

“I think entrepreneurs are people who can’t imagine why they shouldn’t just do it themselves,” he said. “When you have passion for what you’re doing it doesn’t seem like work.”

Williams’ commitment to sustainability and the environment has evolved alongside his business. Among the first to adopt organic practices in the Napa Valley, Frog’s Leap wines are grown without chemical enhancements as well as being dry farmed, a traditional farming method that encourages deep roots and healthy vines through regular tillage and natural soil amendments such as cover crops and compost. But healthy vineyards are not the only thing being cultivated at Frog’s Leap. Working with neighboring wineries as necessary, vineyard workers at Frog’s Leap have year-round employment, healthcare and other benefits including sick and vacation time; his recently constructed hospitality center not only meets Silver Leadership in Energy and Environmental Design (LEED) certification standards but also employs geothermal technology for all its heating and cooling needs, and the entire winery operation has been 100 percent solar-powered since 2005. For Williams, these ecological decisions just make good business sense.

“For most people, owning and operating a family business is a long-term proposition,” he said. “Energy costs are volatile, and investments like solar power can help control those costs for the long term.” The Frog’s Leap solar panel installation cost $1.2 million, but factoring in rebates and energy savings, the system will fully pay for itself in six years. And the up-front cost of the geothermal system installed in the new Vineyard House was equal to roughly six years’ worth of energy bills, but will service the 8,000 square foot building for as many as 50 years before needing to be replaced.

Not to mention the money saved on irrigation pipes, water, herbicides and chemical fertilizers. In fact, even the wine tanks contribute. Their unique square shape better utilizes floor space inside the barn, providing 33 percent more storage per square foot.

“I’m not claiming to be some kind of saint,” quips Williams. “It just makes good sense all the way around.” And clearly it’s catching on — his organic consultant can hardly keep up with requests for services, and solar installations and LEED-certified buildings are going up all over the Napa Valley. Not to mention that both of his alma maters, Cornell and UC Davis, have begun ambitious sustainability initiatives. “It’s starting to look like the balance is tipping this way,” he said, “And that’s great — the more the merrier.”
Upcoming Alumni Events

New events are being added all the time. For the most up-to-date information, visit www.cen.cornell.edu.

★ JUNE 4th
Northern California Women in Technology and Science Luncheon Series: “Tips and Tricks of Finding the Work you Love... Flexibly!”
Featuring Lisa Kay Solomon ’93, VP of Flexperience. Palo Alto, CA

★ JUNE 11th
CEN NY: The Future of Newspapers and Quality Journalism in the Internet Age

★ JUNE 13th
CEN NY: David Einhorn ’91, Greenlight Capital, Inc.
Einhorn ’91 will discuss the dark side of Wall Street, revealing the failings of its investment banks, analysts, journalists and government regulators. New York, NY

★ JUNE 13th
CEN Boston: The Secret to Success in an Online World
Featuring Steve Conine ’95 and Niraj Shah ’95, co-founders of CSN Stores. Boston, MA

+ CEN AND CSV HIGHLIGHTS

Hosting nearly 40 events already in 2008, the Cornell Entrepreneur Network (CEN) and Cornell Silicon Valley (CSV) continue to flourish and provide valuable networking opportunities for all entrepreneurial Cornell alumni.

FROM JENNIFER CUNNINGHAM, DIRECTOR OF CEN

Highlights from the spring events include: NYC saw the fastest-selling CEN event in history (160 tickets in 18 hours) when we partnered with Computing and Information Sciences to present “Social Networking” with Professor Jon Kleinberg ’93 and Dr. Duncan Watts, PhD ’97.

“Doing Well by Doing Good” featuring Seattle Cornellians in sustainability was so popular that LA and DC adopted their own versions. In January, Cornell Silicon Valley attracted nearly 200 attendees with a conference-style event showcasing 10 speakers and 20 facilitated dinner discussions.

CEN chose the theme “Emerging Markets” and featured CU Entrepreneur of the Year 2007, Kevin McGovern ’70, who also spoke to sold-out crowds in NYC and Boca Raton, Florida. CEN held its first event in Chicago with a smash-hit featuring the President and CEO of Wrigley, Bill Perez ’69, who spoke to a crowd of 115 alumni about the “Power of Mentorships.”

But there were smaller events too. Newly popular this year with CSV is Start-up Leaders Private Dinner, facilitated by John Nesheim MBA ’67, Cornell faculty member and author of “The Power of Unfair Advantage.” On the East Coast, CEN is introducing Venture Forums, which give several Cornell entrepreneurs the opportunity to deliver a six-minute pitch to a Cornell VC and then hear six-minutes of feedback.

Visit cen.cornell.edu to see upcoming events!

SINCE CSV AND CEN LAUNCHED IN 2000. Murray has used the programs to create economically beneficial relationships among alumni. In his role as Director of CSV, he coordinates dozens of events each year that yield a multitude of opportunities for business-minded Cornellians.

A passion for technology and marketing is what gives Murray an edge in drawing senior executive alumni back into the Cornell network; after their initial experience, most alums keep coming back to events and back to campus. In order to make good on the promise to connect alumni with quality opportunities, Murray actively keeps in touch with hundreds of alumni.

Murray’s CSV Announcement list provides subscribers with a humorous, often irreverent, take on all things entrepreneurial and technological associated with Cornell. The list’s 12,000 members now exceed the number of alumni living in Northern California. (All alumni are welcome to join – sign up at www.csv.cornell.edu.)

Prior to CSV & CEN, Murray rode the internet wave in software, hardware and communications. He claims “not to have been smart enough to develop the internet, but to have been smart enough to work with the people who did.” He held positions at Global Village, NeTpower, Pointcast and Remedy.

Murray is a graduate of the undergraduate business program (Applied Economics and Management) at Cornell. While at Cornell, he was engaged with several entrepreneurial endeavors including Student Agencies, Frontenac Point Winery and Blue Light Taxi.

A four-time marathon finisher who loves big wine, big cities and Big Red, Murray moved to Silicon Valley the day after graduation from Cornell in 1994, and now considers himself a native Californian.

Look for Murray at more than 50 events a year with titles like “Winepreneurs,” “Sand Hill Road Luncheon Series,” “Women in Technology and Science” and “Business Development Toolkit for Start-ups.”

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+ Visit cen.cornell.edu to see upcoming events!
When most people hear the words “helping the world’s poor” they think of international aid, government assistance programs, and the United Nations’ lofty Millennium Development Goals. But at the Johnson School’s Center for Sustainable Global Enterprise (CSGE), “helping the world’s poor” conjures an entirely different picture: one of business managers and executives on the ground, in shanty towns and rural villages, working as close business partners with poor communities. It is a picture that has the world’s largest corporations combining their technologies, resources and imaginations with the energy, talents and resources of poor communities to launch an entirely new venture. In essence, at CSGE, poverty alleviation is doing business with the world’s 4 billion poor – the so-called “Base of the Pyramid,” or BoP.

In a 2001 paper co-authored by Stuart Hart, the Samuel C. Johnson Professor of Sustainable Global Enterprise and Professor of Management at The Johnson School, and CK Prahalad of the University of Michigan, it was argued that serving the BoP – defined as the two-thirds of the world’s inhabitants with per capita incomes below $1,500 – is not only good for business, but also good for the poor, as it is a way to bring much needed goods and services to this under-served sector. Subsequent studies estimate the inhabitants of rural villages and shantytowns represent a $5 trillion market at minimum (source: “The Next 4 Billion,” World Resources Institute, 2006).

Recognizing this enormous potential, forward-thinking companies like Nike, Procter & Gamble, Johnson & Johnson and Unilever have tried to reach the BoP. However, according to Hart and The Johnson School’s Erik Simanis, the lead on CSGE’s action research program on the BoP who brings anthropology and post-colonial theory into business strategy research, these efforts have focused on simply modifying existing products and distribution channels in order to reduce prices and get products closer to where the poor live. The results have been lackluster: the businesses generated little growth for the company, and selling a “low income” athletic shoe or single-serving packet of shampoo did nothing to address the fundamental problems of poverty. They simply turned the poor into short-term consumers, leaving them marginally better off than they were before.

Hart and Simanis recognized that traditional business innovation strategies and corporate capabilities were inadequate for meeting unique business challenges at the BoP. According to Hart, “Most ‘first generation’ corporate BoP strategies, which rely on traditional innovation techniques, have been very product-centric and arm’s length in their approach. The poor have been viewed as just another potential mass consumer market that, given the right price point, product mix, and marketing message, will ring the cash register as any other consumer. Unfortunately, this ‘selling to the poor’ mentality leads to ineffective business models that create little long-term value for either the corporation or the community.”

In 2003, with support from the Johnson Foundation and four corporations that included DuPont, SC Johnson, Hewlett-Packard, and Tetra Pak, Simanis and Hart along with colleagues from the University of Michigan and the World Resources Institute launched the Base of the Pyramid Protocol Project, an action-research project with the ambitious goal of developing a new corporate innovation process geared for the Base of the Pyramid.

The BoP Protocol: Creating A Unique Business Innovation Process

The BoP Protocol Project emerged from the BoP Learning Lab, a consortium of companies, NGOs and academics co-founded by Hart and Simanis in 2000. The goal of the Learning Lab was to share knowledge
and experiences about the opportunities and challenges that confront companies attempting to serve the BoP.

One of the initial findings of the Lab was that many social entrepreneurship ventures were successful in this market because they were built from existing local infrastructure and social institutions. Their businesses didn’t rely on first bringing in “modern” infrastructure and institutions (e.g., power lines, property rights) but worked to adapt what was already there. But Hart and Simanis felt that something was still missing. “Localizing” a product and business model still fit within the traditional corporate paradigm. And companies like Unilever had completely reconfigured products and business models to the BoP context with only moderate success.

The deeper Hart, Simanis and colleagues delved into a wide variety of BoP cases across for-profit and non-profit sectors, the more it became evident that the real driver of success wasn’t the business model per se, but the innovation process that was used to create the new business.

At the heart of this process was a close, personal engagement of the community throughout the design, evolution and launch of the business. “Co-creating the business with the community itself resulted in a kind of interdependence and mutual commitment that led to a far more expansive and enduring base of value for both the community and the company,” says Simanis.

But co-creating a new business in partnership with a poor community is easier said than done. According to Simanis, “the gap between current corporate capabilities and what was needed was enormous. It was going to take a whole new set of managerial and corporate skills that were more commonly associated with social work, development, and anthropology. It was also going to require a different way of thinking about innovation and business development.” To fill this gap, Simanis and Hart launched the BoP Protocol Project.

The goal of the BoP Protocol Project was to develop an initial theoretical framework, to test it out in the field, and to then refine the process based on the learning. Says Simanis, “When we started the project, it was important that the end-result be something usable by corporations and managers, and not a stereotypical academic, arm-chair exercise. Getting out in the field and implementing the process in a real corporate setting was crucial to gaining credibility and legitimacy.”

The initial BoP Protocol framework was developed over a six-month period, and included a workshop bringing together an eclectic mix of social entrepreneurs, leading non-governmental organizations (NGOs), thought leaders from various academic fields such as international development, social work, and economic anthropology, and a dozen managers from the project’s four corporate sponsors: DuPont, S.C. Johnson, Hewlett-Packard and TetraPak. Says Hart about the workshop, “Anthropologists and business people alike were commenting that this workshop was the first opportunity that they had to sit down and really talk with one another. But at the end of the retreat, not only did we adopt a process that we agreed to test, but every single person also wanted to sign the document and participate - proof that we had reached common ground among people with very differing viewpoints.”
With an initial framework in hand, CSGE partnered with SC Johnson in 2005 to implement the BoP Protocol process in Kenya. The project was launched in the Nairobi slum of Kibera, the largest slum in East Africa, and in the rural village of Nyota township. Less than a year later, driven by the early success of the Kenya work, a DuPont subsidiary called the Solae Company partnered with CSGE to launch a second BoP Protocol initiative in Andhra Pradesh, India. The project there was launched in a Hyderabad slum called Rasul Pura and in a rural “county” called Parvathagiri Mandal.

Simanis, who has served as the project manager and field lead for both initiatives, has logged almost a full year on the ground across the two sites. He describes the BoP Protocol as an “embedded innovation strategy” that brings a corporation together with a BoP community to conceive, launch, and evolve a new business that serves that very community. This unique process creates a strong sense of shared commitment and deep interdependence between the two.

The BoP Protocol reads something like a mix between a typical business publication and a Peace Corps manual. The process consists of three phases, and takes approximately one and a half to two years to complete.

Phase I (“Opening Up”) begins with a company immersion in the community using homestays to build rapport and a base of trust. The company then recruits a local team representative of the community’s diversity that is committed to working together with the corporation to develop new business ideas that can benefit all parties. A series of participatory workshops are designed to build understanding and a shared business language between the two groups. This phase culminates with idea co-creation workshops that converge the group on a single, action-able business concept.

Phase II (“Building the Ecosystem”) begins by formalizing a project team comprised of company representatives and those community members who remain committed and motivated to building the new business. Role playing and group field visits are used to ensure that all team members develop a rich, shared vision of the business and a deep sense of responsibility for its success. Action learning is used to build the project team’s business skills and conceptualize an initial business prototype. The prototype, which is evolved by reaching out to the wider community, thereby creating “buzz” around the business, consists of the initial product/service offering and an umbrella brand position.

Phase III (“Enterprise Creation”) creates the full business model using small-scale tests and continued action learning. Local market demand is jump-started through engagement of the wider community in this process. The community team deepens its management skills with the goal of eventually managing and leading the new business independently. At this time, the corporation puts into place a platform to support the replication of the new business in other geographies. The output of this phase is a business embedded in the social fabric of the community.

**The Protocol in Action**

In January 2006 DuPont’s subsidiary, The Solae Company, partnered with Cornell University to implement the BoP Protocol in India. Solae’s initiative was launched in the Hyderabad slum cluster of Rasul Pura.
and in Parvathagiri Mandal, a rural village county approximately three hours outside of Hyderabad. Simanis led a seven-person, all-Indian So-lae team that included MBA graduates from the Indian School of Business as well as senior development professionals. The team began the process by conducting extensive homestays in each area and participating in a range of work-related activities, including harvesting rice, operating a village pay-phone, and manning a small kiosk selling “cool drinks” in the 115 degree heat. In both project sites, following dozens of small group meetings with over 150 people to discuss the project, the Solae team found committed partners in a group of women, some of whom were members of local self-help groups.

The final business concepts co-developed in both locations address the issue of malnutrition and food security through the sale of fresh, prepared foods and a cooking “outreach team” trained in nutrition. The cooking outreach teams demonstrate to housewives and cooks in the community the hygienic preparation of balanced meals made from traditional dishes supplemented with Solae’s soy products. In the village, Solae and the women business partners plan to source organic ingredients locally; in the slum, they plan to grow vegetables and spices on a network of public rooftop gardens, thereby simultaneously meeting an expressed need for local greenspaces.

Following extensive action learning by both teams that included field visits to wholesale and retail food markets and producers across the value chain, as well as hosting Community Cooking Expos, an initial business prototype was put into action at the end of 2007. Both initiatives are in Phase III of the BoP Protocol. Two full-time Solae employees are based in each site and work closely with 20+ women team members from each community to evolve and expand the business prototypes.

Phase III will be completed during 2008 with the goal of implementing the full business concept while continuing to identify new communities and markets. “We strongly feel that the three businesses will be fully self-sustaining and capable of expansion to adjacent slums and villages within a one-year period,” reports Simanis.

Next Steps for the Protocol
Word of the BoP Protocol and the successes in Kenya and India has spread. Three new BoP Protocol projects are slated for 2008 including: a venture by The Water Initiative in Mexico dealing with potable water; an effort by Ascension Health in the area of health care for poor communities in the USA; and an additional project by S.C. Johnson. “Our biggest challenge right now”, says Hart, “is simply keeping up with demand. Implementing the BoP Protocol requires a truly unique set of skills that a traditional MBA education and managerial experience don’t provide. We’re trying to address the gap through a BoP Protocol Leadership Training course, but it takes time and hands-on practice to really become effective.”

Simanis, Hart and colleagues have recently released a “2nd Edition” of the BoP Protocol based on learnings from the project work in Kenya and India. “Being in the hot seat and having responsibility for the success of the projects has ensured that the BoP Protocol is truly ‘grounded theory’ that responds to the day-to-day realities and challenges that managers confront. It’s robust enough to work in a wide range of corporate contexts” says Simanis, who adds that he and colleagues will continue to revise and update the BoP Protocol as they continue to learn through these and future Protocol initiatives. In addition, he and colleagues are at work on a BoP Protocol “Field Guide” that outlines specific techniques and applications used in the various project sites.

For more information on the BoP Protocol and the Center for Sustainable Global Enterprise, visit www.johnson.cornell.edu/sge/.
ITHACA – A sample “to-do” list for a young Cornell entrepreneur readying for a meeting with a client:

1. PREPARE WEB DEMONSTRATION
2. STAPLE TOGETHER POLISHED PACKET OF INFORMATION
3. IRON SHIRT TO GO WITH BUSINESS SUIT
4. CLEAN UP DIRTY SOCKS
5. MAKE BED
6. CLEAR AWAY LARGE PILE OF EMPTY SODA BOTTLES AND NUTRIGRAIN BAR WRAPPERS FROM BEDROOM FLOOR

That’s the way it used to be for Lance Polivy, Dana Lampert, Michael Laskin, David Schindelheim and Stratos Lambos, Cornell seniors with promising business ideas, but no professional office space or resources. Now, they’re all members of eLab – a coordinated effort between Student Agencies Foundation, Entrepreneurship@Cornell, the Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship and a group of dedicated alumni – which offers not only physical office space, but also access to a network of successful alumni mentors and investors and a suite of professional services, including legal and accounting support. The eLab opened in April 2008.

“When we spoke with student entrepreneurs, they all had that spark in their eye when they talked about their idea,” said Dan Sommer ’97, who chairs the eLab Advisory Board. “But many of them said they needed help – whether it is mentoring or a physical location and a name behind them.”

Yoomi Mobile is one of those businesses. Created by Laskin, Schindelheim and Lambos, the company will offer a mobile social networking tool that works on a cell phone. When a user enters a bar or other social venue, their phone will prompt them to sign in. If they do, they can see a list of other people in the bar, finding out information about those people through profiles and photos. The trio thinks the technology could also be effective at trade shows, conferences and any venue where people need to connect. The name “Yoomi” comes from you and me.

It’s no surprise that this idea came about as a way to meet cute girls, Lambos admitted. “I was walking back from class, saw this cute girl and thought ‘Boy, wouldn’t it be great if I could find out something about that girl, maybe something we had in common.’

The three friends, all students in the School of Industrial and Labor
Relations, kicked around the idea and realized they were on to something, so they created a business plan for an entrepreneurship class they were taking. They won the business plan contest in that class and in April, took third place in the undergraduate Big Idea Competition.

Still, they were conducting conference calls in their bedroom, didn’t have access to a fax machine and needed some advice about developing their business. “I feel like we have access to Cornell’s alumni Rolodex,” Lambos said about eLab. “We can call up alumni and they’ll help us.”

The eLab effort will be directed by Dan Cohen, eLab’s Entrepreneur-in-Residence and a faculty member in the School of Industrial and Labor Relations, who was cofounder and president of his own business for 15 years, while earning MBA and doctor of management degrees. He taught business strategy and entrepreneurship and also assisted with the student business incubator at the University of Iowa before coming to Cornell last fall (see sidebar).

“It’s exciting to help these students take their ideas from inception to a company ready to launch,” Cohen said.

Cohen is busy recruiting student clients and an array of alumni mentors, managing fund-raising efforts and providing daily guidance to students. The eLab is located in the Student Agencies building at 409 College Ave.

“There is a wealth of Cornell alumni who want to be involved – so many that we can offer students mentors on an industry-specific basis,” Cohen said.

For Polivy and Lampert, whose business Wiggio offers a group collaborative suite of services on the internet for students, access to mentors has been a key benefit of joining eLab.

“The opportunity to speak to successful entrepreneurs has propelled our business in the right direction,” Polivy said.

“We’re 22 and we know we don’t know everything about running a business,” Lampert said. “The eLab can help to mold us and help us launch a successful company.”

The eLab plans to work with at least 24 clients in its first two years. Students will need to show a serious commitment to their project and agree to pay fees and/or provide equity for lab space and services.

+ To find out more about eLab, e-mail Dan Cohen at dc489@cornell.edu.

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**BR INCUBATOR AVAILABLE TO ENTREPRENEURS**

The Johnson School’s BR Incubator is a student-run consulting agency established to provide consulting support to entrepreneurs. Through the incubator, MBA students from the Johnson School help entrepreneurs develop innovative solutions to grow their businesses. No Cornell affiliation is required.

Working with businesses in all stages, past projects have included: improving business plans, pricing products and services, developing a marketing and branding strategy, verifying financial models and running a competitive analysis.

+ To learn more, visit www.bri.cornell.edu or e-mail at bri@johnson.cornell.edu.
The technology managers at Cornell Center for Technology Enterprise and Commercialization (CCTEC) think of themselves as matchmakers between scientists and business people.

“But we’re not eHarmony,” says Alan Paau, the Vice Provost for Technology Transfer and Economic Development and Executive Director of CCTEC, as he smiles. CCTEC staff members don’t try to match up personality types, but they do spend their time showing off the valuable intellectual property of Cornell researchers, hoping to pique the interest of business people who can turn those ideas and inventions into useful products and benefit the local economy.

“We have to let people know that Cornell is not only a great research university, but that we’re eager to work with industry to turn our research into exciting business opportunities,” Paau said. And the work has never been as busy as now, with Paau’s aggressive strategy to increase the CCTEC portfolio and showcase Cornell technology by staging new events, forming strategic partnerships and bringing international delegations to Cornell.

So far this fiscal year, his strategy is paying off, with seven start-ups formed based on licensed Cornell technology in the first six months. In the past few years, an average of four start-ups were formed during the entire year. “We’re moving at a good clip,” said Melba Kurman, CCTEC’s manager of marketing and outreach.
PAAU LEADS NEW ERA IN TECH TRANSFER AT CORNELL

Alan Paau, Vice Provost for Technology Transfer and Economic Development and Executive Director of the Cornell Center for Technology, Enterprise and Commercialization, is responsible for the strategic management of all technologies and intellectual property that arise from the research activities at Cornell University - both at the Weill Medical College in New York City and at the general campus in Ithaca.

Prior to joining Cornell in January 2007, Paau was Director and Assistant Vice Chancellor for Technology Transfer & Intellectual Property Services at the University of California, San Diego (San Diego, CA) for nine years. From 1994 to 1998, he was Executive Director of the Iowa State University Research Foundation, Inc. and Director of Intellectual Property & Technology Transfer at Iowa State University (Ames, Iowa). Previously, he was Associate Director of the Biotechnology Center at the Ohio State University (Columbus, OH) with responsibilities in research, teaching, research administration, technology management and industry liaison.

Paau held faculty appointments while at Iowa State University in the departments of Preventive Medicine, Immunology & Microbiology, and Genetics & Zoology, and at the Ohio State University in the departments of Microbiology and Plant Pathology.

Before returning to the academic world in 1992, Paau held various research and management positions of increasing responsibilities in the Cetus Corporation and the W.R. Grace & Co. organizations for 12 years and led the development of two commercial products.

Paau holds a Ph.D. degree in Biological Sciences and a Master of Business Administration degree. He is the holder of eight U.S. patents and has contributed 30 peer-reviewed research articles to scientific journals and six invited reviews and chapters to technical books.


CU Technology Earns Ithaca Company Top Prize in Regional Business Competition

Mezmeriz, an Ithaca company with a product that allows small devices to project high-quality images and video onto a large surface, won the New York’s Creative Core $100,000 Emerging Business Competition in late April 2008.

Last year’s winner, e2e Materials, is also an Ithaca company based on Cornell technology developed by Anil Netravali, a professor of fiber science.

Mezmeriz was founded by Cornell graduate Shahyaan Desai, who studied composite materials at Cornell, and brought on board Brad Treat as the company’s CEO. Their video display technology can fit into devices as small as cell phones and MP3 players.

The company has drawn attention from investors, including: Advantage Capital, of Glens Falls; Cayuga Venture Fund, of Ithaca; Excell Partners Inc., of Rochester; Onondaga Venture Capital Fund and Seed Cap Fund CNY, both of Syracuse; and Rand Capital, of Buffalo.

COURTING INVENTORS

Paau’s challenge starts with changing the mindset of those who think that publishing research is the final step.

“We want to start a culture here that is more appreciative of the value of intellectual property that arises from research,” Paau said. “If people work with us, their chances of getting their technology protected and getting it developed into a useful product for society are much higher.”

Paau realizes that some may consider his work as running somehow counter to the academic tradition of open and timely publication of research results. But he doesn’t see it that way. “Patenting the results of research is completely in line with the goals of scientific communication,” he said. “The patent office actually requires inventors to fully disclose their inventions so that the work can be replicated and improved.”

All Paau wishes is that researchers would work with his office before they publish or publicly present their work. “All we need is a little time to determine whether protection of the work is necessary to encourage further development by industry.”

Paau contends that publication of research without the proper protection often undermines the chances that the research will be turned into a useful product because companies have little incentive to invest in its development knowing the published technology is no longer protected, making it open for use by their competitors.

“We do great research here and, as researchers, we want our research to have an impact,” Paau says. “A product is a validation of what I’m doing as a researcher. If a company is willing to pay to license your technology, it’s a very independent validation of the value of your research. Someone is essentially saying ’I’m putting my money where my mouth is.’”

For Paau, his job at CCTEC is in part about helping the university fulfill its land
“Part of our mission is passing on the knowledge that’s generated at Cornell and improving the local economy by creating jobs,” Paau said. “But we don’t just create jobs, we create businesses and those businesses create jobs. We’re also helping businesses stay globally competitive by getting them the latest technology and knowledge to improve their products.”

Paau’s second challenge is to find ways to get Cornell technologies into the hands of companies and support the creation of new companies based on Cornell technology.

To accomplish this, he’s taken a multi-pronged approach.

**FINDING A PARTNER**

In the last year, the office has formed new partnerships with various local and campus organizations.

“Our work is all about relationship-building,” Kurman said. “We’ve really built up our outreach work.”

Among those efforts, some are on Cornell’s campuses, both in Ithaca and at Weill Medical College in New York City.

CCTEC sponsors regular networking events, pulling MBA students from The Johnson School and graduate researchers from various science and technology departments into the university’s tech transfer process with the hope that some of those students might stay around and run a new company.

Representatives from Singapore, Korea, Columbia, Hong Kong, Denmark, Ireland, France, Spain and India have made visits to Cornell to learn more about promising technology. A visit by representatives from China is on the calendar.

To provide faculty with another resource, Paau formed a new Industry Advisory Group (aka “Friends of CCTEC”), made up of senior industry executives, serial entrepreneurs and volunteers, who are available for professors and entrepreneurs who need help with business issues.

Other initiatives involve working with regional groups, like the Metropolitan Development Agency for Syracuse and Central New York (MDA), the Entrepreneurs Network in Rochester, and Tompkins County Area Development (TCAD) in Ithaca.

Another effort targets alumni. Paau has partnered with the Cornell Entrepreneur Network to speak at Network events around the country, focusing on Cornell technologies and start-ups coming out of the CCTEC office.

**GETTING THE WORD OUT**

Although the CCTEC office always held several events each year, the number and size of those has mushroomed in the last year.

New venture capital meetings in New York City and Ithaca last year drew potential investors to hear about promising start-ups and technology.

“We have great technology and pretty good management potential between The Johnson School community and local entrepreneurs,” Paau said. “What we’re really lacking is risk capital, local investment capital.” Paau has been successful at attracting new capital from Rochester and Syracuse.

CCTEC was an active player in the Entrepreneurship@Cornell Celebration event on campus April 10 and 11, presenting two showcases focusing on their start-ups and emerging technology.

Because Paau’s role means he leads technology transfer efforts at both Weill Cornell and in Ithaca, he’s made policies and practices of the two offices more consistent and begun featuring technologies from both campuses at events.

Another popular event, IP (intellectual property) and Pizza, occurs both in Ithaca and at Weill and offers a networking event for inventors, lawyers, venture capitalists, faculty, staff and students. These meetings have been held in partnership with several Cornell departments.

Cornell is also strengthening its role as a major player in technology transfer by taking part in national conferences, such as the Biotechnology Industry Organization International Convention in San Diego in June 2008, where CCTEC will host an alumni reception.

**SUCCESS YET TO COME**

For Paau, the impact of CCTEC’s current efforts will only be apparent years down the road. Some effect can be charted now, in the number of deals brokered or the number of start-ups begun, but the real significance will be felt if the companies are able to continue to grow, attracting more investment to the region and creating jobs.

“One of the real measures will be how successful our start-up companies are and how many stay in New York,” Paau said. “Even if the company only creates a few jobs, if it brings in $10 million in investment from Menlo Park or Boston, that’s an example of how we have leveraged Cornell technology to bring spending power to the region. This money wouldn’t be coming here without this company.”

Paau sees a bright future at Cornell and in Ithaca, as the university’s increased commitment to commercialization and technology transfer – from President Skorton and the Board of Trustees to faculty inventors in the lab – is already showing results.

**TO FIND OUT MORE ABOUT CCTEC**

+ Visit the web site at www.cctec.cornell.edu

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FROM students with big ideas to faculty with big dreams to alumni who have made it big, the 2008 Entrepreneurship@Cornell Celebration honored the many ways Cornell brings out the entrepreneurial spirit in each person.

WITH 500 alumni, students, faculty and guests attending events, including more than 300 at a sold-out banquet, this year’s Celebration proved to be the biggest and best yet.

“Eight Cornell schools, colleges and programs worked together to make this event an intense two days of information-sharing and purposeful networking for Cornellians of any age and any stage in their entrepreneurial career,” said John Jaquette, executive director of Entrepreneurship@Cornell. “The team is already at work to build on this year’s success to further enhance the 2009 event.”

Drawing such notable alumni as Cornell Entrepreneur of the Year 2008, Howard Milstein ’73; Jay Walker ’77, founder of Priceline.com; and Kevin McGovern ’70, chairman/CEO of McGovern Capital, LLC, attendees could take part in a variety of discussions, presentations and networking activities related to entrepreneurship, including:

• Panels discussing alternatives to bottled water and entrepreneurs tackling new businesses in this area.
A 12-member panel of young and seasoned entrepreneurs discussing the challenging work of creating and growing a company.

A Cornell Entrepreneur Network networking event featuring Will Rosenzweig ’81, managing director of PHYSIC Ventures.

A panel of alumni involved in the wine and spirits industry, talking about weddings and events as another revenue stream for their operations.

Venture capitalists discussing the hot new billion-dollar technology ideas coming down the pipeline.

Real estate professionals discussing using technology in real estate investment.

Showcases featuring new technology from the Cornell Center for Technology, Enterprise and Commercialization.

Presentations by directors of the new eLab, a business incubator for undergraduates, which recently opened in Collegetown.

A Technology, Business and Resource Expo, featuring more than 50 exhibitors, representing students, faculty inventors, local businesses and resources for entrepreneurs.

“I made good connections with alumni who have similar experiences in the consulting world,” said Anil Thomas ’93, whose business, Metachain, has been in operation for about eight years in New York City. “I’m always gathering ideas from listening to other people about what I’d like to launch next. So it’s useful for me.”

“I learned a lot from the young and seasoned entrepreneur panel,” said Aidan Makepeace, who works for the Ithaca company Singlebrook Technologies. “It’s been great for networking. I’ve met people in related industries.”
“Entrepreneurs have a passion for winning. You also need a double dose of confidence and a triple dose of determination.”

— HOWARD MILSTEIN ’73
When Howard Milstein ’73 needed to find hotel furniture to fit the small rooms at his Milford Plaza hotel, he didn’t like his options. So, he worked with a furniture designer to create his own line.

When he thought cable television rates were too high for his hotel, he created his own cable company.

When he wasn’t satisfied with the advertising services he was receiving, he created his own advertising firm.

“I do have a particularly rebellious personality,” Milstein said, with a smile, as he delivered the keynote address during Entrepreneurship@Cornell’s Celebration 2008. Milstein, Cornell Entrepreneur of the Year 2008, was honored during the April 10-11 event. Milstein, chairman, president and CEO of New York Private Bank & Trust and its operating bank, Emigrant Bank, and chair of all of the Milstein family real estate companies, spoke to a packed audience in the Statler Auditorium about the benefits his “entrepreneurial spirit” provided as he faced challenges in his career.

“Entrepreneurs have a passion for winning,” he said. “You also need a double dose of confidence and a triple dose of determination.”

At the age of 28, Milstein’s father drafted him into the family business, which had just purchased three hotels in New York City, with more than 3,000 rooms. Although he had no background in hotel management (he was working as an investment banker), Milstein soon discovered many ways to make the hotels more profitable, including the cable company and advertising changes, as well as new ad campaigns to combat the hotels’ high weekend vacancy rates.

He was able to score $350,000 Super Bowl ads at a 90 percent discount in 1986 because of his connections with television stations, who contacted him when there were some ad spots available at the last minute.

“Aim high – sometimes you may actually achieve it,” he said.

As an entrepreneur, Milstein said he believes heartily in trial and error. “I think you need to experiment and keep trying new things until you find the best way to reach a goal,” he said.

“Optimists see opportunity in every difficulty,” he said, quoting Winston Churchill, “and I’m an optimist.”

“His speech was a real encouragement to me that even though we may have setbacks, we need to keep trying,” said Mary Gondokisumo ’10.
Scrimple.com Wins “The Big Idea” Business Idea Competition for Undergraduates  By Becca Bowes

ON Friday, April 11, Scrimple.com, a website that offers college students downloadable coupons to local businesses, was chosen by a panel of judges and an audience of nearly 175 students, faculty, and alumni as the winner of Entrepreneurship@Cornell’s “The Big Idea” Undergraduate Business Idea Competition.

In this final stage of “The Big Idea” Competition, ten finalists presented three-minute synopses of their business ideas to a standing room only crowd in the Beck Center during the annual Entrepreneurship@Cornell Celebration. The audience and a panel of judges then cast their votes for the best idea.

The final presentation was “a little intimidating since it was literally over 100 individuals judging and scoring you in comparison to all the other presenters,” said Matt Ackerson ’09, founder of Scrimple.com and the winner of the competition. “I was actually very surprised at the result only because I purposefully convinced myself that we had lost the competition while we were waiting for the results — just in case we actually did.” See pg.6 for more information on Scrimple.com.

Scrimple received $2,500 for first place. How will Ackerson use the winnings? He plans to “hold a modest, private celebration at the end of the semester to acknowledge this milestone and other goals that we will or already have accomplished this semester. Other than that, we are going to put the money in the bank and pretend like we don’t even have it for a little while. That way when we do invest it back into growing the business we will do so deliberately.”

The $1,000 second prize was awarded to WePlace, a product placement agency for viral media, developed by Edipo Cravo ’10, and Joseph L. Strandberg ’10. Third place, $500, went to Yoomi Mobile, a mobile social networking tool to network with others in a real-world setting without compromising personal privacy, developed by Stratos Lambos ’08, Michael Laskin ’08, and David Schindelheim ’08. The prizes were supported by the Vijay ’75 and Sita Vashee Promising Entrepreneur Award Endowment Fund.

This year’s competition also featured a “Viewers Choice” award. From April 1 – 10, the Cornell community was invited to vote for their favorite idea from among the 10 finalists online at cornellbusiness.com. The online voting site received nearly 17,000 hits, with the most votes going to QuickFit Virtual Fitting System, an idea that combines body scan technology with 3-D clothing design to improve an online shopper’s ability to select clothing. QuickFit was conceived by Seniors Gabriel Goldenberg, Scott Grossman, Shawn Jolly and Inna Kuvich.

“The Big Idea” Competition, organized and overseen by Entrepreneurship@Cornell and Student Agencies, Inc., received nearly 125 entries this year. Twenty-five semi-finalists were chosen from the initial entries in January 2008. Those semi-finalists were then narrowed down to 10 finalists by a panel of judges in early March, giving the 10 teams a little over a month to prepare for the final presentation. According to Matt Wagner MBA ’09, “The Big Idea” Competition Manager, the event was “a great showcase of the talent Cornell has to offer. This event provided an opportunity for many colleges throughout the university to come together and shine. This was a learning experience for all involved, and will only grow with time. Being part of the greater Entrepreneurship@Cornell Celebration drew a great crowd of prominent judges and spectators, allowing the participants to see the importance of the event.”

The semi-finalists and finalists were given access to coaching and mentoring from successful entrepreneurs, including Entrepreneurship@Cornell faculty and Advisory Council members, and Student Agencies, Inc. managers.

THE JUDGES FOR THE FINAL PRESENTATION INCLUDED:
Saeed Amidi, CEO, Plug and Play Tech Center; Sharon Daub MBA ’89, Managing Director, Daub/Wagner Investments, LLC; Bob Erlichman ’88, Founder and President, Sunlight Electric, LLC; Jim Farrell ’78, Founder, f’Real! Foods, LLC; Steve Gal ’88, CEO, ProQuo, Olga Grigoryeva, Business Relationship Manager/University Program Coordinator, Plug and Play Tech Center; Jon Klein ’87, Founder, Topline Strategy Group; Einar Knudsen ’91, Managing Partner, Kruse Investment Company; Kevin McGovern ’70, Chairman and CEO, McGovern Capital, LLC; Don Peskin ’79, MEN ’78 MBA ’79, Founder, Short Hills Capital, LLC; Sam Seltzer ’48 a founding member of Ev@C; Don Shaffer ’91, President and CEO, RSF Social Finance.
Fall E@C Advisory Council Meeting in California

THE ENTREPRENEURSHIP@CORNELL ADVISORY COUNCIL held its fall meeting on Nov. 1, 2007, in Orinda, Calif., at the home of council member Bob Felton ’62. Felton’s home has been featured in architectural magazines and has one of the most spectacular views of San Francisco and 30 miles to the north and south that anyone can imagine. He hosted both the day-long council meeting and a gala dinner that night for members, guests and other entrepreneurial alumni in the San Francisco area.

Members attending the council meeting were: John Alexander ’74, MBA ’76, Steve Benjamin ’80, MEN ’81, MBA ’82, Sharon Dauk MBA ’89, Bob Felton ’62, Steve Gal ’88, Carl Johnston ’64, Mike Karangelen ’90, Robert Maroney ’72, Kevin McGovern ’70, Angela Mwanza ’00, David Rickerby ’91, Bill Trenchard ’98 and Eric Young ’78.

The meeting agenda included updates from Director John Jaquette, Program Manager Debra Moesch-Shelley and Professor Deborah Streeter and discussions with the council about their programs, as well as plans for the future.

“There are a number of important initiatives under way that will continue to enhance opportunities for students, faculty, alumni and staff interested in learning more about or getting involved with entrepreneurship," Jaquette said. “One of the most exciting things going on is the growth of eClips.”

eClips is a collection of more than 10,000 video clips featuring entrepreneurs and business leaders from around the world. Streeter, founder and director of the project, said that she and her staff continue to enrich the site with new enhancements, as the site attracts more attention, including queries from companies seeking to use it in their training programs.

Jaquette also shared information about the undergraduate “Big Idea” Competition, which attracted 125 entrants. A group of 25 semifinalists were mentored by council members and faculty and 10 finalists made their pitches at the Entrepreneurship@Cornell Celebration on campus. Audience members who attended the competition, along with a panel of judges, helped to select three top prize winners. See pg. 24 for information on “The Big Idea.”

The publication of the new magazine “eship: The Magazine of Entrepreneurship@Cornell” was discussed with council members. The group said that it contained a great deal of interesting and useful information and was an excellent step in spreading the message to the Cornell community and beyond about the rich variety of entrepreneurial opportunities at Cornell. The council also discussed further refinements to the new Web site, www.eship.cornell.edu. The group was unanimous that the new site was a major advancement over the previous site in terms of clarity and comprehensiveness of the material covered, but agreed that the front page could still use more work in making the contents of the site and information about events across the campus more accessible.

On Saturday, Nov. 2, most of the council members, staff and some other Cornell entrepreneurial friends enjoyed a day of touring in the beautiful Napa Valley. There were stops at St. Supery Winery and Andretti Winery and Vineyards. But the highlight of the day was a tour of Frog’s Leap Winery led by owner John Williams ’74. Williams has been a long-time leader in the Valley in organic growing and green business practices. He also provided the group with an outstanding lunch from the organic gardens that are part of the vineyard, as well as plenty of convincing proof of why his wines have been earning high marks for quality and taste for several decades.

From left: Robert Maroney, John Alexander, and Steve Benjamin, at the fall Advisory Council Meeting.

ES@C Advisory Council members enjoyed a tour and lunch at John Williams’ ’74 Frog’s Leap Winery in the Napa Valley.

See page 10 for a profile on John Williams.
and any other available data source. At Invidi’s heart is very sophisticated inferencing software that figures out precisely who is sitting in front of each digital set-top box, and then targets that individual with the appropriate television commercial with complete privacy protection. Invidi has raised almost $75 million in venture capital, most recently including a strategic investment by WPP, the world’s largest media company.” {www.invidi.com}

**ProQuo**

**+ SCOTT BELSKY ’02** and his company, Behance, launched the Behance Network in September 2007. Already, the site has become an epicenter of the creative professional community online and is working with advertisers such as American Express and Hewlett-Packard. BusinessWeek included the site on its list of “most exclusive” networks. The site is also a finalist in the “community” category at the SXSW interactive festival. Scott has also started speaking at companies and conferences around the world on his research of highly productive creative teams. The team’s “Action” product line of productivity tools for creative teams is also being distributed internationally. {www.behance.com}

**+ DAVID RICKERBY ’91**, partner at Choate, Hall and Stewart in Boston, and Advisory Council member is pleased to report that Mezmeriz, a Cornell-based start-up he advises, has taken a major step forward. Mezmeriz is developing advanced display systems based on MEMS and Materials Science research at the university and has raised seed funding from a consortium of six upstate New York venture funds. Ithaca-based Cayuga Venture Fund and Excell Partners led the round, which included participation by Advantage Capital Partners, Onondaga Venture Capital Fund, Rand Capital, and the Seed Capital Fund of Central New York. See pg. 20 for more news on Mezmeriz. {www.mezmeriz.com}

**+ MICHAEL KUBIN ’71**, Executive Vice President, Invidi Technologies: “Invidi Technologies is a VC-backed enterprise founded in 2000 that promises to completely change television advertising. Invidi’s patented technology allows advertisers to target their television ads in much the same way direct mail is sent: by age, gender, location, income, ethnicity, and any other available data source. At Invidi’s heart is very sophisticated inferencing software that figures out precisely who is sitting in front of each digital set-top box, and then targets that individual with the appropriate television commercial with complete privacy protection. Invidi has raised almost $75 million in venture capital, most recently including a strategic investment by WPP, the world’s largest media company.” {www.invidi.com}

**+ STEVE GAL’S ’88** latest start-up is ProQuo.com. Says Gal, “Consumers don’t know it, but their personal information is being traded and sold in support of a $10 billion legally operated industry, without their participation, and without their consent. The result is volumes of unwanted mail and solicitations and increased potential for identity theft. ProQuo.com is putting consumers back in control of their personal information, helping them choose the mail they want to receive and stop the junk mail they don’t - for free. ProQuo has recently received significant exposure in places like The Washington Post, ABC/NBC/Fox TV affiliates, over 1,000 radio stations nationwide, and a wide range of online media.” {www.proquo.com}

**+ Advisory Council**

E@C’s Advisory Council of entrepreneurs, business and organization leaders provides advice, support and financial resources. To learn more about becoming a member of the E@C Advisory Council, contact John Jaquette at jaquette@cornell.edu or (607)255-1576.
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