Legal Issues

MIT Course 15.S21 - January 28, 2014

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President and Co-Founder, IPVision, Inc.

For Background Education Only – NOT LEGAL ADVICE
### Life Cycle

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The Nuts and Bolts of New Ventures/Business Plans
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## Idea Stage and Pre-Financing

### IDEA STAGE

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### FINANCING
INTELLECTUAL PROPERTY helps translate your technology into a business

- Four Key Ideas for Startups (From Fiona Murray)
  - Intellectual Property
    - Controlling the knowledge underlying an innovation
  - Secrecy
    - No-one else knows how to do this
  - Speed
    - Moving rapidly beyond current competition and keeping ahead
  - Lock-in customers
    - Making it costly for customers to switch or becoming the standard
How Can IP Help Your Business Plan

• It is a Valuable Asset
  – You can use it to raise capital

• Correlation with Success
  – IPVision study: Top Quartile of Patent Ratings for VC backed companies => 85% were Winners

• You can establish you are a good manager of technology
  – Do you own the IP you say you have?
    (prior employers, employee assignments, open source)
  – Have your competitors blocked you out?
Types of IP Protection

- None
- Trademark
  Can Enhance Value
  But Don’t “Block” Others
- Copyright
  Can “Prevent” Others
- Trade Secret
- Patent
  Cuts Both Ways
- Combinations of Protection
  - i.e. Software can be protected by Patent and Copyright
Trademark/Servicemark

- Developing a name for yourself – Customers Think of You When They See/Hear the Mark
- A Mark under which you sell goods and services
  - House Mark - IBM, Virtual Ink
  - Product mark – Thinkpad, Mimio
  - Rights arise from use in commerce
  - Federal Registration
- Pick a “fanciful mark:
  - Apple, iPod, Mimio
- Do NOT pick descriptive words/phrases
  - Storage Technology, Analog Devices
- For the Business Plan;
  - Check availability at US Trademark Database www.uspto.gov
Copyright

- The right to make copies
  - Arises from creating a work
  - Federal Registration is a plus
  - Protects the expression - NOT FUNCTION
    - great fit for music, poor fit for software

- For your business plan:
  - make sure you have the rights you need
    - Owned by Author unless Employee or Work for Hire
  - Check open source issue
Trade Secret

• Secrets you use to give yourself an advantage in the marketplace
  – formula for Coke
  – protection granted varies from state to state
  – lasts as long as you can keep it secret – Nondisclosure Agreements (NDA)

• For your business plan
  – note that you have trade secrets - keep the secret out of the plan
Patents = Limited Time Monopoly

• A Federally granted right to any system or method that is new, non-obvious and useful
  – It has to be applied for
  – It has to be granted from the Patent Office

• Very Much Like Real Estate
  – Right to Prevent Trespassers
  – Prevent others from making, using, selling, or distributing the patented invention

• Ownership: Not = Right to Use
  – Real Estate Analogy: Access Rights, Zoning, etc

• Claims of Patent = Fence Around Property

• Duration = 20 years from filing
Requirements to Obtain a Patent

- Novel – Something “New”
  - Prior Art must be cited
- Useful
- Patentable Subject Matter
- Not previously sold or publicly described
  - Enabling Disclosure
  - One Year Window in U.S. Only
- Not obvious “to one of ordinary skill in the art”
  - Prior art “teaches against”
  - Commercial success can show non-obviousness
Patents and Business Plans

• Freedom to Make, License and Sell your Product
• Does Your Company Own the Technology?
  – Assigned by Inventor to Company?
  – Licensed from University?
  – Did it go into the Public Domain?
    • Public Disclosure/On Sale Bars
• What is your Strategy?
  – Patenting vs Disclosing to Prevent Others from Patenting
Obtaining a Patent

- The Application Process breaks down into four main projects
  - Determining **What** to Patent
  - Determining **When** to File
  - Preparing one or more Patent Applications
  - Prosecuting the Applications
What to Patent

• Determining What to Patent
  – Probably the most important step
    • Do NOT ask “What can I get a patent on?”
    • Ask instead “What do I want a patent on?”
      – What is of commercial value to my company?
      – How would my competitors use my technology?
  – Compare against the prior art
What to Patent

• Prior Art – Find What Is Out There Already

See-the-Forest™ Patent Analytics

by ipvision

see-the-forest.com

Interesting Patents

Computer Mouse Patent

This Patent Could Save Your Life – The Ear Airbag Chip Patent

The Blackberry Killer Patents
Prior Art
When to File

• Determining When to File
  – Before you lose U.S. or Foreign rights
    • Before a public disclosure
    • Before an “on sale” bar
  – First To File Wins under AIA
  – In time to have a patent to protect your product or service
Provisional Patent Applications

• Requires a meaningful description of the invention
  – Claims NOT required
• Protects invention for one year
• Fast and Cheap ~$130 for small entity, $65 micro
• Nothing happens at the PTO
• What you fail to disclose may not be protected
What Is In A Patent?

- A Patent Application is like a term paper – a set of figures and accompanying text
  - Field of the Invention
  - Background of the Invention
    - Describe the “prior art” – what is out there
    - List advantages vs Existing - What is broken that you fix?
  - Summary of the Invention
  - Detailed Description
    - Give examples of use
    - Best Mode: What is the best way to implement your invention. This is the bargain: you get a limited time monopoly if you educate the world
  - Claims
    - What exactly is your invention
Costs

• U.S. patent applications
  – $5,000 to $15,000 for preparing the application
  – U.S. Filing fee is about $280/$140
  – Prosecution $5,000 to $15,000+

• Foreign Patent Applications
  – PCT filing fee is about $2,500 to $4,000
  – PCT demand is about $1,000 to $2,500
  – European Filing fee is about $6,000 to $8,000
  – Japanese Filing/Trans. fee is about $7,000 to $10,000
  – National Fees – it gets expensive. Government Accounting Office study: $300k to $500k in 10 countries over the life of the patent
University Licensing Background

• Sponsored Research: Who Pays/ Who Owns?
• Bayh-Dole Act of 1980 (“BDA”)
  – Prior to the enactment of Bayh-Dole, the U.S. government had accumulated 30,000 patents.
  – Only licensed non exclusively
  – Few patents were commercialized.
    • Only approximately 5% of these patents were commercially licensed.
• BDA permitted Universities to Retain Ownership of IP
  – Permitted universities to license exclusively
  – Dramatically accelerated their commercialization
Bayh-Dole Act Requires Universities to:

- Retain ownership of innovations created under government funding
- File patents on inventions arising from government funding
- Give licensing preference to small businesses
- Provide government with royalty-free non-exclusive license to use, make, or have made on behalf of federal government (limited to government use)
- Develop programs to commercialize these patents to benefit society
- Share royalties with the inventors

Source: AUTM
Mission of MIT Technology Licensing Office (TLO)

- Facilitate the transfer to industry of technology from MIT, Lincoln Laboratory, and Whitehead Institute, and thereby to benefit the public good through the development and subsequent sale of commercial products.
- Secondary goal is to generate unrestricted funds to motivate inventors and to support research and education at MIT.
- [web.mit.edu/tlo/www/](http://web.mit.edu/tlo/www/)
MIT IP Ownership Policy

- MIT owns the patent or copyright if:
  - significant use was made of MIT facilities or
  - MIT administered funds were used
  - Textbooks are an exception
- Never assigns ownership to a licensee or research sponsor
- Guarantees sponsors first rights to inventions made using their funds

Source: TLO and Stephen Brown
MIT IP Ownership Policy

- MIT can waive invention to inventor if
  - No sponsor’s rights and
  - No significant use of MIT facilities and
  - No use of MIT administered funds and
  - No plans to use MIT facilities to reduce to practice
Voluntary Prosecution of non-MIT owned inventions

- Any MIT employee or student may ask to assign his or her personally owned invention to MIT.
- If the TLO accepts the invention, it will be handled in the same manner as other MIT inventions, with the usual royalty-sharing arrangements.
Typical Options to Startups

• Generally 6 months to 1 year
• Assumption of ongoing patent costs
• Modest up front signing fee $1K to $10K
• Exclusive or Non-exclusive
• Protects right to take a license
• Allows for time to evaluate technology and markets
## Typical License Financial Terms

### Components
- Issue fees
- Maintenance fees
- Diligence
- Royalty as % of Sales
- Patent costs
- Research sponsorship

### No Equity
- $50K to $150K
- ~50% of expected RR
- Can’t leave on shelf
- 3% to 5%
- $25K to $200K
- Not required

### With Equity
- $5K to $50K
- ~50% of expected RR
- Can’t leave on shelf
- 2% to 4%
- $25K to $200K
- Not required
- **Equity on Next Slide**

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Slide Credit: Stephen Brown
Typical Startup Equity Terms

- Single digit % of equity
- % maintained thru $5M to 10M raised
- Proportional antidilution thereafter
- Future participation rights
Typical Royalties for University Patents

- Software 5 -15%
- Equipment/Medical Devices 3 - 5%
- Materials 1 - 4%
- Semiconductors (Chip Design) 1 - 2%
- Materials (Processes) .02 - 2%
- Materials (Commodities) .01 - 1%
- Pharmaceutical at clinical testing stage 12 - 20%
- Pharmaceuticals composition of matter 8 - 10%
- Diagnostics new entity 4 - 5%
  - new method for old entity 2 - 4%
- Biotechnology exclusive process 1 - 2%
  - non exclusive process .025-1.5%
MIT Royalty Distribution Policy

• Deduct 15% from gross income for TLO operating expenses
• Deduct out-of-pocket, usually patent costs, expenses
• Distribute one-third of what’s left equally among inventors
• Inventors can request unequal distribution
• Adjust remainder based on actual TLO operating expenses
• Subtract out-of-pocket expenses for unmarketable patents
• (write off bad inventory)
• -One-half remainder to Departments
• -The other half to MIT General Fund
# Time Line

## Intellectual Property

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## Legal Entity

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Legal Form for the Company

• In most cases, especially where outside financing will be needed, the entity of choice is a corporation – often a Delaware corporation

• Why you should do it sooner than later:
  – Avoid personal liability
  – Minimize Personal Taxes – Section 83 – Procrastination Issues

• Making the “S” election – Subchapter S Corporation
  – “pass through” treatment for tax purposes
  – Qualification: <= 100 shareholders, One Class of Stock
  – some stockholders, foreign nationals, corporations, most venture capital firms will disqualify the “S”

• Observing corporate formalities
  – sign in the corporate name
  – maintain the corporate minutes, stock records
  – the challenge of picking a company name – DiVA example
## Subchapter S Taxation

### Comparison of Subchapter C and Subchapter S Taxation

(Federal only 2014)

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<th>C Corporation</th>
<th>S Corporation</th>
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<tbody>
<tr>
<td><strong>Net Profit Before Taxes</strong></td>
<td>$100,000</td>
<td>$100,000</td>
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<tr>
<td><strong>Corporate Tax Rate</strong></td>
<td>35%</td>
<td>-</td>
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<tr>
<td></td>
<td>$ (35,000)</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Net Cash to Owners</strong></td>
<td>$39,260</td>
<td>$60,400</td>
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<tr>
<td><strong>Effective Tax Rate</strong></td>
<td>60.7%</td>
<td>39.6%</td>
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**But most startups have LOSSES – investing in product or service development. Why do I care?**

**Because of the EXIT – saving 20+% on an acquisition**
Beware:
Section 83 of the Internal Revenue Code

• Rule:
  – If you receive “property in connection with providing services”:
  – You have Ordinary Income (taxed up to 35%+) equal to:
    Fair Market Value of Property
    minus What You Paid

• Example:
  – I like your idea, I will give you $1m for 50%, let’s set up the company:
    Fair Mkt Value = $500,000     Fair Mkt Value = $1,000,000
    You Paid = 0                 You Paid = 0
    Ordinary Income= $500,000    Ordinary Income= $1,000,000
    Tax @ 40% = $200,000         Tax @ 40% = $400,000
How to Avoid the §83 Trap

• Separate the Time When Stock is Issued to You from the Investment by Others – i.e. Incorporate earlier, ISSUE Stock & Make 83(b) Election

• Why does Stock not get issued in time?
  – Too busy       - Not sure who should get what
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Sort out the Relationship Among the Founders Up Front

• Stockholders in a closely held corporation owe one another a fiduciary duty
• Who sits on the Board of Directors?
• Who holds what corporate titles (e.g., President, Vice President, Treasurer, Secretary)?
• Who holds what functional titles (CEO, COO, CTO, etc.)?
• Restrictions on Stock Transfers
  – Rights of First Refusal - Tag-Along rights
  – Preserve “S” treatment - Carve Out for Family Transfers
• Intramural Disputes
• See the “Founders' Memo” on class website
Founder Equity Splits

- Culture/Negotiated – Kenan Systems
- Value of past contributions
- Value of future contributions
  - Over next 12 months – When Do You Join?
  - Over next 4 years
- Sacrifice & Commitment
- Ownership of IP
- Individual’s external or “Market value”
- Internal Equity – everyone finds out
## Time Line

### Idea Stage
- **Intellectual Property**
  - Who Owns?
    - Employer
    - MIT
    - Coworker
    - Ind. Contractor
  - How To Protect
    - Types of IP
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      - Trademarks
      - Trademarks
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    - Non Disclosure (NDAs)
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    - Disclose
  - Joint Ventures
  - Appearance to Acquirer?

- **Legal Entity**
  - Choice of Entity
    - Benefit Corporation
    - Limited Liability
    - Partners
  - When To Act?
    - Section 83 Trap
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### Pre-Outside Financing
- **Employees**
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  - Wage Law issues?
  - Payroll Services
  - Options/Stock
  - Build from Charlie’s Model

- **Outside Contractors/Advisors/Board Members**
  - Ownership
  - Tax Characterization
  - Who and Expectations
    - Use of Name?
  - Document

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January 2014

The Nuts and Bolts of New Ventures/Business Plans

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Philosophy on Team Building

• Work **To Be** Completed >> Work Completed
• Compensate for both Risk and Sacrifice
• Reward for getting to the End Zone
• Maintain Internal Equity
• EVERYONE should Vest – Typically 4 years

BUT - every situation is different and rules are made to be broken
Employees - Equity

- Company’s stage
  - Funding
  - Revenue
  - Liquidity
- Employee’s value to company
- Employee’s market value
- Internal equity
Who gets Pie and How Big are the Slices?

• What fraction of the equity goes into equity compensation pool?
  – Initial Pool for 2 to 3 years; tie to Headcount Plan
  – First Round Venture Financing – 12% to 18% pool – fully diluted

• Who is eligible?
  – Key employees
  – Middle and rank-and-file employees
  – Directors
  – Consultants

• Determining award size -- compensation experts and surveys
Employee Specifics
(Charlie Tillett’s Slide)

Ownership % after 2 rounds of financing

- CEO: 5%
- VP: 1% to 2 ½ %
- Sr Manager: 0.25% (1/4 of 1%)
- Sr Ind Contributor: 0.1% (1/10 of 1%)

- Founding management might get 2x to 3x
- Founding employees might get 5x to 10x

YOU CAN ALWAYS GRANT MORE LATER
# Equity Distribution Example
(From Charlie Tillett’s Slides)

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Initial Shares</th>
<th>Initial %</th>
<th>Option Pool Shares</th>
<th>Option Pool %</th>
<th>Post Angel Shares</th>
<th>Post Angel %</th>
<th>Post VC 1 Shares</th>
<th>Post VC 1 %</th>
<th>Post VC 2 Shares</th>
<th>Post VC 2 %</th>
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<tbody>
<tr>
<td>Founders</td>
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<tr>
<td>Jack</td>
<td>CEO</td>
<td>2,000,000</td>
<td>50.0%</td>
<td>2,000,000</td>
<td>32.3%</td>
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<td>29.0%</td>
<td>2,000,000</td>
<td>14.5%</td>
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<tr>
<td>Susan</td>
<td>CTO</td>
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<td>14.5%</td>
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<tr>
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<td>VP Sales</td>
<td>1,000,000</td>
<td>25.0%</td>
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<td>16.1%</td>
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<td>Jack</td>
<td>VP R&amp;D</td>
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<td>1.1%</td>
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<td>Julie</td>
<td>Manager 1</td>
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<td>1.6%</td>
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<td>1.5%</td>
<td>100,000</td>
<td>0.7%</td>
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<tr>
<td>Sam</td>
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<tr>
<td>Advisors</td>
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<tr>
<td>Board Members</td>
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<td>70,000</td>
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<td>0.13%</td>
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<td>0.2%</td>
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<td>Total</td>
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<td>Manager</td>
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<td>8.1%</td>
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<td>Sr. Eng</td>
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<td>Jr. Eng</td>
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<td>9.7%</td>
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<td>0.05%</td>
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<td>Admin</td>
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<td>0.1%</td>
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<td>0.0%</td>
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<td>Angels ($500K at $4.5MM)</td>
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<td>VC Round ($5MM at $5MM)</td>
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<td>VC Round ($15MM at $15MM)</td>
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<td>Total</td>
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<td>21,355,556</td>
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<td>Grand Total</td>
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<td>4,000,000</td>
<td>100%</td>
<td>6,200,000</td>
<td>100%</td>
<td>8,688,889</td>
<td>100%</td>
<td>13,777,778</td>
<td>100%</td>
<td>27,555,556</td>
<td>100%</td>
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</tbody>
</table>
Common Forms of Equity Compensation

- Restricted stock
- Incentive Stock Options (ISOs) tax-qualified stock options
- Nonqualified stock options (NQOs)
Restricted Stock

• Stock sold or granted outright (usually when value is low)
• Starts capital gains / SEC holding periods running
• Subject to vesting and buyback by Company
• If 83(b) election timely:
  – Modest or zero income at grant
  – No further income until stock sold, then capital gain
  – No employer tax deduction for increase in value
Incentive Stock Options (ISOs)

- Options complying with tax requirements
- Only for employees of corporation
- Exercise Price = FMV on date of grant
- Typically exercise vesting over time
- No tax on grant or vesting
- Possible alternative minimum tax on exercise
- Taxation upon stock sale--capital gain if holding period requirements met (>1yr from exercise and >2yrs grant date); no employer deduction
Nonqualified Stock Options (NSOs)

- Complete tax freedom in design, but there may be accounting issues
  - Discounted options
  - Repricings
  - Performance vesting
- No tax on grant or vesting
- Ordinary income (and employer deduction) upon exercise
Vesting: Conditions on Keeping what seems to have been Awarded to You

- **Time-based vesting**
  - 3, 4 or 5 years?
  - Monthly, quarterly, annual

- **Performance vesting**
  - Design issues
  - Accounting issues

- **Accelerated vesting on change in control? IPO?**
Forfeiture and Expiration of Rights

• How long after employment ends may vested options be exercised? (ISO rules generally limit to 90 days)
• Forfeiture if “bad boy” provisions violated
• Consequences of violation of noncompetition, nonsolicitation agreements
Buyback Issues

• Can company repurchase vested equity for fair value?
  – Always?
  – When employment ends?
  – If covenants violated?
  – Never?
### Time Line

<table>
<thead>
<tr>
<th>INTELLECTUAL PROPERTY</th>
<th>IDEA STAGE</th>
<th>PRE-OUTSIDE FINANCING</th>
<th>INITIAL “OUTSIDE” FINANCING</th>
<th>SERIES A FINANCING</th>
<th>LATER FINANCINGS</th>
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<tbody>
<tr>
<td>Who Owns?</td>
<td>-Employer</td>
<td>How To Protect</td>
<td>Agreements</td>
<td>IP Strategy</td>
<td>Joint Ventures</td>
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<td>-MIT</td>
<td>-CopyRight</td>
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<td>-Invention Agreements</td>
<td>-Patent?</td>
<td>Appearance to Acquirer?</td>
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<td>-CoWorker</td>
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<td>-Copyright</td>
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<td>-Ind. Contractor</td>
<td>-Patents</td>
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<tr>
<td>Choice of Entity</td>
<td>When To Act?</td>
<td>Make Sure Documented</td>
<td>Annual Filings</td>
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<td>-Basic Choices</td>
<td>-Section B3 Trap</td>
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<td>-Where?</td>
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<th>PEOPLE</th>
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<td>FOUNDERS</td>
<td>Founders Memo</td>
<td>Dividing Equity</td>
<td>Securities Laws</td>
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<td>-Roles</td>
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<td>Friends and Family</td>
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<td>-Expectation</td>
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<td>-Convertible Notes</td>
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<td>EMPLOYEES</td>
<td>Immigration</td>
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<td>Customer Financing</td>
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<td>Options/Stock</td>
<td>-Secure IP</td>
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<td>ADVISORS/BOARD MEMBERS</td>
<td>Tax Characterization</td>
<td>-Build from Charlie’s Model</td>
<td>SBIR and Grants</td>
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<tr>
<td></td>
<td></td>
<td>Customer Financing</td>
<td>SBIR and Grants</td>
</tr>
</tbody>
</table>
Sell Securities and Raise Capital in Accordance with Law

- Properly paper even friendly deals with friends, relatives - avoid misunderstandings
- Using the business plan to “sell securities” presents problems beyond VC’s, corporate investors
- Under federal law all OFFERS of securities must be registered with the SEC - an expensive process - unless there is an exemption – e.g. private placement
- Private placements
  - Use an experienced securities law attorney
  - Avoid dealing with individual investors who are not “accredited” ($200K/300K annual income or $1m net worth)
  - Include “risk factors” in disclosure materials
Sell Securities and Raise Capital in Accordance with Law (continued)

- Provide a capitalization table
- SEC Rule 10b-5 - don’t make material misstatements of fact or omit to state material facts
- Legends/Control Numbering of Documents
- Regulation D: Form D Filing with SEC

• Avoid public pronouncements (newspaper articles, web site offerings, etc.)
• Blue Sky (state securities) laws differ from state to state
• Non-compliance may trigger a rescission offer, a stop order, personal liability
• DON’T OFFER TO SELL SECURITIES IN A BUSINESS PLAN … “We are offering 10% of the company for $2m”
• Crowd Funding – Awaiting Rules from SEC
  - Relation to Later Rounds?
Where Do Companies Get Money?

Where Do Entrepreneurs Get Their Money?

Brad Feld: feld.com
### Capital Structure Instruments

- **Company A**

<table>
<thead>
<tr>
<th>Instrument</th>
<th>Description</th>
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<tbody>
<tr>
<td>Secured Debt</td>
<td>- Warrants</td>
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<tr>
<td>Unsecured Debt</td>
<td>- Options</td>
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<tr>
<td>Subordinated Debt</td>
<td>- Convertible</td>
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<tr>
<td>Preferred Stock</td>
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<tr>
<td>Common Stock</td>
<td></td>
</tr>
</tbody>
</table>

The Nuts and Bolts of New Ventures/Business Plans
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The Company’s Capital Structure

• **Debt** - borrowed money
  – private individuals
  – banks
  – other sources (e.g. vendors, customers)
  – stipulated rate of interest; no significant upside

• **Stock**
  – **Preferred Stock** (see “Venture Capital Deal Terms” in course materials – Financing Session)
    • usually given to VCs and investors
    • liquidation preference
    • convertibility to common
    • anti-dilution formulas
    • board representation
    • veto / approval rights
The Company’s Capital Structure - cont’d

– Common Stock
  • “plain vanilla” stock
  • usually given to founders / employees
  • no liquidation preference / convertibility
  • Residual Value after others get theirs

– Options / Warrants
  • Rights to buy shares at set times for stipulated price
Capital Structure Instruments

Percentage of Capital Structure By Stage/Type of Company

- **Startup**
- **1st Round**
- **LBO**
- **Microsoft**

- **Secured Debt**
- **Unsecured Debt**
- **Subordinated Debt**
- **Preferred Stock**
- **Common Stock**
Convertible Note Financing

- Traditionally – Bridging From One Round to Another
- More Recently, to Start:
  - Quickly
  - Inexpensively
  - Avoiding “Valuation Issues”
    - Cram Downs at Series A or B
- Pros and Cons – Good Discussion at:
  - www.startupcompanylawyer.com
Convertible Note Financing

CONVERTIBLE SECURITY FINANCING
SUMMARY OF TERMS

ISSUER: [Name] (the “Company”).

TYPE OF SECURITY: Up to $[Amount] worth of convertible securities (the “Convertible Securities”).

TARGET CLOSING DATE: [Date].

MINIMUM INVESTMENT: $[25,000] per investor.

QUALIFIED FINANCING: Preferred Stock financing of at least $[1,000,000].

CONVERSION PRICE: Lower of [80]% of the price per share paid by other purchasers in the Qualified Financing or a $[4,000,000] valuation cap (obtained by dividing $[4,000,000] by the Company’s fully-diluted capitalization) (the “Valuation Cap”).

AUTOMATIC CONVERSION: In the event the Company consummates a Qualified Financing prior to the change of control, the amount invested by an Investor for the purchase of such Investor’s Convertible Securities (the “Investment Amount”) shall automatically convert into shares of the Company’s Preferred Stock sold in the Qualified Financing and Common Stock at the Conversion Price. The total number of shares of Preferred Stock and Common Stock that a holder of Convertible Securities shall be entitled upon conversion of such Convertible Securities shall be determined by dividing (i) the Investment Amount by (ii) the Conversion Price (the “Total Number of Shares”).
# Time Line

<table>
<thead>
<tr>
<th>IDEA STAGE</th>
<th>PRE-OUTSIDE FINANCING</th>
<th>INITIAL “OUTSIDE” FINANCING</th>
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<th>LATER FINANCINGS</th>
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</table>
| INTELLECTUAL PROPERTY | Who Owns?  
- Employer  
- MT  
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- Types of IP  
- Copyright  
- Trademarks  
- Trademarks  
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- Reputation  
- Financial Capacity  | Professional Venture  
- Terms: What and Why?  | |

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January 2014

The Nuts and Bolts of New Ventures/Business Plans  
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Major Deal Elements

• A Preferred Return
• Protection of Valuation and Position re: Future Money
• Management of the Investment
• Exit Strategies
A Preferred Return

• Perception of the VC Investor:
  – When the Investor Writes the Check he has done most **EVERYTHING** he promised
  – The Entrepreneur Has Done **NOTHING YET**

• Result:
  – The VC wants its money to be paid back **BEFORE** the Entrepreneur gets his/her return.

• Instrument: **CONVERTIBLE PREFERRED STOCK**
A Preferred Return: Dividends

Dividends: The Preferred Stock is entitled to an annual $________ per share dividend, payable when and if declared by the Board of Directors, but prior to any payment on Common Stock; dividends are not cumulative

Dividends:
- Paid to Preferred First
- Cumulative or Accruing
A Preferred Return: Liquidation

Liquidation Preference: The Series A Preferred will have a liquidation preference such that proceeds on a merger, sale or liquidation (including non-cumulative dividends) will first be paid to the Series A and will include a 10% per annum compounding guaranteed return calculated on the total amount invested.

- **“Straight” Liquidation Preference:** The Preferred receives its original investment amount plus accrued dividends (if any) before Common receives anything.

- **Participating (“Double Dip”) Preferred:** The Preferred first gets its liquidation preference and then shares any remaining proceeds with Common. Increasingly subject to a cap of 3X or 4X (including preference).
# Comparison of Straight vs. Participating Preferred

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<thead>
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<th>Non Participating Preferred</th>
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<tr>
<td><strong>Percentage purchased</strong></td>
<td>30%</td>
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<tr>
<td><strong>Sale Price of Company</strong></td>
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<tr>
<td><strong>Amount to Preferred</strong></td>
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<td><strong>Percentage of Balance</strong></td>
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<td><strong>As Converted</strong></td>
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<td>$11,000,000</td>
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<tr>
<td><strong>Common Stock</strong></td>
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<td>$25,000,000</td>
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<tr>
<td><strong>Amount to Preferred</strong></td>
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<tr>
<td><strong>Liquidation Pref</strong></td>
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<td>$25,000,000</td>
</tr>
<tr>
<td><strong>Percentage of Balance</strong></td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td><strong>As Converted</strong></td>
<td>$7,500,000</td>
<td></td>
</tr>
<tr>
<td><strong>Total to Preferred</strong></td>
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<td>$7,500,000</td>
</tr>
<tr>
<td><strong>Common Stock</strong></td>
<td>$20,000,000</td>
<td>$17,500,000</td>
</tr>
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</table>

*The Nuts and Bolts of New Ventures/Business Plans*
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Valuation and Participating Preferred

• WHICH IS THE BETTER DEAL FOR THE FOUNDERS?
• Case A: Founders sell 40% of the Company for 5m of Convertible Preferred Stock with a $5m Liquidation preference but no participating rights. ($7.5M pre-money valuation)
• Case B: Founders sell 33% of the Company for $5m of Participating Preferred Stock ($10m pre-money)
Valuation and Participating Preferred

Payout Schedule for Case A: 40% of the Company for $5m of Nonparticipating Preferred

<table>
<thead>
<tr>
<th>Exit Valuation ($M)</th>
<th>5</th>
<th>10</th>
<th>12.5</th>
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<th>100</th>
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<tbody>
<tr>
<td>Investors Payout ($M)</td>
<td>5</td>
<td>5</td>
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<td>8</td>
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<td>Founders Payout ($M)</td>
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Payout Schedule for Case B: 30% of the Company for $5m of Participating Preferred

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<th>Exit Valuation ($M)</th>
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<th>15</th>
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<tr>
<td>Investors Payout ($M)</td>
<td>5</td>
<td>6.5</td>
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<td>7</td>
<td>10.5</td>
<td>21</td>
<td>66.5</td>
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</table>
A Preferred Return: Liquidation Events

• Liquidation, dissolution, sale of assets
  – money comes into corporation
  – money paid out to stockholders to redeem stock

• “Deemed liquidation”- merger or other positive event
  – consideration may be stock or cash
  – consideration may go directly to stockholders
Major Deal Elements

• A Preferred Return
• Protection of Valuation and Position re: Future Money
• Management of the Investment
• Exit Strategies
Protection of Valuation and Position re: Future Money

- Antidilution Protection
- Approval Rights
Protection of Valuation: Conversion and Antidilution

Conversion: A holder of the Series A Preferred shall have the right to convert the Series A Preferred at the option of the holder, at any time, into shares of Common Stock. The total number of Common Shares into which the Series A Preferred may be converted initially will be determined by dividing the Original Purchase Price by the Conversion Price”. The initial Conversion Price shall be the Original Purchase Price.
Protection of Valuation: Conversion and Antidilution

• Conversion Events: When Does Preferred Convert Into Common?
  – Voluntary
  – Forced: often some % of Preferred can force conversion of all
  – Automatic--upon “Qualified IPO”
    • minimum total offering; minimum share price (usually 3 to 5 times initial purchase price)

• Conversion Ratio--initially 1:1
  – Adjustments--stock splits, etc; price antidilution
  – Exceptions--option pool, conversion of preferred, outstanding warrants, other existing conditions, other special exceptions
Protection of Valuation: Conversion and Antidilution

Anti-Dilution:

Series A shall have weighted average anti-dilution, based on a weighted average formula to be agreed, for all securities purchased as part of this transaction (excluding shares, options and warrants issued for management incentive and small issues for strategic purposes of under 100,000 shares)
Protection of Valuation: Conversion and Antidilution

• Antidilution Adjustment increases the number of shares received on conversion of Preferred

• What Triggers Antidilution Adjustment?
  – Issuance or “deemed issuance” of Common at less than preferred issuance price
  – “Deemed issuance”—adjust upon issuance of derivative security; if common never issued, readjust later
    • options, warrants
    • convertible securities
Protection of Valuation: Antidilution

- **Conversion Ratio:**
  - Original Purchase Price/Conversion Price
    - Initially OPP=CP so Conversion Ratio = 1
- “Full ratchet”: Conversion Price reset to equal price at which diluting security is sold
- “Weighted average”: \( CP_{\text{new}} = CP_{\text{old}} \times R \)
  - Where \( R = \frac{N + M/CP_{\text{old}}}{N+S} \)
    - \( N \) = old shares outstanding (fully diluted)
    - \( S \) = new shares to be issued
    - \( M \) = new money ($)
## Antidilution

### Rounds of Financing

<table>
<thead>
<tr>
<th></th>
<th>Series A</th>
<th>Series B</th>
<th>Series C</th>
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<td>Round Stock Price</td>
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<td>Number of Shares</td>
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### Normal Dilution

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<tbody>
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<td>58.82%</td>
<td>50.76%</td>
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<td></td>
<td>41.18%</td>
<td>35.53%</td>
<td>31.53%</td>
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<td></td>
<td></td>
<td></td>
<td>13.71%</td>
<td>12.16%</td>
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<td>11.26%</td>
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### Percentage Ownership After Series C Round

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<th>Common</th>
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<th>Series B</th>
<th>Series C</th>
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<tbody>
<tr>
<td>Normal Dilution</td>
<td>45.05%</td>
<td>31.53%</td>
<td>12.16%</td>
<td>11.26%</td>
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<tr>
<td>Weighted Average</td>
<td>44.65%</td>
<td>31.26%</td>
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<td>Full Ratchet</td>
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<td>25.71%</td>
<td>9.52%</td>
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### Time Line

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<th><strong>LEGAL ENTITY</strong></th>
<th><strong>PEOPLE</strong></th>
<th><strong>EMPLOYEES</strong></th>
<th><strong>OUTSIDE CONTRACTORS</strong></th>
<th><strong>ADVISORS/BOARD MEMBERS</strong></th>
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<td>Who Owns?</td>
<td>How To Protect</td>
<td>Agreements</td>
<td>IP Strategy</td>
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See “Venture Capital Terms” on Resources Page at nutsandbolts.mit.edu
Tomorrow

- Negotiation Skills
- Organization and People Issues
- Executive Summaries Due Saturday by midnight
15.S21 Nuts and Bolts of Business Plans
January IAP 2014

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