AUTUMN 2010 NEWSLETTER

Wharton

ALUMNI CLUB OF NEW YORK

Wharton Alumni Score at the NBA!

UNIVERSITY of PENNSYLVANIA

CLUB ACTIVITIES

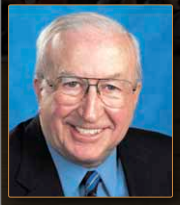
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LETTER FROM THE PRESIDENT



WHAT an advantage in these uncertain times! You are automatically a member of the Wharton Club of New York by virtue of the fact that you graduated from Wharton and live in this area. Take advantage of this significant asset that you have earned with your degree!

The WCNY enables you to engage with fellow alumni working in capital formation, entrepreneurial endeavors and hedge funds; connect with fellow alumni in your field; and interact with other leaders who, like you, are more than happy to share their thoughts, ideas and resources with fellow alumni. You can learn more about each of these areas in the pages of this newsletter and on our website, **www.whartonny.com**.

This issue begins by presenting the exceptional winners and judges from our 2nd Annual Wharton Alumni Business Plan Competition. The WCNY presented $10,000 to the winner, along with in-kind services from our sponsors. Thank you, volunteers and judges!

Our next article anticipates the 25th Annual Joseph Wharton Awards Dinner, with two excellent in-depth interviews of **Dave Power**, W'59, recipient of the Joseph Wharton Award for Lifetime Achievement, and of **Farhad Mohit**, WG'96, recipient of the Joseph Wharton Award for Young Leadership. This event has been the place to meet the best and brightest of Wharton since the revival five years ago and sells out early. BUY YOUR TICKETS NOW.

One of our popular Speaker Series, presented by the Wharton Entrepreneurial Education and Resource Network, focused on how venture capitalists perceive start-ups and what is the best way to engage them.

Who knew that, hidden in our alumni ranks, are top executives of the National Basketball Association? These three interviews reveal how our alumni contribute to one of the top brands in the world!

The next article highlights the Wharton Hedge Fund Network. Superb speakers share their insights with the WHFN attendees about three times per year. The organizers are to be congratulated for showing the way for a successful affinity group to run.

The law can be used by you, for you or against you, as is demonstrated in this comprehensive report on Wharton Professor Robert Borghese's talk to WE-EARN group members. This contains highly useful content on how to avoid pitfalls in leaving your employer to start your own company.

The final article details how the Club's exciting new Wharton Investment Network is gaining traction. Whether you are an investor, or a young firm seeking investors, be sure to read this!

Please see Page 23 on becoming a dues-paying member. All alumni are basic members of the WCNY, but those who pay dues have access to even more (and helps us pay the bills)!

As always, don't forget to TAKE THE CALL (**www.whartonny.com/forum.html**). Go to this hyperlink, review the postings from your fellow alumni and please post your own! It's easy.

The secret to our continued collective success is: Wharton Alumni should buy from Wharton Alumni; Wharton Alumni should hire Wharton Alumni; Wharton Alumni should help Wharton Alumni; and if a fellow alum calls … you take the call! It is this enlightened self-interest that is the ultimate power of the Wharton community.

The Wharton Alumni Network continues to be your most powerful tool for business, social, career and intellectual growth. Use it! Take the Call!

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Cover Photo:
108,713 fans gather at NBA's All Star Game in Dallas Cowboy Stadium on Feb 14, 2010,

...And The Envelope Please!

THE final match of the 2nd Annual Wharton Alumni Business Plan Competition was held at Bank of America US Trust Headquarters in New York, on April 27th. Five teams presented. Three placed.

Before we reveal the winners of the Wharton Alumni Business Plan Competition, put yourself for a moment in the shoes of the 14 teams that spent days on end discussing scalability, running cash flows, practicing delivery, and debating precisely what problem in the market they were addressing. They had no hint they would be featured in this newsletter, so clearly there must have been other motives… like that envelope with the $10,000 tucked inside, the in-kind legal services of $6,000 by **DLA Piper** and $5,000 by **Morgan Lewis**, and $500 in business printing by **Mimosa Digital**. The winner would also receive two free tickets to the Joseph Wharton Dinner (see following story), one-on-one mentoring with **Jeff Fluhr**, W'96 — the co-founder of StubHub, and attendance at a NASDAQ bell ringing.

But wait, there's more. Accomplished judges closely studied the competitors' in-depth business plans and provided targeted feedback on the concept, business model, financials, marketplace and management team, expressed in each of the business plans. The judges, titans in the entrepreneurial world, were:

Michael Aronson, W'78, Managing Director of **MentorTech Ventures**, which manages $40 million in three funds, with a focus on early-stage technology companies connected to UPenn. Michael's expertise is in company formation around business school concepts, software development and capital raising. Michael is also the co-founder, CFO, EVP and Board Member of **SMG**, a $28 million simulation software company, named three times to the Inc. 500 list of fastest-growing companies.

Thatcher Bell, WG'05, Principal at **DFJ Gotham Ventures**, works closely with **Altruik**, **Fynanz**, **Solvate**, **Worktopia**, **ExpoTV** and **Lumeta**. In addition, Thatcher serves on the Board of Directors of the **NY Tech Meetup** and is Co-Chair of the New York chapter of **Wharton Private Equity Partners**. Thatcher's background includes venture investing and operating and consulting roles with software, Internet, and financial services companies.

Jeff Fluhr, W'96, co-founded **StubHub**, where he served as CEO until its sale to eBay in January 2007. Jeff is an advisor to several Silicon Valley emerging-technology companies. He has been honored as one of SportsBusiness Journal's prestigious "Forty Under 40," and by Entrepreneur Magazine as one of the 24 Best and Brightest young entrepreneurs in America, and received the 2009 Joseph Wharton Award for Young Leadership.

William Gordon III, Ph.D., WG'86, Founder and Managing Partner of WEG Family LLC, is a serial entrepreneur, who co-founded **Callahan Associates International**. By the time Bill left Callahan Associates, it had acquired 20 million cable homes in Europe. He currently serves on the Board of Directors of **Pop!Tech**, a nonprofit that hosts a major "thought leaders" conference in Camden, Maine, each October.

Sam Hamadeh, L'97, WG'97, is a media entrepreneur based in New York, with experience in Internet, publishing and film. Sam co-founded **Vault.com** in 1997 and served as the company's President through its successful sale in 2007. Sam's honors and awards have included Small Business of the Year by Crain's, Silicon Alley Reporter's "100 Most Influential Media Executives" and the University of Pennsylvania's Young Alumnus of the Year award.

Jalak Jobanputra, C'94, W'94, is a Senior Vice President of **New York City Investment Fund**, where she oversees technology and digital media venture investments, and spearheaded the formation of **NYC Seed**, a seed fund dedicated to funding early-stage technology entrepreneurs. She is a current investor in outside.in, **Imagespan**, **Partsearch** and **Marketing Technology Solutions**. She is also active in supporting education reform and social entrepreneurship.

And now, the envelope please! The judges awarded the first-place award to **UroVention**, a serious, medically minded team represented by **Vishal Araya**, W'03, and Omar Alam. UroVention created a fascinating instrument that seeks to bring calm to no less than half the world! Their patented device significantly improves control and "greatly reduces periodic mistakes or misses in urological surgery."

I caught up with Vishal recently, and asked him about the competition. Vishal told me, "UroVention benefited tremendously from the Wharton Club of





(L.) JAY BAKHRU, WG'04, ANNOUNCING THE WINNERS. (ABOVE L. TO R.) ORGANIZER BOB BOYD. JUDGES: JALAK JOBANPUTRA, C'94, W'94 WILLIAM GORDON III, WG'86, SAM HAMADEH L'97, WG'97, THATCHER BELL, WG'05, JEFF FLUHR, W'96, AND MICHAEL ARONSON W'78



(L.) KOFI KANKAM,, WG'04, CONGRATULATING VISHAL ARAYA, W'03, AND OMAR ALAM.

New York Business Plan Competition. The cash and in-kind prizes allowed us to get a head start on pursuit of our intellectual property strategy, and the networking opportunities we were afforded by the judges were very helpful in setting our future milestones for commercialization. As important, our win in the competition has given us the confidence in our team to strive forward in the face of the numerous challenges that a startup medical device company faces in today's market."

Hoot Ratings provides its client companies with live, confidential customer feedback over the mobile phone, finished top in the digital business category and first runner-up overall. The presenting team was **Mike Brady**, WG'98, Perry Solomon and Mark Okean. "Being a finalist in the Wharton Business Plan Competition was a great achievement for our team, and we were delighted to receive the validation on our business strategy from the excellent judges involved in the process," said Mike. "The competition attracts a fantastic array of high-quality entrepreneurs. Since the competition, Hoot Ratings has continued to radically improve customer feedback and help small and medium-size businesses be more profitable. With the increasing popularity of public sites like Yelp, Twitter and Foursquare, our customers are recognizing the importance of using Hoot Ratings to confidentially collect feedback in their places of business and proactively manage their reputations."

Third place was captured by **Skyara**, which helps people discover and book outdoor adventures, as well as support travel providers to sell their services online by helping them automate their back-office booking, ticketing and payment processes. The presenting team was **Jonathan Wu**, W'08, Dennis Liu and Steven Ou.

Jonathan stated, "The WCNY Business Plan Competition was an excellent experience. It was the first time we presented in front of real investors and entrepreneurs, so it was great to get their feedback and thoughts in a friendly environment. And after the competition, it was awesome to see the judges come up and want to talk to us to learn more about what we were up to. A few months after the Wharton Alumni Business Plan Competition, Skyara raised its seed round of funding through i/o Ventures, and the team moved out to San Francisco. We should be going into beta by the end of the week, covering activities in the San Francisco Bay Area, and expanding after our beta testing is complete."

AFTER THE COMPETITION, IT WAS AWESOME TO SEE THE JUDGES COME UP AND WANT TO TALK TO US TO LEARN MORE ABOUT WHAT WE WERE UP TO. A FEW MONTHS AFTER THE WCNY BPC, SKYARA RAISED ITS SEED ROUND OF FUNDING…

JOHNATHAN WU, SKYARA



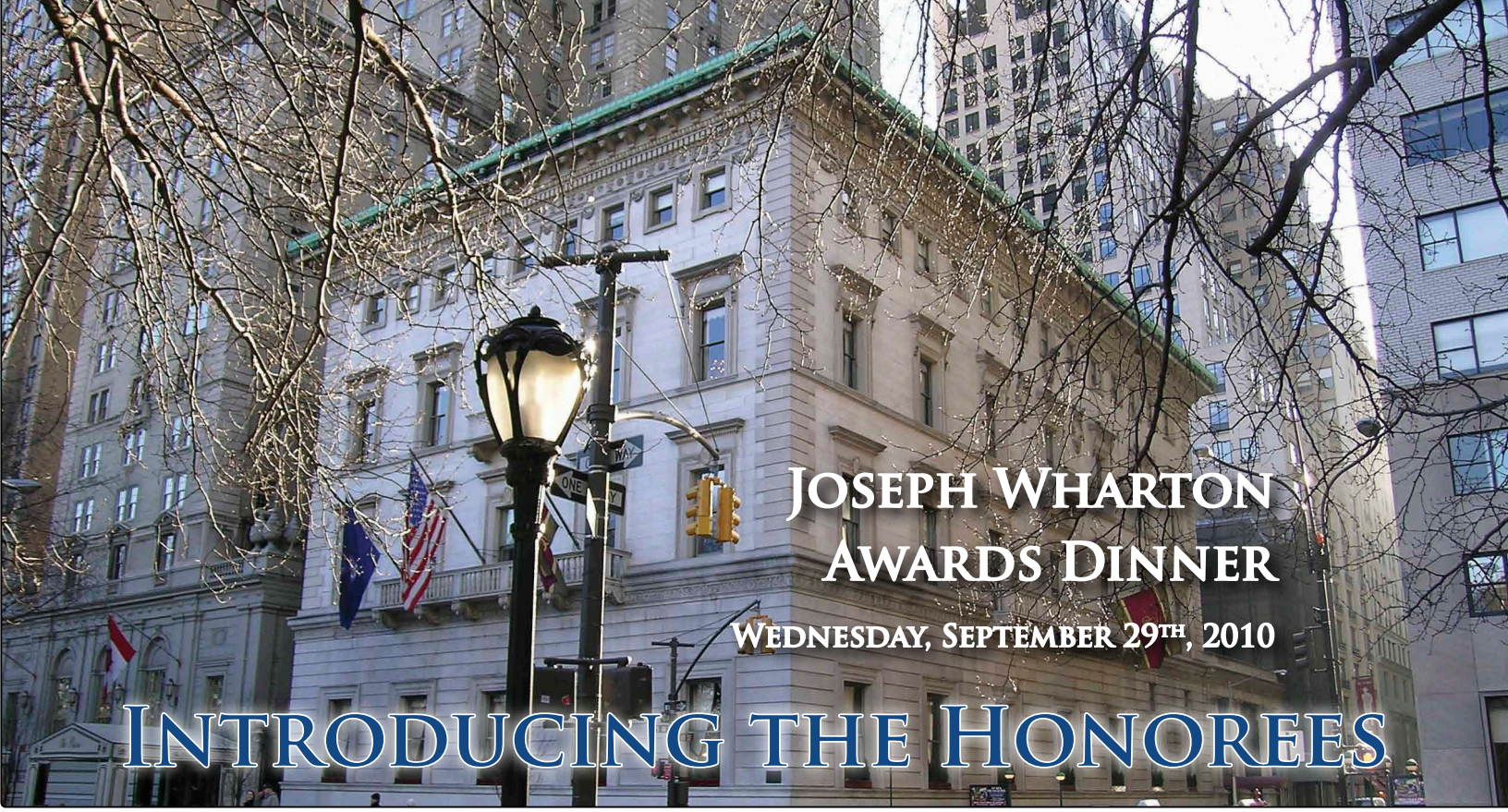
MIKE BRADY, WG'98 AND MARK OKEAN PRESENT HOOT RATINGS

Two start-ups reached the final match but did not place in the top three. **Tannia.com** aspires to help people "to find a job that matches our life and dreams" by creating a job-matching system that utilzes candidates' behavioral attributes. **2XM Labs** makes interactive touch-based digital signage and interactive moible phone applications for retailers.

Even a contestatnt that does not make it to the final match, benefits. **ElevationLabs**, which helps companies to discover how to grow their business faster by leveraging online social networks and smartphone applications, also develops games and other applications for smartphones. Founder **Nadia Laurincikova**, W'06, said, "Participating in the competition forced us to think through our plan more formally. The advice from the judges confirmed our course, that ElevationLabs was in an attractive space, and given the cash flow from our consulting component, we should consider bootstrapping instead of going for VC money, and hire people who have a mobile development background. So it was helpful!"

Hopefully the Wharton Alumni Business Plan competition has also inspired the entrepreneurial spirit of many more WCNY members. You too could be featured on these very pages, avail yourself of great mentors, and just possibly be the next to receive the coveted envelope! Stay tuned, organizers **Kofi Kankam**, WG'04, and **Jay Bakhru**, WG'04, will be accepting applications soon for the third annual Wharton Alumni Business Plan Competition!

— K.T.



Joseph Wharton Awards Dinner

Wednesday, September 29th, 2010

Introducing the Honorees

THE honor of your presence is requested at the 25th Annual Joseph Wharton Awards Dinner, to be held in the sumptuous Metropolitan Club at 1 East 60th Street, this September 29th. Of itself the dinner will be grand, from the striking exterior architecture to the extraordinary gathering within, but one Wharton alumni grander with ***you*** there. Hobnobbing and cocktails commence at 6pm, the dinner at 7pm.

William L. Mack, W'61, Founder and Chairman of AREA Property Partners, will be the Events Chair, succeeding last year's Chair, **Jon M. Huntsman**, W'59, H'96, Founder and Chairman of Huntsman Corporation. Mr. Mack, whose company has developed over 10 million square feet in the region, in both good times and bad, serves as an apt reminder that opportunities always abound. He will set the tone for our honorees, who have not only set a high bar in their own fields of information services, internet retail, global insurance and government, but also excel in who they are as human beings.

Bill Griffeth, Co-Anchor of CNBC's Power Lunch, has happily agreed to again emcee the ceremony, for the fifth year. Over 60 Wharton alumni serve on the dinner leadership committees. This year's Steering Committee is led by some of the principal members of the Wharton Club of New York: **Kenneth Beck**, WG'87, President; **Regina Jaslow**, W'97, Vice President of Programming; **Arthur Bass**, W'73, Awards Chair; and **Udayan Chattopadhyay**, WG'01, Sponsorship Chair. Key volunteers are **Andrew Brenner**, W'78, WG'79; **Daniel Ho**, W'88; **Gerald Lucas**, WG'87; and **Vinay Pande**, WG'85.

In anticipation of this year's Joseph Wharton Awards Dinner, here's an early introduction to our four honorees: Interview **James David Power III**, WG'59, Founder of J.D. Power and Associates; **Farhad Mohit**, WG'96, Founder of Shopzilla; **Dr. Henning Schulte-Noelle**, WG'73, former CEO of Allianz; and **Dr. Rajiv Shah**, M'02, PhD'05, Administrator of USAID.

When J.D. Power listens, so does the world

My Alaska Airline's in-flight magazine boasted, "The Los Angeles Lakers, Boston Celtics and the Bronx Bombers all accomplished the 'three-peat'! Well, so did Alaska Airlines in that we received the J.D. Power and Associates award for 'Highest in Customer Satisfaction Among Traditional Network Carriers' for the third year in a row!"

Then driving from the airport into New York City, I saw a large ad splashed on the side of a bus announcing "Englewood Hospital wins the J.D. Power Award for Excellence." Soon, a radio commentator pondered if the new iPhone 4's glitches would upset its lead in the J.D. Power wireless survey. By the time I arrived at the interview with **James David** ("Dave") **Power III**, W'59, my principal question was how did this one man create such a ubiquitous brand representing credibility, diligent research and quality?

When you meet Dave Power, you sense that he is a force. Not a show of force, but a calm, congenial and focused force, with a subtle sense of humor. Hopefully, you will meet him at the Joseph Wharton Awards Dinner. Dave's firm has honored thousands, and now it's his turn to be honored as the 2010 recipient of the Joseph Wharton Award for Lifetime Achievement.

How did you end up in California after Wharton?

I spent a few years in Detroit with Ford Tractors, Case Tractors and Marplan. Marplan was the market research arm for McCann-Erickson, and the leading market research agency in the world at that time. A fellow named Marion Harper started

market research at McCann-Erickson, sold a lot of advertising clients on the idea of doing good research, and then went on to create Interpublic. I told Marplan, after the coldest winter on record in Detroit, that I was moving. They said they needed someone to set up a Marplan office in California, and that didn't sound too bad. I visited the Westchester neighborhood (near LAX) in California and rented a small cracker-box house on Loyola Boulevard. Prices were twice what I expected them to be. When my wife came out and saw the place with our 1-year-old son, she said in tears, "How could you rent this kind of place?" But we got through it all.

At Marplan, I had one client, McCulloch Chainsaws, that was engineering-driven. I turned their thinking around to understand the casual user, which changed their company. So, I had suggested to Marplan that we do syndicated research for chainsaw manufacturers across the board, but at that time, Marplan and other market research companies could work for only one company in an industry.

Then in 1968, after nine years of doing marketing for various firms, I met my roommate from Wharton who flew out from New York with two other guys. They had given up their jobs and came out to meet the aerospace people about using satellites to read home utility meters. We met at a Marina del Rey restaurant. I said, "You guys have MBAs and engineering degrees, and work for great firms … why are you giving up those great jobs?" One of them said, "Well, the big danger is working for the same company and not getting credit for it." That rang a bell in my mind. So I went home and told my wife, "I think I'm going to start my own research company," and she agreed. We figured it out around the kitchen table, and that's how we got started.

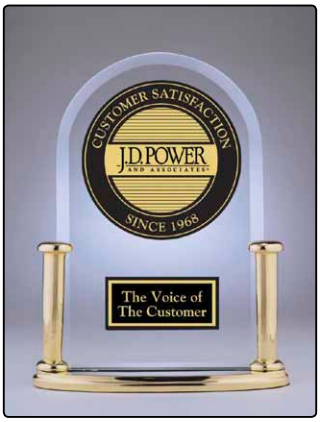
HOW WAS IT GETTING YOUR NEW FIRM STARTED?

I did not design my company to study cars, because at the time, there were not many car companies in California. Then a friend of mine at McCann-Erickson told me, "There's a Japanese company trying to re-enter the United States. They failed miserably before, but now they're back." I asked, "What's their name?" He said, "Toyota, and I heard they need market research." So that's what got me thinking about doing research on cars.

So I found out where Toyota was, in Torrance, and did some reading on them and



J.D. Power and Associates is a global marketing information services company providing market research, forecasting, performance improvement, Web intelligence and customer satisfaction. The company's quality and satisfaction measurements are based on responses from millions of consumers annually.



found out that the market research was being handled by their advertising manager, Jim Davey, and called him. He said, "We already know what we're going to do, so it's not really worth driving down to see us." Then I wrote a letter, but did not receive an answer. Then I happened to be in the area, visiting a client, a dog food company, and decided to go by their office, on 190th Street. The receptionist asked me if I had an appointment. I said, "No, but I'd really like to see him." She went away for a bit and came back and said, "He doesn't want to see you." I thought, now, what am I going to do? But I noticed that they had an information display on forklifts. I asked her, "Who handles the distribution of the forklift trucks?" She said, "Mr. Okamoto in the small building out back." I asked, "Can I get an appointment with him?" And she told me that I could just walk back there. I found him in a room where they had all kinds of forklifts all taken apart.

I asked, "I understand that you are marketing a Toyota brand forklift?" He said, "That's right." I asked, "How would you like to get a complete background on the forklift industry in the United States?" He said, "That would be good, but I don't have a budget." I thought, boy, I have to get this one, so I said, "I'll take two weeks and do this for you, for $600." He said, "Okay." So I showed up in two weeks. The report had good background material because I had worked at Ford Tractors and J. I. Case Tractors. I made up a three-ring binder, with my hand-drawn charts and typed-up notes. He was delighted with it, but had no budget for additional work. So I asked if he could do me a favor, to introduce me to the head of the car division.

He picks up the phone and talks in Japanese and says to me, "Okay, Mr. Nagaya will meet you in the lobby right away." This young man brought me to lunch for two hours, my first Japanese restaurant, and on the way back, he said, "Why don't you come in for a minute?" I go into a small conference room 18 feet by 12 feet, with one small table and four chairs. He returned with an older gentleman, and we exchanged business cards. It said Tatsuro Toyoda.

HAVE YOU SEEN HIM SINCE?

Yes, I saw him two years ago. Mr. Toyoda started asking questions. Eventually, he asked, "I see you understand the industry pretty well, but one thing puzzles me. You are just starting your company. Where are your files?" So I smiled and pointed to my head. He understood

and then asked, "What can you do for us?" The next morning, I was back with my proposal. He took his pen out and signed the contract. He did not even look at the proposal.

Whereas my first presentation to the American staff took two hours, in Japan, it took two days. There were 50 Japanese executives, mostly under 30 years old, wearing black suits, white shirts, black ties, and all had a little black book in which they took notes furiously. They just peppered me with questions. A month later, I would return with three or four more studies.

WHY WERE THE JAPANESE SO MUCH HUNGRIER TO KNOW WHAT CONSUMERS THOUGHT, THAN AMERICAN CAR COMPANIES?

Well, this country's image of Japan was "bamboo and tin" at that time, and Toyota in Japan was very conscious of it. They had a chart on the wall showing the sales of GM, Ford, Chrysler and then with Toyota, in the future, passing Chrysler. In 1969, we did about 20 projects, and it just took off. My studies were of buyers of imported cars, plus the small cars in Southern California. These studies opened their eyes. They could not get enough of it. But I was not liked by the American staff. They thought I was a spy, because they weren't invited to Japan. Eventually, they hired their own market research staff. When people ask, "Who is your biggest competition?" I always answer, "Firms' market research departments," and that is still true today.



DELIVERING IQS AWARD AT HONDA PLANT, 1995

WAS THIS WHEN YOU BEGAN J.D. POWER AS WE KNOW IT TODAY?

Yes, in the 1970s, we migrated from Toyota to performing independently funded studies of the entire industry. For instance, in one study, we found that the Mazda rotary engine had an O-ring problem, once the cars reached 35,000 miles. We discovered this by studying the first 1,000 buyers of the Mazda rotary engine. My wife did the tabulating on the kitchen table. A lot of work went into that.

Mazda's introduction was one of the fastest ramp-ups and sold 90,000 units within the first year. Most cars traveled about 17,000 miles per year, so they did not realize the problem, but I knew that one out of five Mazdas was failing at 35,000 miles. The report was purchased by seven car companies, but not by Mazda. Ford asked if we could do a second study, which we did, and it was bought by 14 car companies, but again, not Mazda. We had a disclaimer in the front of the report that it was to be used for internal use only. Well, I got a call from the Wall Street Journal's bureau chief in Detroit. He said, "I understand you've done a study on the Mazda's rotary engine." I said, "Yes, how did you know?" He said, "I have my sources." He had the entire report, but he zeroed in on the O-ring problem. I told him, "Well, I want you to understand that all the Wankel engines prior to this one had a problem with their rotor seals, and Mazda corrected that problem, but this is a rubber ring to stop the water from leaking out. I want to make sure that your article puts it in that context." So the reporter said, "You better get that to me right away, because this is going to print tomorrow morning." So I found an office with a teletype, and I got a gal to type up my handwritten notes, and the next day, there it was on the front page of the Wall Street Journal. Mazda strongly protested the results, saying, "We sold 90,000 cars, and this fellow studied only 1,000." But we looked at the "first" 1,000 [Dave chuckles]. Then we were in every major newspaper in the world in the next 24 hours.

SO DID YOU ACTUALLY TEST THE CARS, TO DISCOVER THE O-RING PROBLEM?

No, we surveyed the owners. The breakthrough was that we broke the rules — we had begun doing our own independent studies, and selling reports, because we owned the data. This was a big test for us. Were we right or wrong? Also, the practice of mailing surveys was new for the industry. Then we got a 55% response rate! We stuck a quarter in the letter, and that was the incentive. So we had 550 responses. About 50 of the returned surveys were from customers whose cars had been driven for more than 35,000 miles. Ten out of the 50 had the problem. We did the survey by mileage, so we knew that it occurred between

30,000 and 35,000 miles. We became aware of the power of the press. We would conduct a study and send out a press release. Then a vice president, say at Volkswagen, would see that and call their market research department, asking, "Why don't we have this study?" That endeared us even more to the market research departments.

WHY WAS J.D. POWER TRUSTED MORE THAN THE COMPANY'S OWN MARKET RESEARCH DEPARTMENTS?

Because market research often reports to advertising and sales, so naturally, they don't want anything that's too controversial. More importantly, we were proven right. In the Wall Street Journal article, the reporter wrote, "Mr. Power is very confident that his information will prove correct, and that in six months, we'll know." Only carefully examining the data allowed me to talk about it.

Meanwhile, Mazda had to pull out of the rotary engine. So Mazda's general manager, Dick Brown, invited me to see him. So finally, I saw an O-ring for the first time. At that meeting, the head of parts told the general manager, "Dick, there's already been two engineering changes in that O-ring." But Dick had never been told this before that day. Anyway, they told me that they'd sent my questionnaire to all 90,000 owners and had the results in. You know, Dick told me, "The O-ring problem is only 2% of the respondents." But I asked them to have the data processing firm rerun the data by mileage increments. After we had lunch, the new answer came back, the amount saying the O-ring problem after 30,000 miles was 20%. So then Dick said, "I want you on our side from here on in." Overcoming their resistance, after having them refuse to see me for two years, that's the satisfaction of this work, and that's how trust was developed.

CAN YOU TALK A LITTLE ABOUT HOW YOU MANAGED PEOPLE, TO GROW THE COMPANY AS YOU DID?

We ran it like a family. It took a lot of experimentation … it wasn't as if we had a strategy going in. Further down the line, we established three values that were like a three-legged stool for us. Integrity. Independence. Impact.

Integrity was our first value that just came naturally. In those early days, the client controlled the proposition. You worked for the client — say, a research manager who directed the research and how we should come up with our findings. We took a risk and decided that the company would be our client, not the individual manager. Our employees wanted to report the findings as they were, and in the end, companies' top management liked it because it gave them the real facts. We created that, and by doing our own research, that gave us our next value, independence. We began doing small one-off studies and selling them to the auto industry. By the 1980s, we achieved real independence, because we stood up for our findings. This was important to our staff. Lastly, we wanted our studies to have an impact, and our independence allowed that to happen.

— K.T.



Dr. Henning Schulte-Noelle, WG'73, will receive the 2010 Joseph Wharton Award for Leadership. Dr. Schulte-Noelle was born in Essen, Germany, in 1942. He read law at the universities of Tübingen, Bonn, Cologne and Edinburgh, graduating with a Ph.D. He also has an MBA from the Wharton School.

In 1974, he worked as an attorney in a Frankfurt law firm, and then in 1975 joined Allianz, a global leader of insurance and financial services. After holding various positions, both in strategic departments and in sales, he was appointed to the Board of Management of Allianz Versicherungs-AG and Allianz Lebensversicherungs-AG in 1988. From October 1, 1991 until April 29, 2003, he was Chief Executive Officer of Allianz AG (now Allianz SE) before taking over as Chairman of the Allianz SE Supervisory Board.

He is a Supervisory Board Member of E.ON AG and ThyssenKrupp AG and chairs the Foundation Committee of the Allianz Cultural Foundation, as well as the Board of Trustees of the Museum Island in Berlin. He also works for the Trilateral Commission and a number of German cultural and social institutions.



Dr. Rajiv Shah, M'02, PhD'05, will receive the Joseph Wharton Award for Social Impact.

Dr. Shah was sworn in as the 16th Administrator of the U.S. Agency for International Development (USAID) on December 31, 2009. USAID, a U.S. government agency, has provided economic and humanitarian assistance worldwide for almost 50 years.

Prior to joining USAID, Shah served as Director of Agricultural Development in the Global Development Program at the Bill and Melinda Gates Foundation. In his seven years with the Gates Foundation, Shah served as the foundation's Director of Strategic Opportunities and as Deputy Director of Policy and Finance for the Global Health Program.

Originally from Detroit, Michigan, Shah earned his M.D. from the University of Pennsylvania School of Medicine and his Master of Science in health economics at the Wharton School of Business. He has attended the London School of Economics, and is a graduate of the University of Michigan. In 2007, he was named a Young Global Leader by the World Economic Forum.

Dr. Shah is married with two children and lives in Washington, D.C.

The Way of Success: Honesty, Intellect, Passion

This country has always attracted the brightest, the most assiduous to her shores. As the world's first business school, Wharton invites the best of those through its doors. **Farhad Mohit**, WG'96, who co-founded Bizrate as a class project, and grew it as a personal passion, accepted the hospitality of both. Farhad will be honored this year with the Joseph Wharton Award for Young Leadership, which is a good thing because he's someone worth following. If you are fortunate enough to spend 30 intense minutes in conversation with him, the universe makes a little more sense. Your chance to hear him is this September 29th!

CHOOSING THE RIGHT PARTNERS IS ESSENTIAL TO A SUCCESSFUL VENTURE. BUT HOW PRECISELY DO YOU CHOOSE THE RIGHT PERSON?

There are shared fundamental values, and then there are complementary skills. The most fundamental thing is honesty. I like people who can't lie if their lives depended on it. That way, we both always know where the other stands, which is important. When things are moving at a million miles an hour, you don't want to be uncertain about your partner. Next comes intelligence, because in an Internet startup, things are moving very fast, and you need to be able to think on your feet. If all you have is honesty, you'd make a good friend, not a good business partner. Finally, you need passion, because without that, all the honesty and intelligence will at best make you an interesting person to chat with or maybe a good academic. You need to be almost delusionally passionate about any idea and naturally driven to create something out of nothing, if you're going to turn an idea into reality.

Beyond these shared fundamental attributes, I look for non-overlapping complementary skills. For myself, my strengths are vision and the ability to communicate it in a way that rallies people around a cause. However, I'm not a technical person. So, for every one of my ventures, I need a technical partner. **Henri Asseily**, C'92, WG'96, my partner at Bizrate, is a perfect example of a brilliant coder who single-handedly coded the entire website for Bizrate. The company would never have happened without him.



Bizrate, which became Shopzilla in 2004, and soon thereafter was acquired by E. W. Scripps in 2005 for $525 million, makes you feel like a smart shopper. Warning: It's an addictive comparative shopping experience, the 37th most visited website. Today, Farhad is seeking new ventures: DotSpots, created to connect citizen journalists and media publishers, and an under-the-wraps startup to be revealed in the next two months — You read it here first! In the following interview, Farhad answers a few key questions regarding his approach to startups and life.

WITH BIZRATE AND THEN SHOPZILLA, YOU CAME TO HIT THE MARKET ON TARGET? HOW CAN AN ENTREPRENEUR FOCUS IN ON THE RIGHT OFFERING, DEMOGRAPHIC, PRICE, FEATURES, ETC.?

A startup is like being on a ship, lost in the ocean, with limited resources, and you are trying to find land, because that's where you can refuel and move forward. You have to pick a direction and go. If your ship is going in four different directions, you will definitely run out of fuel and die. So, focus is very important.

However, in the online world, a mitigating factor is that, if you know what you're doing, you know you will be wrong at first, but can measure your environment and adjust your plan very quickly. So, the right method is to pick a direction, launch very quickly, then measure what works, adjust your course and iterate again. As an example of this method, if you're thinking of providing a print function, before coding it, just put up a button that says "print,"

DotSpots makes it easy for high-quality bloggers to distribute their content directly into the news, where it can reach a broader audience, while helping newspapers enrich their stories with relevant content at no cost and little work.

and see how many click it. Sure, you'll disappoint some early customers with "coming soon" messages, but at least you won't be coding features that nobody wants!

SO THIS IS A METHOD OF LISTENING TO YOUR CUSTOMERS ONLINE?

Absolutely. The traditional way was that you would try to predict exactly what the market wants, raise some startup money (say, $500,000), put together full specifications of what the product should do, code the whole thing and launch. Now if that launch didn't work, you'd be in hot water with your investors and less likely to get additional money.

However, today, you launch a basic prototype very quickly, and for under $10,000, see what works, and then iterate again. That way, with the same seed money, you have 50 iterations to get it right, each time seeing who clicks on what, prioritizing features, tweaking and relaunching. Now, this is easier said than done. For instance, we've been trying for over two years with DotSpots, and we still haven't cracked the code or, should I say, are still in the flat part of the exponential curve.

To Summarize: the secret is to iterate as fast as possible, building, measuring, learning … building, measuring, learning. The efficiency of this cycle, and how many iterations it gives you before you run out of money, is much more important than how much money you have.

WHAT ROLE HAS WHARTON PLAYED IN YOUR STARTUPS?

For me, it played some big roles.

First off, it wasn't rocket science — it was business school, so I had two years of time to develop my idea. Second, Wharton is full of smart people who are business-minded (that said, only 7 out of 700 of my class started their own company upon graduation, which is a bit shameful — hopefully, it's higher these days). But a lot of people were thinking about it. I put Bizrate together in my entrepreneurship class, and put a team together, including my partner, Henri Asseily, and my marketing professor, David J. Reibstein, who was wondering why I wasn't paying attention in class, and came on board as an angel. Obviously, the team made a big difference.

Third, because of the Wharton name on my resume, I had the courage to jump. From my way of thinking, the worst thing that could happen would be that I'd have to settle for a decent salary at an investment bank or consulting company.

Fourth, Wharton gives you a huge alumni network. I tapped it in the early stages. Fifth, the curriculum itself. Before Wharton, if you would have asked me, "Why don't you start a phone company?" I'd say, "What, are you crazy? That's impossible, man. AT&T would f*#k me up!" Then, you'd think, this guy's an idiot — no way I'm giving him any of my money to invest! But after attending Wharton, I could respond, "That is not advisable, because the incumbents in the space, like AT&T, have already attained critical mass in an increasing returns-to-scale environment, making their networks increasingly valuable and defensible, and thereby creating significant barriers to entry and risk that make such a move unwise." And, you'd think, wow, what a smart guy — he'd probably be a good bet with my money! I guess I'm saying that Wharton taught me how to speak with the right business jargon that seems to always wow investors.

WHAT'S DIFFERENT SINCE YOU STARTED BIZRATE?

Broadly, time itself is compressing, and cycles are getting faster. Almost a philosophical point is that the barrier between the real world and that of ideas is almost becoming permeable. As an example, one of our interns at DotSpots came to me with a totally non sequitur idea three months ago, and I said, "We'll try it." Turns out that we're going to launch it as a separate company that may be much bigger than DotSpots ever was! That kind of time frame is absurd!



YOU IMPART A SENSE OF OPTIMISM AND ENERGY. WHERE DOES THAT COME FROM, AND HOW IMPORTANT IS IT TO YOUR SUCCESS?

From being unconditionally loved by my parents, for sure. We live in resource-scarce environments, where time is money, etc. However, you should remember that the most important things in life are not bound by the laws of scarcity theory or economics. Consider love — you can give it freely, and the more you give, the more you get. My parents didn't instill in me any fear … they thought I could do no wrong. This gave me confidence to be myself and do things my own way. I always felt loved, no matter what, and that is more important than material success. Beyond that, I think that being optimistic is just smart, because it leads to good results. It's almost a learned disposition. No matter what happens, I figure out what it was that's good about it, and then I feel good, and life's great. For example, when my mom was diagnosed with cancer, at first, I was bummed. Then I thought about it, and we had a talk. I told her, "This is an opportunity for you, to take control of your life in a way I've never seen you do, to step out of your helpless-mom-sheltered-by-dad kind of disposition, and to be the badass woman you really are! You may even be thankful for this cancer in the future." Now, with her cancer in remission, my mom is an example for all of her friends. She changed her diet, she changed her physical regimen, she's taken charge of her life and teaching other people about it. You can say, "Oh my God, I have cancer, my life is over, why me," etc. Or you can take it as a challenge that will help you expand yourself as you gain a wider range of experience.

WHAT ARE YOUR ASPIRATIONS BEYOND BUSINESS?

This question is like asking, "What are your aspirations beyond eating?" Even when I was working 14-hour days, month after month, my aspirations were never for business as an end in itself. My aspirations have always been to live each moment and to turn matter — my money, my energy or my time — into joy for myself, my family, friends and radiating out.

— K.T.

A Venture Capitalist's Perspective

On June 17, Wharton Entrepreneurs-Education and Resource Network (WE-EARN) held a productive discussion between **Warren Lee**, WG'00, a leading digital media investor, and some keen entrepreneurs, who sought to gain a leg up on the VCs' view of the world.

VCs recognize that the management team is what makes a company successful, Warren began, and that managing companies at different stages of their life cycles requires different capabilities. One of the key questions a VC asks is, "Can the management team scale up?" Up to $10 million and 40 to 50 people, it's best to keep the founding team. Beyond that, the VC must consider the team's scalability. Since the average VC investment is held three to five years, VCs are looking for an investment that has the potential to scale up quickly. Most startups tend to have been started by two to three people with complementary skill sets — it is very rare to observe hugely successful companies that are started by an individual.

Lee complimented the bootstrapping attitude and resourcefulness that brought those gathered as far as they'd come … as well as their willingness to strut on the saner side of delusion for their ideas, and their ability to adapt to market realities. Especially because, he cautioned, the cost-benefit balance has changed in recent years and not for the more generous. The cost of capital is higher; strings are attached; and three to five times returns are expected. Adding to this challenge -- only $13.5 billion in new venture capital was raised in 2009, compared with $80 billion in 2000. The number of VCs and available funds is expected decrease by a further 30% to 40% in the short term.

Among Warren's assessments of the digital media investment market -- Enterprise software and communications markets have consolidated, which is not good for startups. Also, VCs are unlikely to invest further in online advertising companies for the next two to three years since the space is so crowded. And the display ad market will consolidate. Video will be interesting. Mobile is a couple of years away. Because Apple controls this market, there is less opportunity for VCs. Thus, the industry is looking for new sectors to invest in.

If you still want to pursue a VC's investment, there are a few things to know: VCs rarely look at e-mailed proposals, because they expect that smart entrepreneurs should be able to get in front of a VC through networking, bankers or other entrepreneurs. Give yourself 12 to 15 months of runway in determining how much money to raise. Do your own due diligence to understand the type of businesses your targeted VCs have funded in the past. When you present, have a product to showcase, even if it is not fully developed. Put something out there, get feedback and iterate, and remember – fundraising is one of the best ways to get good advice for your enterprise.

IPOs provide the best returns for VCs. Out of 10 deals, four are strikeouts, and one to two are home runs that earn about five to 10 times returns. The rest are singles or doubles. Whereas angels invest less than $500,000, VCs look to invest a minimum of $2 to $3 million up to $10 million over an investment's life cycle. The VCs you deal with will likely be specialists who will know your field well, and the personalities and structure of the VC firms you encounter will vary widely. Those VC firms with age and experience will likely perform better because it's all about pattern recognition — being able to translate learning across companies and sectors. Lastly, timing the market matters more than having an original idea. Execution beats strategy.

Warren concluded with a positive nod to New York City's improving influence in the digital media, financial technology and mobile markets. In the past two years, a lot of Boston, Washington, DC, and California VCs have been coming to New York City in search of deals. Foursquare and several of the hottest startups are in New York.



Warren Lee is a recognized thought leader on the future of online advertising and the evolution of the media landscape. Warren joined Canaan Partners' East Coast office in 2005 and is based in New York City. He focuses on investments in digital media companies that are successfully leveraging the creative know-how of Madison Avenue and the technological advances of Silicon Valley to become global leaders. Warren holds a B.S. in computer science and B.A. in economics, with honors, from Stanford University and an MBA from The Wharton School. He currently sits on the boards of Associated Content, Motionbox, Peer39, Tremor Media and Vivox.



— Contributed by **Reshma Rughwani**, *WG'00, the WE-EARN chair.*

Scoring Points for the NBA

Interview With Joel Litvin, W'81, NBA President, League Operations

SPORTS and business in this country have much in common — a passion to excel, an ability to succeed and a language to describe it. We make a full-court press, go for the gold, play as a team and take three-point shots.

The NBA has put together a business dream team that includes nine Wharton alumni.

Following is a recent interview with **Joel Litvin** W'81, who as the NBA's President of League Operations, is responsible for the league's operations in basketball, legal, player development and security, as well as NBA Cares, the league's global outreach program. He also oversees matters involving the NBA Board of Governors, such as revenue sharing among teams, franchise sales and relocations, and the league's ownership policies. Joel Litvin is an executive who plays the full court.

WHAT DOES THE NBA DO?

The people at the NBA office work for the joint venture made up of the 30 NBA teams. We are hired by the team owners to run the league's business, which includes everything from negotiating national TV contracts, to enforcing salary cap rules, to overseeing playing rules and officiating, to establishing business operations around the world. David Stern, as the Commissioner, is the CEO of this partnership and represents the collective interests of all 30 teams. This sometimes requires the office to take positions adverse to an individual team, such as when a team violates a salary cap rule, which the league must then enforce on behalf of the other 29 teams.

WHAT WAS YOUR PATHWAY FROM WHARTON TO THE NBA?

After graduating from Wharton undergraduate in 1981, I decided to pursue a law degree at NYU. With degrees in both business and law, I was well-positioned to get involved in the business of sports. My break was a cold call from a headhunter in 1988, who was looking to fill a staff attorney position for the NBA. (See the sidebar for some of Joel's accomplishments before becoming President of League Operations.)

WHAT ARE THE KEY SKILLS NEEDED TO RUN AN ORGANIZATION LIKE THE NBA?

Strategic thinking, crisis management, communication and conflict resolution. It is important to be able to spot issues and manage and solve problems, which you typically do multiple times a day. It makes for a demanding job, but also a tremendously exciting and fulfilling one.



Joel Litvin played a central role in the collective bargaining agreements the NBA reached with the National Basketball Player's Association in 1995, 1999 and 2005, including the formulation of the first ever escrow/tax system and various refinements of the NBA salary cap. He was also the principal architect of the NBA's Revenue Assistance Plan, a subsidy program that provides assistance to low-revenue NBA teams.

Litvin was the league's point person in dealing with the Hornets and public officials to relocate the Hornets following Hurricane Katrina.

Litvin, 51, was the league's Executive Vice President, Legal and Business Affairs, from 2000 to 2006, serving as the league's chief legal officer and working with the Commissioner's Office and team owners on a broad range of league business and legal matters.



PHOTO: DANILO GALLINARI AND RONNY TURIAF OF THE NEW YORK KNICKS, WITH OTHER CURRENT AND FORMER NBA PLAYERS SERVED IN RUFISQUE, SENEGAL WITH NBA CARES. ONE ACTIVITY WAS HANGING MALARIA-PREVENTING MOSQUITO NETS.

HOW DO YOU PERCEIVE YOUR NBA CARES PROGRAM GOING FORWARD?

It will continue to grow in importance and impact. We understand that the popularity and visibility of our game and our players obligate us to demonstrate leadership in social responsibility. Our teams, players and league office are all actively involved in improving the quality of life in their own communities, and in communities around the world.

CAN YOU WALK US THROUGH A COMMON DECISION-MAKING PROCESS IN ONE SITUATION?

I take the report of the Basketball Operations department, so one of the things we deal with every morning during the season is flagrant fouls and player altercations that occurred the night before. Stu Jackson, Executive Vice President of Basketball Operations, and I will spend as much as a couple of hours looking at these plays, over and over again, comparing them to similar fouls we've had in the past, and considering what penalty the player should receive. And whichever way we come out, the one thing we're certain of is that people will disagree.

WHY WAS THIS RECENT FREE-AGENCY PERIOD UNIQUE?

The number of superstar players on the market at the same time and the decisions made by three of them to play together. In spite of the controversy, the decision that LeBron James made — to no longer be the No. 1 guy and to sacrifice his personal statistics in search of a championship — is a very positive story, and it will be interesting to see how it works out.

CAN YOU TELL US MORE ABOUT THE FUTURE OF THE NBA DEVELOPMENT LEAGUE AND ITS RELATIONSHIP WITH THE NBA?

The Development League is owned by the NBA and has become an invaluable resource in terms of developing player talent. A raw first-round pick can benefit tremendously from the coaching and competition in the D-League. We also use the D-League to develop NBA officials.

IS THE UPCOMING EXPIRATION OF THE COLLECTIVE BARGAINING AGREEMENT IN 2011 UNIQUE?

It's really not unique — though the issues may differ, reaching a new CBA is always a challenge but it always gets done.

CAN YOU SHARE ANY INSIGHTS ON THE RECORD PRICE PAID FOR THE GOLDEN STATE WARRIORS?

The Warriors sold for a fair price, and we look forward to a fast approval of the deal and welcoming Joe Lacob and Peter Guber into the league's ownership ranks.

WHAT'S THE MOST EXCITING ASPECT OF YOUR JOB AS PRESIDENT OF THE NBA?

Going to work every day knowing I'll be immersed in issues — some expected, some unexpected — that are of great interest to me and very challenging. ▮

— K.T.

PHOTO: 108,713 FANS GATHER AT DALLAS COWBOY STADIUM FOR THE NBA'S 2010 ALL STAR GAME



WHARTON ALUMNI SCORE (QUIETLY) AT THE NBA!



WORKING at the NBA is a team sport, where the brand should and does come first. If there are few brands cooler than the NBA, then there are few people who work as hard behind the scenes to keep it that way, as its executives. For example, **Mark Aronson**, W'81, Senior Vice President of Events and Attractions, is the private face of Basketball without Borders (BWB). He plans, partners, structures, supervises and cheers on these events — like the one just completed in Dakar, Senegal, which brought in coaches like Rick Carlisle, of the Dallas Mavericks, and Lionel Hollins of the Memphis Grizzlies, and players like Danilo Gallinari - #8 and Ronny Turiaf - #14 of the New York Knicks and Dikembe Mutombo - #55 of the Houston Rockets, working with 60 of Africa's top 19-year-old players. Mark took some time off the court to answer a few questions!

TELL US WHAT YOU DO.

I work in Events and Attractions. This department has 60 employees in the U.S. and 16 employees overseas. We produce and execute all of the league events. This includes events such as All-Star Weekend, all international pre-season and international regular season games, the NBA draft, and all fan events. Personally, I concentrate mostly on international grassroots events, Basketball without Borders and the creation of new events in emerging markets.

WHAT IS THE BIGGEST ANNUAL EVENT THAT FALLS UNDER YOUR PURVIEW?

For me personally, it would be Basketball without Borders. For our department, it would be All-Star Weekend. And everybody in our department is engaged in All-Star Weekend in some aspect.

CAN YOU SHARE A PARTICULARLY GOOD EXPERIENCE RUNNING A BASKETBALL WITHOUT BORDERS PROGRAM?

From a business perspective, it was a rewarding experience to conduct BWB in Delhi, India. As a newly emerging market for the NBA, the BWB program was eager to go there. As we worked together through the power going out, losing Internet and phone service, difficult weather conditions, people getting sick, and language barriers, a great event was produced! Moreover, our NBA players, coaches and guests came away with a greater appreciation of India from a basketball perspective and a finer awareness of its social issues. The event served as a springboard for the NBA's business in India, which we have continued to grow and will augment with a local office in the near future.

HOW DO YOU SEE THE NBA INCREASING ITS PRESENCE IN EUROPE AND ASIA IN THE COMING YEARS THROUGH EVENTS?

There are different answers to each. In Europe, which is a sophisticated basketball market, we are presenting the first regular season game in March (between the Nets and the Raptors). This is a significant step for the league. We have produced many preseason games over the years but never a regular season game. In addition, we are looking to expand our reach in Europe into areas that are in the eastern part of the continent. In Asia, we are expanding our reach into the Southeast Asian countries. Just this past July, we conducted Basketball without Borders in Singapore.

WILL WE EVER SEE THE NEW YORK KNICKS PLAYING THE LONDON KNIGHTS?

It is a possibility in the future. Many of our NBA teams have played local teams in Europe. In fact, this October, the Knicks are playing against Milan, and the Lakers are playing against Barcelona. We do need, however, to ensure that the game is competitive from a basketball point of view. Remember, our NBA teams that play in the preseason are in their training camp, and they need to have a certain level of competition in their games. As long as we can be sure that level of competition exists, we will have our NBA teams play teams from the local markets.

WHAT ROLE HAS WHARTON PLAYED IN YOUR LIFE?

Huge! My background in finance has been, absolutely, invaluable. I am able to bring this financial expertise to the production and execution of first-class events. It has helped me in the contract negotiation phase and up through the measurement and reporting of the financial results. Of course, in preparing the budgets, we also consider the more macro goals, which can include items such as promoting the brand and attracting a certain number of visitors to a fan event or number of participants to a competitive event.

WHAT KIND OF OPPORTUNITIES ARE THERE FOR ALUMNI INTERESTED IN WORKING IN SPORTS?

The NBA places a high value on education. A degree from Wharton will definitely get you put in a pile apart from other people. (Yes, you read it here first, folks.) As a global, diverse organization, we have a number of areas that require a variety of backgrounds. These are by no means just in the finance area.

I'm a perfect example. I work in the Events and Attractions Department — which is not where I thought I would have ended up with a degree in finance. Because we're also growing rapidly

internationally, people with specific work experience and language knowledge in overseas markets will also be an asset to the organization.

WHICH COUNTRIES HAVE RESPONDED MOST ENTHUSIASTICALLY TO BASKETBALL?

In my 10-plus years at the NBA, I have worked to develop and expand basketball and the NBA in Japan, Mexico, Russia, India and, most recently, in several countries in Africa. Each of these countries started from a different place, depending on how developed basketball was in their country and how sophisticated were their consumers and fans. In all cases, we have had to develop a plan that fits that specific country. Some countries respond to elite basketball development, and others respond to more fan-friendly interactive activities.

WHAT ARE THE CHALLENGES IN SETTING UP AND RUNNING AN NBA EVENT?

Our biggest challenge is to ensure and maintain the high quality of the event, especially overseas in less-developed markets. Our brand is our most valuable asset, and we must produce and execute first-class events, wherever in the world we are. This is often expensive, because we will not compromise on our quality.

IS BASKETBALL AN AMBASSADOR FOR AMERICA?

Fortunately, basketball is growing as a sport worldwide. The NBA is still the one and only premier league worldwide for basketball, and we have the best basketball players in the world. As the number of our internationally born players grows, it helps us develop the sport and our brand worldwide. We are also fortunate that basketball and the NBA figure so prominently in pop culture. This has enabled us to continue to expand into markets, both domestically and internationally, thanks to the popularity of our players and the league. ▮

— K.T.



NBA LEGEND DIKEMBE MUTOMBO, OF THE HOUSTON ROCKETS, AND HASHEEM THABEET, OF THE MEMPHIS GRIZZLIES, COACH KIDS IN DAKAR, SENEGAL AS PART OF BASKETBALL WITHOUT BORDERS .

As Senior Vice President of Events and Attractions for the National Basketball Association, Mark Aronson manages the league's $80 million annual worldwide events program, including games in Japan, Russia and Mexico, and the league's Basketball without Borders program.

A DEGREE FROM WHARTON WILL DEFINITELY GET YOU PUT IN A PILE APART FROM OTHER PEOPLE.

He has also led major cost-saving initiatives for all of the league events — resulting in greater profitability and efficiency — and oversees catering, social functions and entertainment tied to each event. Aronson has helped develop additional NBA business opportunities in Russia, India, Mexico and Africa.

He holds P&L responsibility for third-party integrated marketing initiatives; specializes in client servicing; and coordinates with the various NBA divisional executives to ensure integration of corporate partner initiatives and promotional programs, including NBA marketing, product, brand and television efforts in global games.

Since joining the league in 2000, Aronson has restructured and centralized financial tracking and reports and created a profitable revenue stream for the league by bringing domestic preseason games to non-NBA team markets.

Prior to joining the NBA, Aronson spent more than eight years at Clear Channel Entertainment (now Live Nation) as Vice President of Finance and Operations for the company's eastern region.

Aronson is an elected trustee on the Tenafly, New Jersey, Board of Education, co-founder of the Tenafly 5K and a basketball coach. Aronson holds a BSE with dual majors in finance and accounting from the Wharton School of Finance. Aronson and his wife Judy have four children.

FROM WHARTON TO THE NBA



Interview with Andy Taub, W'91 Vice President, Salary Cap Management

HOW do you keep an abundance of stakeholders engaged? How do you create an industry that steadily and persistently grows? How do you walk a tightrope against a stiff wind, when people are jumping on both ends of the line? These are the tasks of the National Basketball Association and part of the job description for **Andy Taub**, W'91, Vice President, Salary Cap Management. One might joke that getting a space shuttle into orbit is arguably simpler than the financial models required to maintain the teams, players, and fans of 30 teams in a dynamically forward-moving equilibrium.

The NBA Salary Cap is the limit to the total amount of money that NBA teams are allowed to pay their players. This limit, which governs player contract signings and trades, is subject to a complex system of rules and exceptions and as such is considered a "soft" cap. The salary cap helps maintain an even playing field in the league and, without it, the teams with the most financial resources could further outspend other teams for top talent.

WHAT DO YOU DO?

My job is to help implement the NBA's Salary Cap rules. Every transaction, whether a player is signed or is traded by any of the thirty NBA teams, must comply with these rules and be approved by the NBA League Office. I am one of the primary individuals that team personnel call for advice and questions regarding the salary cap and player contracts and am also heavily involved in the collective bargaining process that is designed to help negotiate a new Collective Bargaining Agreement with the National Basketball Players Association (NBPA). The Collective Bargaining Agreement is the agreement between the NBA and the NBPA that dictates the rules of the salary cap, player contracts, trades, and the NBA Draft, among other things.

HOW DOES THE PLAYER CONTRACT SIGNING AND TRADE PROCESS WORK?

Each of the thirty NBA teams individually negotiates and sign contracts directly with players. All of these contracts need to be reviewed and approved by the NBA League Office before players can play for the team. In many cases, teams seek pre-approval of the contract from the League Office prior to its signing. Regarding trades, any time two (or more) teams want to make a trade, the teams need to first contact the League Office to make sure that the contemplated trade complies with all of the salary cap and rules in the Collective Bargaining Agreement. Then, before a trade becomes "official," the League Office conducts a conference call with representatives of the teams involved in the trade. The League Office goes through all terms of the trade and terms of the player contracts that are involved in the trade. Once the conference call is complete, the teams can "formally" announce the trade.



DWIGHT HOWARD AT THE FEB 2010 ALL STAR GAME.

WHAT WAS YOUR PATH FROM WHARTON TO THE NBA?

I graduated in '91 with a concentration in finance and accounting. I worked at Coopers and Lybrand for four and a half years in the Valuation Services Group, which was part of its Financial Advisory Services practice. In late 1995, my wife saw an ad in the New York Times that caught her attention. It was something catchy, "Major sports league looking for finance position." I'd been a big sports fan my whole life, and thought it would be fantastic to combine sports with my financial background. I applied for the job, and after an interesting interview process, I was hired by the Legal Department to help model and enforce the salary cap. I have now been there almost fifteen years, and I thoroughly enjoy the work I do and the people with whom I work. I have been fortunate to grow

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*Premiums renew March 1, 2011;
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The Wharton Hedge Fund Network — Low Risk, High Return

IF the purpose of the Wharton Club of New York is to serve its alumni, then the **Wharton Hedge Fund Network** (WHFN) hits the sweet spot. Networking is real, career growth occurs, friends are made and intellects develop. It's all there, and it all began in 2005, when the first WHFN event brought together a handful of Wharton alumni who were professionally active in the hedge fund industry in New York to hear a keynote speech on investing in credit. Five and half years later, WHFN's organizing committee — **Jewel Huijnen**, WG'03 (Two Sigma), **Charles Kornblith**,W'05 (Jana), **Jason Breemen**, WG'02 (Everstone) and **Dave Smith**, W'85 (MAK Capital) —welcomed close to 75 members to the 32nd WHFN event featuring a panel on investing in commodities at the very heart of commodities trading, the CME Group at the New York Mercantile Exchange.

The Wharton Hedge Fund Network is an Affinity Group of the Wharton Club of New York. The group aims to be a trusted source of insights, investment opportunities and connections for Wharton alumni active in the greater hedge fund community, which includes professionals working at hedge funds, hedge fund allocators and dedicated service providers. WHFN organizes about six events per year that feature world-class speakers and panelists on both investment and leadership topics.

WHFN's speakers have included hedge fund managers such as **Cliff Asness**, W'88 (AQR), **Jamie Dinan**, W'81 (York), Renee Haugerud (Galtere), Ray Iwanowski (Global Alpha), Marc Lasry (Avenue), John Paulson (Paulson), **Howard Marks**, W'67 (Oaktree), **David Matlin**, W'83 (MatlinPatterson), **Barry Rosenstein**, WG'84 (Jana) and **Dan Zwirn**, W'93 (DB Zwirn). Hedge fund strategists such as Steve Galbraith (Maverick) and Byron Wien (Blackstone) and institutional allocators to hedge funds such as Paul Isaac (Cadogan), **Bill Lawrence**, W'83 (Meridian) and Jim Vos (Aksia) have also addressed the group. Needless to say, WHFN has been very fortunate to have so many bright men and women come interact with members on cutting-edge topics.

How did the organizing committee manage to get these world-class events lined up all those years? Co-founder Jewel Huijnen explains: "With a little help from our friends. For many topics, the inspiration comes directly from suggestions or requests from our members. Other times, Wharton alumni are the missing link between WHFN and some of its keynotes and panelists. For example, the CME Group's sponsorship for the commodities panel was initiated by WHFN member **Larry Shover**, WEV'84, WEV'86. And our previous speakers are gracious enough to help us approach new ones, which to us is a big compliment."

A typical event is attended by members ranging from new grads to very senior industry executives. The group also reaches out to current students; for the sixth summer in a row, WHFN invited undergrad and MBA students who are interning in the hedge fund industry in New York to attend the events while they're working full-time in the industry. "It's a great way to connect with the students while they're in the city. One student actually interned at a hedge fund located in the building of the CME Group, so he didn't have to go far to attend the event."

Are you a Wharton alum who is professionally active at hedge funds, allocators or dedicated service providers — or know someone who is? Are you interested in helping out? Please send the following to **whfn@whartonny.com**:

1. Your Wharton graduation year(s)
2. Current activity (just two lines) in the hedge fund space
3. Professional contact information
4. Personal e-mail address to keep in touch throughout your career.

—Contributed by Jewel Huijnen



WHFN ORGANIZING COMMITTEE (FROM LEFT TO RIGHT): JASON BREEMEN, WG'02, JEWEL HUIJNEN, WG'03, CHARLES KORNBLITH, W'05

How to Stop a Startup!

We studied hard before and while at Wharton — to pursue a dream, to improve our situation and simply to learn from wiser teachers, with smarter peers. Post-graduation, you can still follow your dream and still learn from a virtuoso professor, surrounded by accomplished peers. Just ask those who gathered at the **Wharton Entrepreneurs-Education and Resource Network** (WE-EARN) to hear Wharton professor **Robert Borghese**, W'85, speak on the legal considerations of starting one's own business. He teaches on the legal and transactional aspects of entrepreneurship, and the art of the technology deal. The title of his talk was Strategic Perspectives for Structuring and Financing New Entrepreneurial Ventures, and a few nuggets are provided here.



MEMBERS OF WE-EARN DISCUSS PROFESSOR BORGHESE'S PRESENTATION.

Law can play a strategic role for a startup company, to create value. Borghese described an enterprising businessman who, through improvements in technology, came to control the supply of a superior nickel alloy; however, he lacked demand. This problem was readily solved by his convincing Congress to legislate the creation of a five-cent piece, the nickel, which apparently was not a bad idea, since we still have it to this day! (Hint: This entrepreneur went on to build America's first business school!)

For most entrepreneurs, however, the law's more prevalent role is tactical, through securing value. Professor Borghese focused most of his talk on this for entrepreneurs are, he explained, "ade pt at both creating value and losing it." He cited the example of a friend who so successfully grew his company that he was able to sell it for $3.8 billion, but wound up with only $40 million because he did not secure its value. While $40 million may not sound terribly disappointing to some of us, it is only 1% of the sales price.

DUTIES TO A FORMER EMPLOYER

What, then, are the threats to securing business value? Let's begin at the beginning. "There's no faster way to stop a startup than to sue it," explained Borghese. "The party in the best position to sue you is your former employer. A cloud of litigation stops funders, distracts your cash from capitalizing your business, and drains you emotionally and physically! Therefore, it's well worthwhile to consider the duties you have to a previous employer."

Borghese explained that there are two categories of duties: "The first is common-law duties, which are embedded in 500 years of precedent, such as fiduciary duties of loyalty, obedience and care. A person may have been hired without contractual restrictions, but he or she can still be sued. An employee may not convert a former employer's trade secrets, customer lists, vendor contacts, fellow employees, know-how to his or her new enterprise. The end goal of this common law is: 'We don't want you to steal from your former employer.' No contract is needed to protect proprietary information.

The second set of duties is contractual. Confidential information is a level of information less close to the core and, therefore, does need to be protected by non-disclosure and confidentiality agreements. Non-compete covenants are sometimes thought to be problematic because they appear to restrain a former employee from working. However, as long as the non-compete covenant is reasonable in scope, say 18 to 24 months, and tailored to protecting the employer's interest, then it will hold up in court. Lastly, these apply not only to 'you' but to any employees you hire."

CHOOSING A FORM OF BUSINESS

Choosing a business' form is an extremely important tactical decision law to secure value.

There are sole proprietorships, limited liability companies and corporations. Most operating companies are either some form of corporation (taxed as a C or an S corporation) or an LLC. A main advantage of forming an enterprise into an LLC or corporation is that it is difficult to pierce the corporate veil. However, Borghese cautioned, it is possible if you, as the owner, misappropriate your employees' FICA monies for cash flow or transgress certain environmental laws, the veil may be punctured.

Insurance, he assured us, is the most straightforward and effective way to protect a nascent enterprise from liability exposures. Don't buy insurance on price; buy it on coverage. Find a good agent who understands your exposure and can explain about your gaps in coverage, and what the best policy is for you. He added, "You are not buying insurance to pay a claim but to pay the attorney. The insurance policy gives you wholesale lawyer rates, as they have expertise to deal with claims expeditiously, and most claims will be settled out of court."

Incidentally, it turns out that marriage is one of the most effective ways to protect assets. Marriage makes both spouses "tenants by the entirety." Borghese advised, "If you are seeking

financing, then insist that your spouse's signature stay off the document. If you can show enough assets on your company's balance sheet, the financial institution will most often concede."

TAXATION AND THE FORM OF BUSINESS

The Professor's experiences as a legal advisor to entrepreneurs, and as an entrepreneur himself, persuade him that forming a C Corporation can have dire effects on an entrepreneur's cash flow when exiting the enterprise. Say, after five years in the business, you exit with a $1 million sale of the assets. What are the tax consequences? As a C corp., you have to recognize federal long-term capital gains tax (35%), plus state and local taxes, (roughly 5%), bringing your tax liability to $400,000. Then, you take a dividend that is taxed for capital gains on the personal level, (15%), plus state and local capital gains (5%), and you end up with $480,000 in net proceeds. If instead you had chosen an LLC as your legal structure, then your company's losses and gains flow through to you. Thus a $1,000,000 asset sale flows through untaxed to your personal tax return. Currently federal long term capital gains tax rate is 15%, plus state and local 5% = 20%, so you keep $800,000 instead of $480,000!" Thus how you plan to obtain financing (from the founder's equity, angel investors, or institutional equity) effects your choice of legal structure and your tax liability.

EMPLOYMENT LAW

Issues regarding employees are not only emotionally charged and complicated, but the laws regarding them are in constant flux. The two guidelines for employers are: 1) Always have a non-discriminatory, legitimate reason for your treatment of employees; and 2) if things become difficult, then call in the experts who know the law and who are more dispassionate.

Some entrepreneurs confronting the complexity of employment law may wish to classify their staff as independent contractors. However, they must seriously consider the 20-factor test published by the IRS to determine if members of their staff should be treated as independent contractors or as employees. Three of the key questions are: Who provides them their computer, office and tools of the trade? Do they have other clients? Can they make a profit and suffer a loss? It can be very painful for a business if the IRS rules against it. The IRS will come after the taxes that were not withheld; however, the entrepreneur can't go after the employee. Plus, there can be up to a 100% penalty.

One liability regarding independent contractors is that, for technology companies, most of their value is in their copyrights, trademarks and patents. "Work for hire" issues are very tricky with regard to copyrights for creative works (for example, software). You (the company owner) must get an explicit assignment of work from the independent contractor via a "work for hire agreement

IS IT BETTER TO GUARD YOUR NEXT BIG IDEA OR SHARE IT?

I encourage you to tell everyone what you're going to do. If you don't tell people, they can't help you.

Q&A:

I AM BUYING INTELLECTUAL PROPERTY FROM SOMEONE, WHICH MAY BE OWNED BY HIS FORMER EMPLOYER. HOW DO I DEAL WITH THAT RISK?

Get a warrant plus indemnification. You may wish to get the agreement he signed with his former employer. Make sure intellectual property goes into your company, not to you personally!

I'VE BEEN ASKED TO WORK FOR EQUITY. SHOULD I DO IT?

Get the same stock as the founder. It must be vested and must not be subject to claw-back.

MY WEB-BASED COMPANY IS INCORPORATED IN DELAWARE, I LIVE IN NYC, AND HAVE CUSTOMERS ALL OVER. WHERE CAN I BE SUED?

If your website is interactive enough, then you can be sued anywhere you have a customer. You need to have an agreement on your site where all lawsuits are in X. I highly recommend you make that venue New York City because: a) you live there so it's convenient for you; b) New York has great contract law.

COMMENTS FROM ATTENDEES

Gregory Mann, L'02 WG'02, who has been working as a turn-around CEO in Russia, China and the U.S. noted: "It was a good reminder that the same care and expertise we give to our clients we need to give to our own tax situation for our best short- and long-term gain. We work hard for our results and should remember that the consequences of poor planning can have a drastic effect on our future financial situation."

Wendy Huang, WG'99, started her own consultancy four years ago and founded Team Survivor NYC. Wendy attended the meeting to better understand the legal aspects of working with angel investors. Wendy said, "I valued his insights regarding asset protection strategies. I've spoken to several legal advisors, but this was the first time I have heard of such strategies."

Randy Joy Epstein, W'97, of Randy Joy Consulting, came to find nuggets to help her own clients — businesses desiring to become extraordinary. "Professor Borghese confirmed my experience that, by not planning one's financial and personal goals upfront, an entrepreneur might eventually get squeezed out of his or her own company. Choose your bosses wisely."

The talk was hosted by WE-EARN, an affinity group of the Wharton Club of New York. **Reshma Rughwani**, WG`00, the group's chair explained that "The objective of WE-EARN is to provide entrepreneurs with the resources and business connections they need to address specific business issues they face in starting and growing their businesses. We plan to host more speakers who can translate their experience into practical insights for our members. ▮

— K.T.

A Win Win Solution!

A SIGNIFICANT benefit of being a member of the Wharton Club of New York is the **Wharton Investor Network** (WIN). WIN facilitates transactions between Wharton-affiliated companies seeking capital and Wharton-affiliated private equity or late-stage venture capital professionals. WIN does this by hosting periodic investment forums and hosting a data room of accessible investment opportunities. The goal is to provide investors with access to a pool of companies for investment, while making the funding process more streamlined for both sides. One advantage for investors is that they will have the first look at opportunities in a semi-proprietary manner, sharing this only with others in the Wharton VC/PE community.

It's easy to join. WIN invites all dues-paying members of the Wharton Club of New York who meet the following criteria. They must be an owner, a C-level executive, a significant shareholder or an equity investor. On the investment side, they must be actively seeking investment opportunities directly in privately held companies. On the company side, the business must have operated for at least three years, have annual sales of over $10 million and be in search of traditional venture capital/private equity investment. There is no charge to be a member of WIN.

Member companies provide this is the kind of information to investors:

- Type of business and industry background
- Investment specifics, management team, competitors, suppliers, etc.
- Stage of business (early stage, high growth, late stage/ operating)
- Type of capital being sought (growth capital, mezzanine, buyout)
- Current sources and uses of capital
- Financial information (revenues, COGS, EBITDA, interest expense, capex for the past three years)

The impetus for WIN was a perceived need in the Wharton community. **Bob Boyd**, WAM'06, who heads up the club's Business Development Division, had set up the Wharton Angels Network (WAN) to invest in very small startups. Bob wanted to create the same for later-stage firms. Bob sought some sharp individuals with Wharton moxie to initiate the program and found it in **Cameron Smalls**, W'07, **Shon Moss**, WG'06, and team. Cameron, who works with a middle-market mezzanine fund at Morgan Stanley, had sought Bob's advice on managing investments, and Bob in return asked him to help start WIN!

Shon specializes in growth equity and recapitalizations at Palisade Capital Management. Bob parlayed a conversation about Oklahoma, of which they share some common affinity, into Shon becoming a co-founder of WIN. That's how things happen! Other team members are:

- **Rodney Gibson**, WG'06, as Director of Corporate Relations, is in charge of WIN's relationship with Wharton-affiliated companies seeking funding.
- **Sharon Nomura**, WG'86, as Director of Investor Relations, takes care of private equity sponsors.
- **Mike Orr**, W'90, a seasoned investment banker, helps lead the team as a co-head.
- **Adi Divgi**, WG'01, is Events Coordinator

The WIN team initially sought out private equity investors who were senior guys, with pretty significant rolodexes. Cameron explains, "We looked for managing directors, principals, founders, seniors at these venture capital and private equity firms. It just kind of unfolded. They felt that the value proposition was compelling, which is to maintain a network." Cameron and Shon convened 20 investors to ask how they would like to interface with target companies through WIN. Investors told them that they preferred their primary review to be a substantial online data room prior to a meeting.

WIN has built a platform within Angelsoft, an existing online exchange platform. Shon explains, "You have to think about it as a staged process. Investors can get an overview of the businesses online.

In time, the platform may resemble a WebEx format, which is interactive on a real-time basis. It's very efficient for both sides. After that, the investors and companies can set up further meetings. So really, WIN is acting as a transaction platform to facilitate introductions."

Shon explains, "WIN differentiates itself from the other PE networks in that it doesn't focus on education, mentoring or social get-togethers. Instead, we are strictly focused on producing transactions. WIN is an exchange."

Shon believes WIN will be a great tool for investors.

"As a PE investor, I spend a good amount of time looking for quality assets and management teams, utilizing investment bankers and partners within your fund, but the more proprietary the better. WIN is a proprietary deal structure platform, especially now, that is almost exclusive to the Wharton network. Investors have a first look at these opportunities and companies are speaking to quality investors. They can see the profiles of PE investors who are in the WIN, and thus, they can know who they are dealing with, giving them a bit more clarity." ▮

— For more information, please write to WIN@whartonny.com

Letters to the Editor

Dear Editor,

I would like to thank Nigel Edelshain for his insight and tips on making the best use of LinkedIn from the spring 2010 newsletter. I thought I knew what I could do with the site, but Nigel's step by step walk through on features of LinkedIn was informative as well as instructive.

Thanks also for a newsletter that offers alumni interesting as well as educational information.

— **Jennifer Gregoriou**, W'78

Dear Editor,

Thanks for writing and publishing such a great article. I have received lots of positive feedback from the story. I even received a face book note from the WEMBA office asking for an electronic version that they could use as part of an online blog. Can you help? Thanks.

— **Kevin E. Walker**, WG'02
Chief Operating Officer, Iberdrola, USA



Dear Reader,

Please send your letters to the editor as well as your observations to editor@whartonny.com. Yes, an electronic version of the newsletter will be sent to your email address which is on file with the alumni directory, and will be available on the club website as well. Enjoy,

— **Kent Trabing**, WG'01, *Editor*
wcnynews@gmail.com

Take the Call Forum

FIND opportunites from your fellow Wharton alumni. Provide information to 25,000 fellow alumni. Just post it on the "Take The Call Forum" our message board for the Wharton Alumni Community

To "Take The Call" or if you know someone who can, go to http://www.whartonny.com/forum.html

THREE RECENT OFFERINGS BELOW:

Looking for recommendations re: career counselors experienced in advising on re-entry after extended absence and successful career change.

Looking to raise $3M in order to bring in inventory and set up distribution of a patented line of consumer electronics products related to iPhone, iPod, and iPad. We have the exclusive distribution rights to this product line.

CEO Connection is looking for a couple of "Membership Co-Chairs" to make phone calls to CEOs regarding its CEO Boot Camps and membership. This is an independent, flexible, commission-based selling role, perfect for someone who wants to work 4-6 hours a day. ▮

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and learn and have progressed from a coordinator, to a manager, to a director, and now a vice president.

WHAT ADVICE WOULD YOU GIVE TO AN ALUMNI WHO WOULD LOVE TO WORK IN THE SPORTS WORLD?

Work hard in school. Be passionate. Don't give up. Follow through on any lead you have. Every opportunity that you have, even if it is an internship or an unpaid position, should be regarded as an opportunity to get your foot in the door of the sports industry. Always stay connected and keep up with sports on your own. Follow the collective bargaining negotiations that are coming up in the NFL, NBA, MLB and NHL. There is luck involved in getting a foot in the door in the sports industry, but like they say, luck comes to those who are best prepared.

WHAT DO YOU LIKE ABOUT YOUR WORK?

First, I really like interacting with the people with whom I work in the League Office as well as all of the thirty teams. The work itself is interesting and exciting. Working in the league office, I deal with the salary cap, player contracts, and transactions for all thirty teams, and, thus, get to see first hand how all thirty teams go about conducting their business. I have the ability to interact with senior level personnel from each team including the team president, general manager, assistant general manager, team counsel, and CFO. Because of the dynamic nature of the NBA, even after almost fifteen years, I continue to learn and face new issues and challenges on a daily basis.

IT SEEMS THAT THE PEOPLE WORKING AT THE NBA ITSELF DON'T HAVE BIG EGOS.

I agree with that. It is a team environment. That's why I enjoy working with people here in the League office. It's the teams first. We have the same goals – to do what is best for the league and to make sure that we give the best advice and the right information to the teams. ▮ — *K.T.*

Wharton ALUMNI
UNIVERSITY of PENNSYLVANIA
ALUMNI CLUB OF NEW YORK

Did you know… As a Wharton alumnus in the New York Metropolitan area, you are automatically a voting member of the Wharton Club of New York. You are invited to all of the Club's events, have access to the Club's website, can post job notices on the Career Development page of the website, and take advantage of our "Take the Call" forum.

But why not consider increasing your benefits and further supporting the Club by upgrading your membership? Doing so will give you greater savings (including discounts to events) and more access to your peers at WCNY. The Club offers several plans for membership, based on the benefits you consider most valuable.

Basic Membership: $95 per year
Standard Benefits: Discounts to all events plus access to group health insurance plan

Patron Membership: $250 per year
Benefits: Standard Benefits plus free admission to 3 WCNY events

Supporting Alumnus: $1,000 per year
Benefits: Standard Benefits plus free admission to all events. Receive invitations to private briefings. You will also receive recognition on our website and in the WCNY newsletter.

Corporate Membership (up to 10 employees): $300 per year
Benefits: WCNY Members with companies of up to 10 employees can pay this annual fee (in addition to your own membership fee) for your employees to be eligible for the Club Group Health Insurance Plan. Note: Employees will not be eligible for other Club benefits.

Corporate Membership (more than 10 employees): $500 per year
Benefits: WCNY Members with companies of more than 10 employees can pay this annual fee (in addition to your own membership fee) for your employees to be eligible for the Club Group Health Insurance Plan. Note: Employees will not be eligible for other Club benefits.

Upgrade your membership today on www.whartonny.com

The Wharton Business School Club of New York
1560 Broadway, Suite #1011
New York, NY 10036 • USA

WCNY – CALENDAR

Check website for details: http://www.whartonny.com/events.html

SEPTEMBER 2010

TUESDAY, SEP. 21ST, 2010 AT 6:30PM	**Wharton MBA Admissions** **Show up and mingle with prospective students!**
THURSDAY, SEP. 23RD, 2010 AT 6:00PM	**Wharton Happy Hour in CT**
FRIDAY, SEP. 24TH, 2010 AT 12:30PM	**Leads Luncheon: WCNY's newest council, offering yet another opportunity to join the Wharton business network**
WEDNESDAY, SEP. 29TH, 2010 AT 6:00PM	**2010 JOSEPH WHARTON AWARDS DINNER** **Be part of the breadth and depth of your New York alumni community. Get your tickets today! (Read story inside on page 5, on the four honorees, James David Power, Dr. Henning Schulte-Noelle, Dr. Rajiv Shah, and Farhad Mohit**

OCTOBER 2010

TUESDAY, OCT. 12TH, 2010 AT 6:30PM	**Wharton Club of NY Volunteer Orientation**
TUESDAY, OCT. 19TH, 2010 AT 6:00PM	**The India Way: How Indian Business Leaders are Revolutionizing Management**
TUESDAY, OCT. 26TH, 2010 AT 6:00PM	**Gary Hirshberg: Stirring It Up How to Make Money and Save the World**

NOVEMBER 2010

WEDNESDAY, NOV. 12TH, 2010 AT 8:30AM	**Leads for Breakfast**
FRIDAY, NOV. 19TH, 2010 AT 12:30PM	**Leads for Lunch**
TUESDAY, NOV. 30TH, 2010 AT 6PM	**Wharton Media & Entertainment Network – year end gathering!**