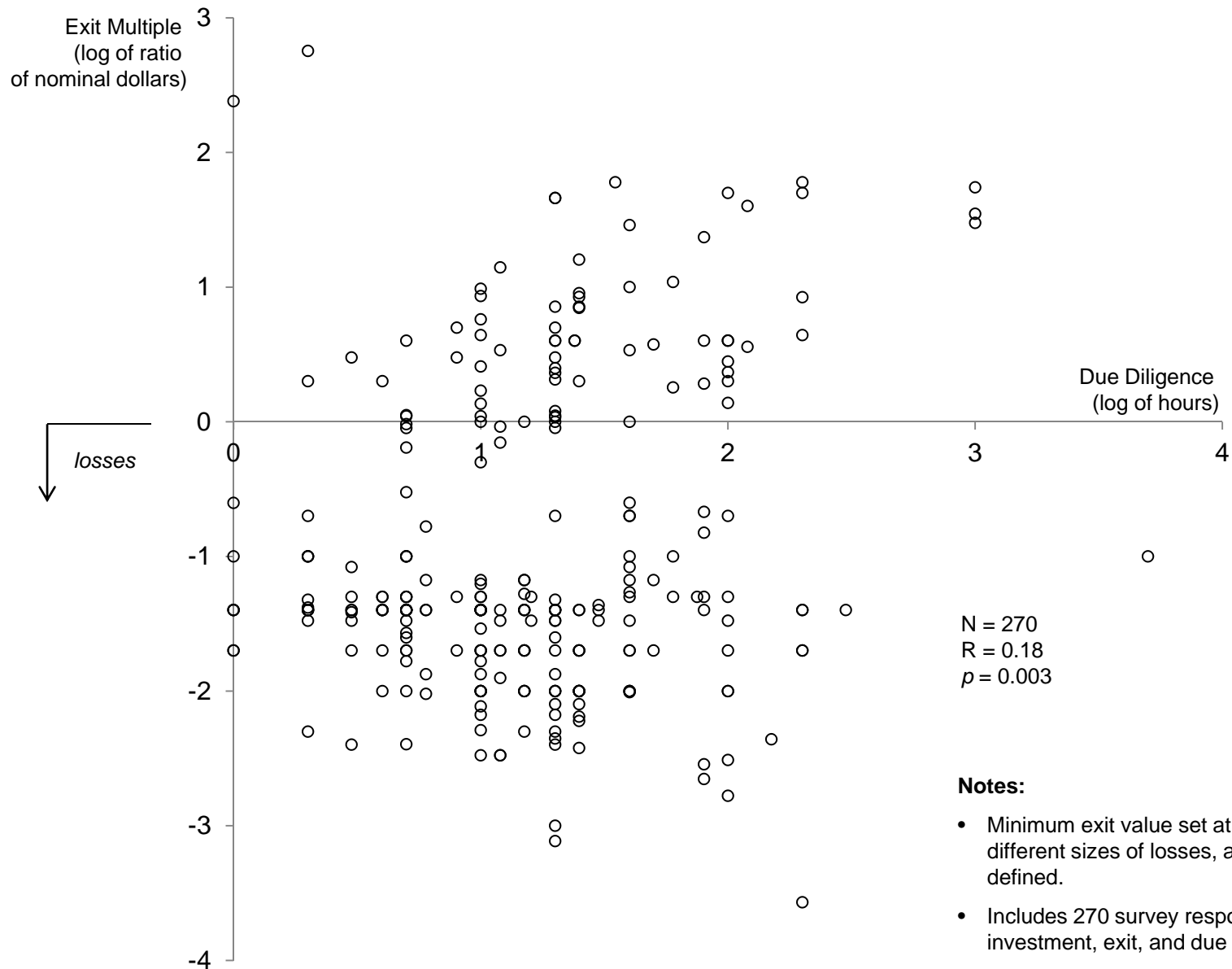
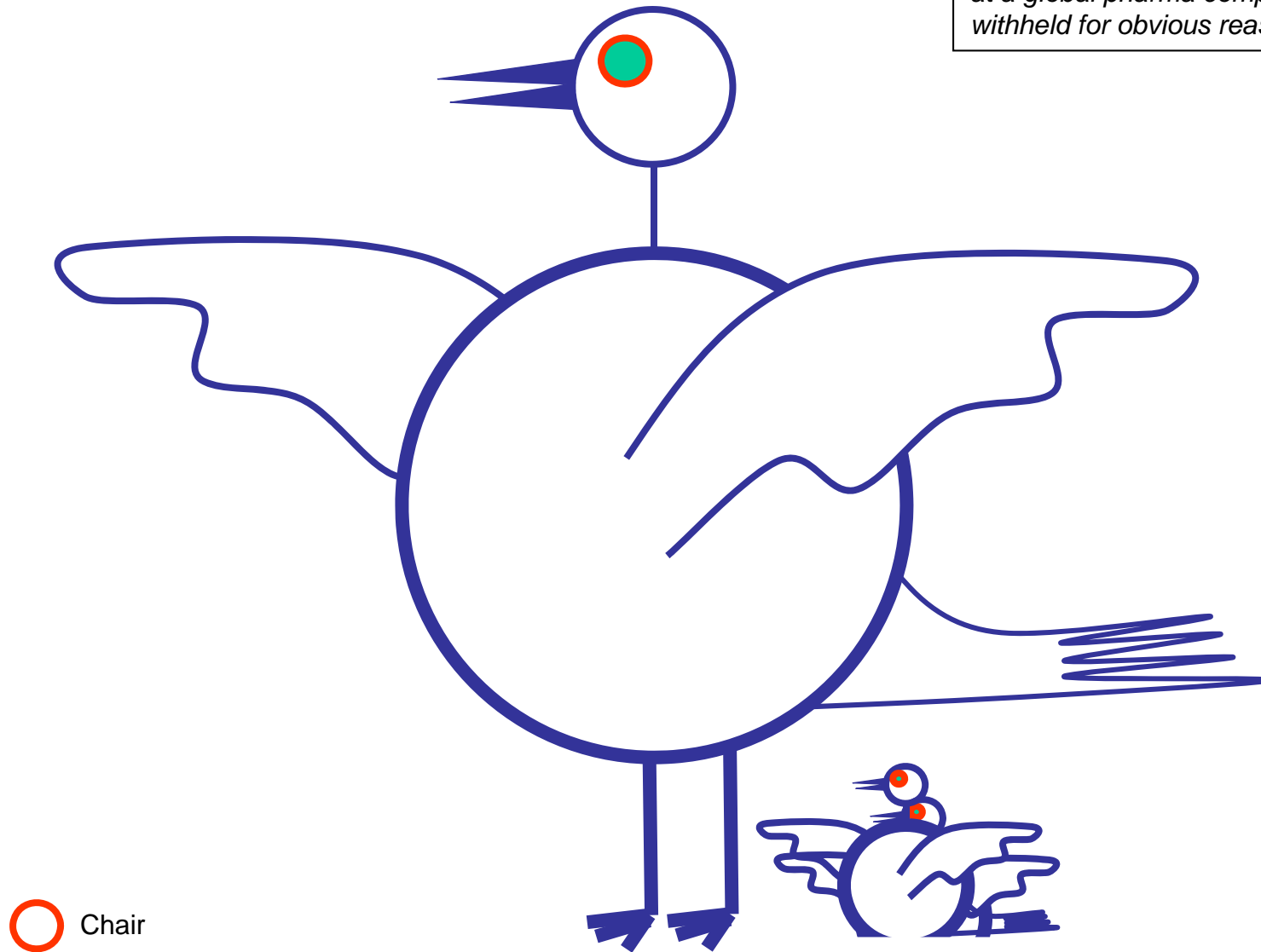


Investment Exit Multiple vs. Angel's Due Diligence Effort



Therapeutic Assessment Team

*From an actual slide deck from a VP
at a global pharma company. Name
withheld for obvious reasons.*

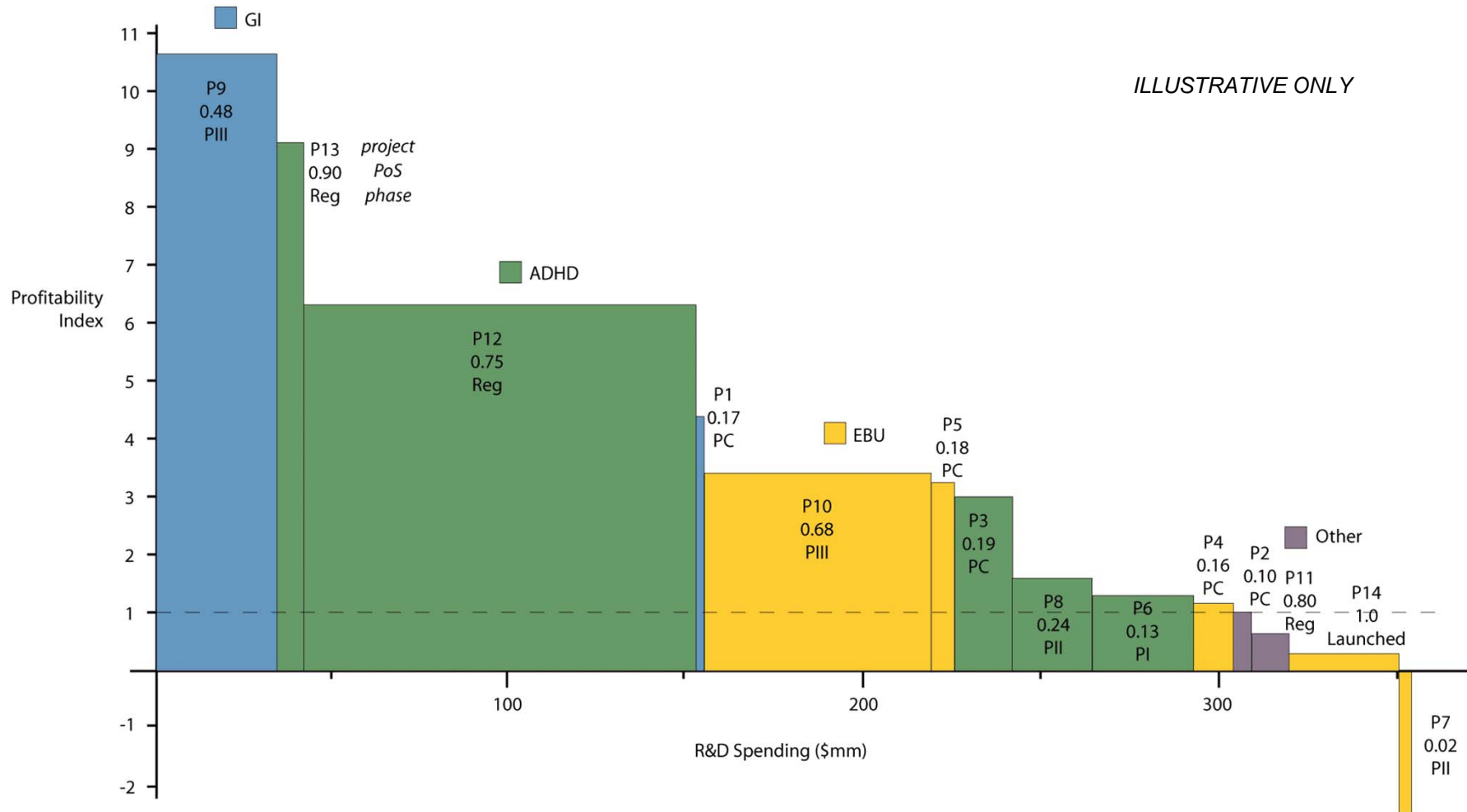


 Chair



Shire Return Curve

Revision of October 9, 2009



$Profitability\ Index = PV(expected\ profit\ contribution) / investment \sim (eNPV + R\&D\ Spend) / R\&D\ Spend$

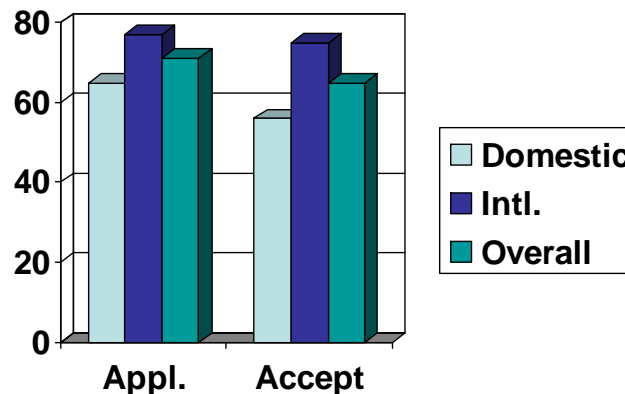
MBA program – Student Views

- What are the most important aspects of a global school?

<i>Domestic Students</i>	<i>International Students</i>	<i>Overall</i>
Brand Name/Reputation	Brand Name/Reputation	Brand Name/Reputation
Diverse International Student Body	Alumni Network	Diverse International Student Body
International Curriculum	Diverse International Student Body	Alumni Network
Alumni Network	Extra Curricular Activities	Extra Curricular Activities
Extra Curricular Activities	International Curriculum	International Curriculum

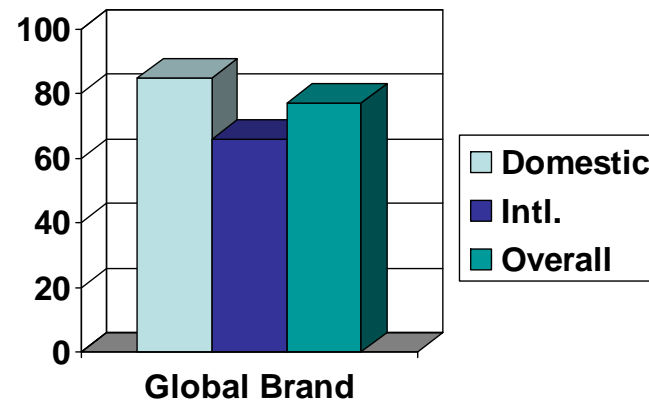
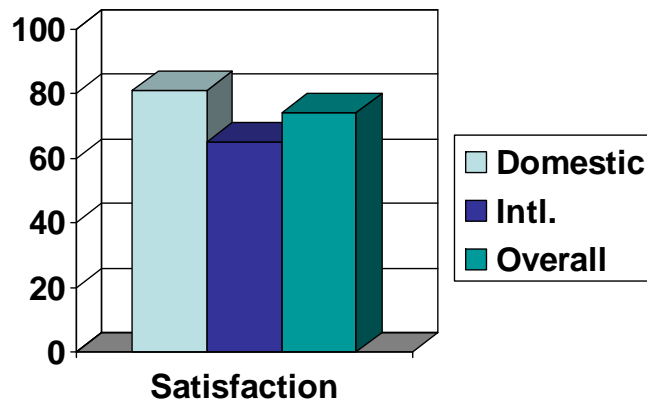
MBA program – Survey Results

- Why is being part of a global school is important?
- Overall, 90% of the students surveyed strongly agree or agree with the statement: “It is important that a MBA education provide a global business education experience.”
- Applications and acceptance are affected



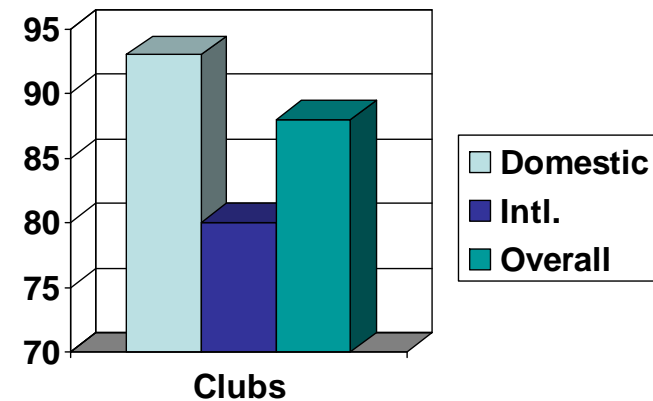
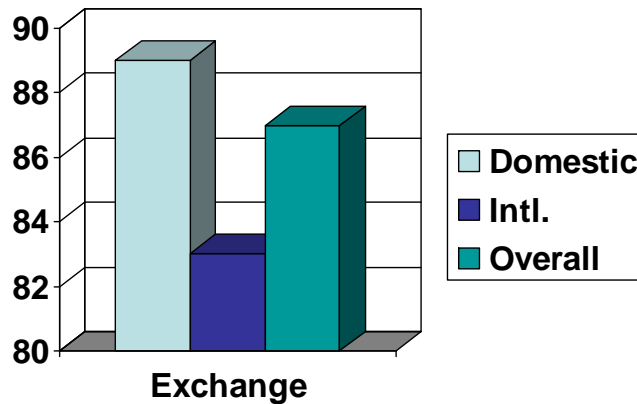
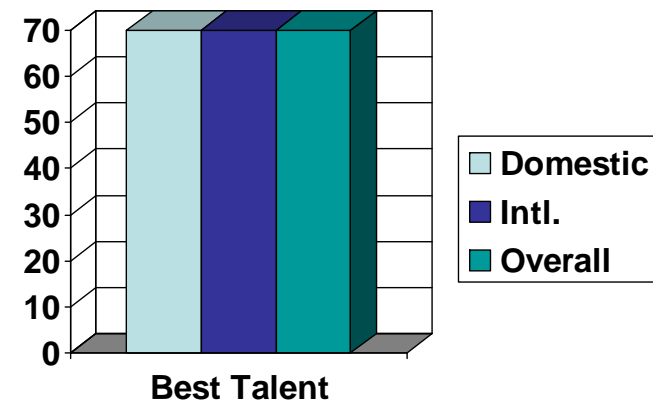
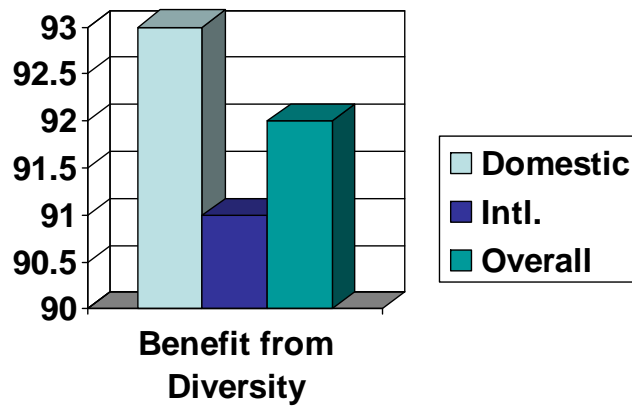
MBA program – Survey Results

- How are we doing in delivery?
- 74% of the surveyed strongly agree or agree with the statement: “Wharton has met my expectations in terms of a global business education experience.”



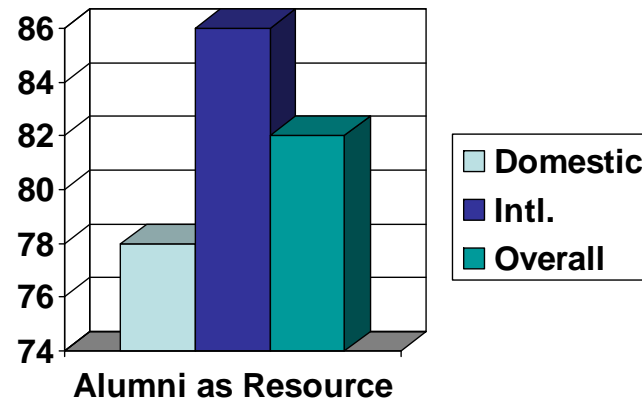
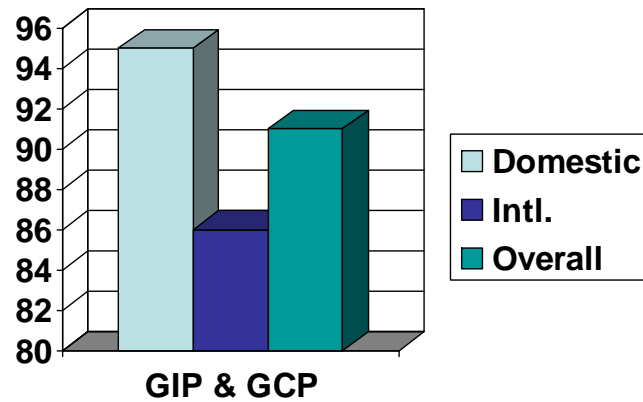
MBA program – Survey Results

- How are we doing in delivery?



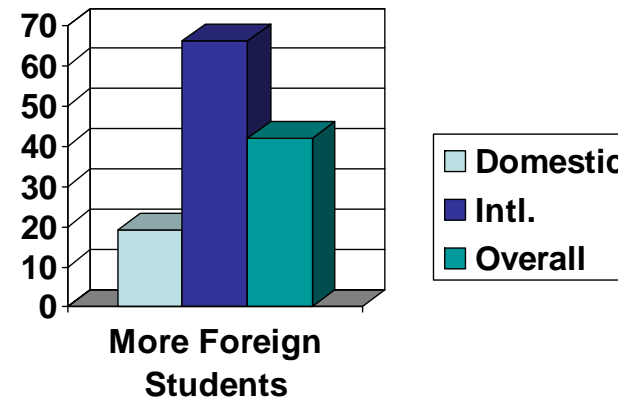
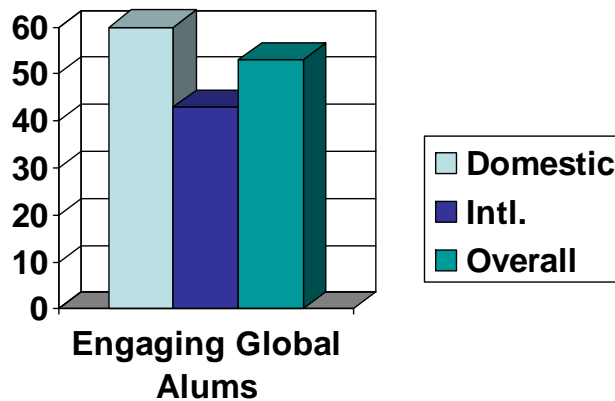
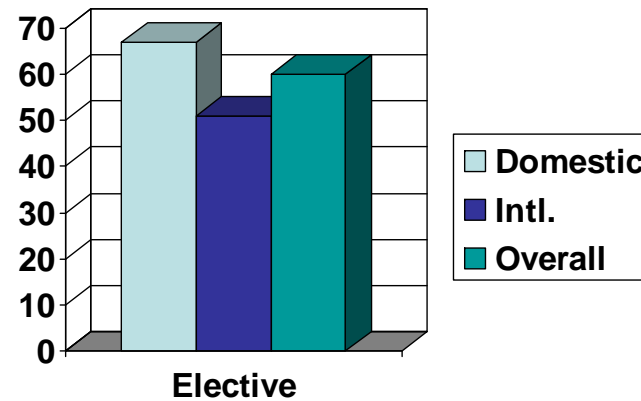
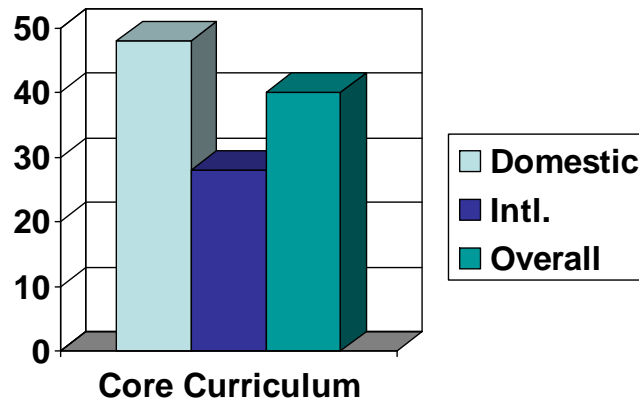
MBA program – Survey Results

- How are we doing in delivery?



MBA program – Survey Results

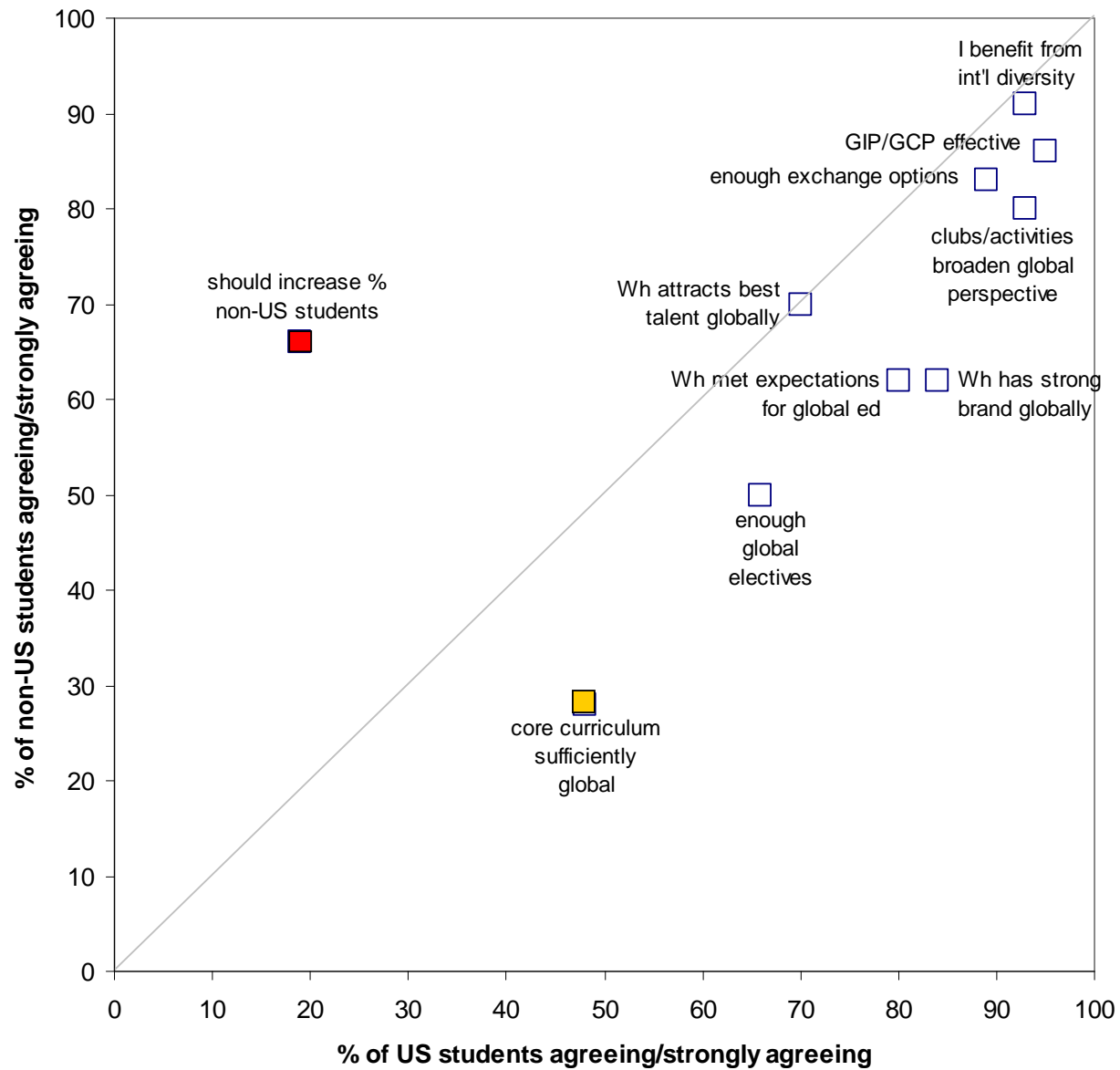
- How are we doing in delivery?



MBA program – Survey Results

- Summary Findings
 - Being globally well-known has tangible benefits to Wharton
 - Applications
 - Acceptance
 - Learning experience
 - By and large, we are delivering along the dimensions that matter to MBA's
 - There is room to improve in adding more global content to the elective and core curriculum and in engaging global alums
 - Domestic students feel better about school's globalization efforts
 - We are probably at the upper boundary in terms of the proportion of international students

MBA Student Perspectives – US vs. Non-US Students



Source: Committee survey of 377 current MBA students, December 2006.

Font Size

36 pt The quick

The quick

24 pt Fox jumped

Fox jumped

18 pt Over the hen.

Over the hen.

16 pt The hen dove

The hen dove

14 pt Under the bed.

Under the bed.

12 pt Need a better

Need a better

10 pt Example of text.

Example of text.

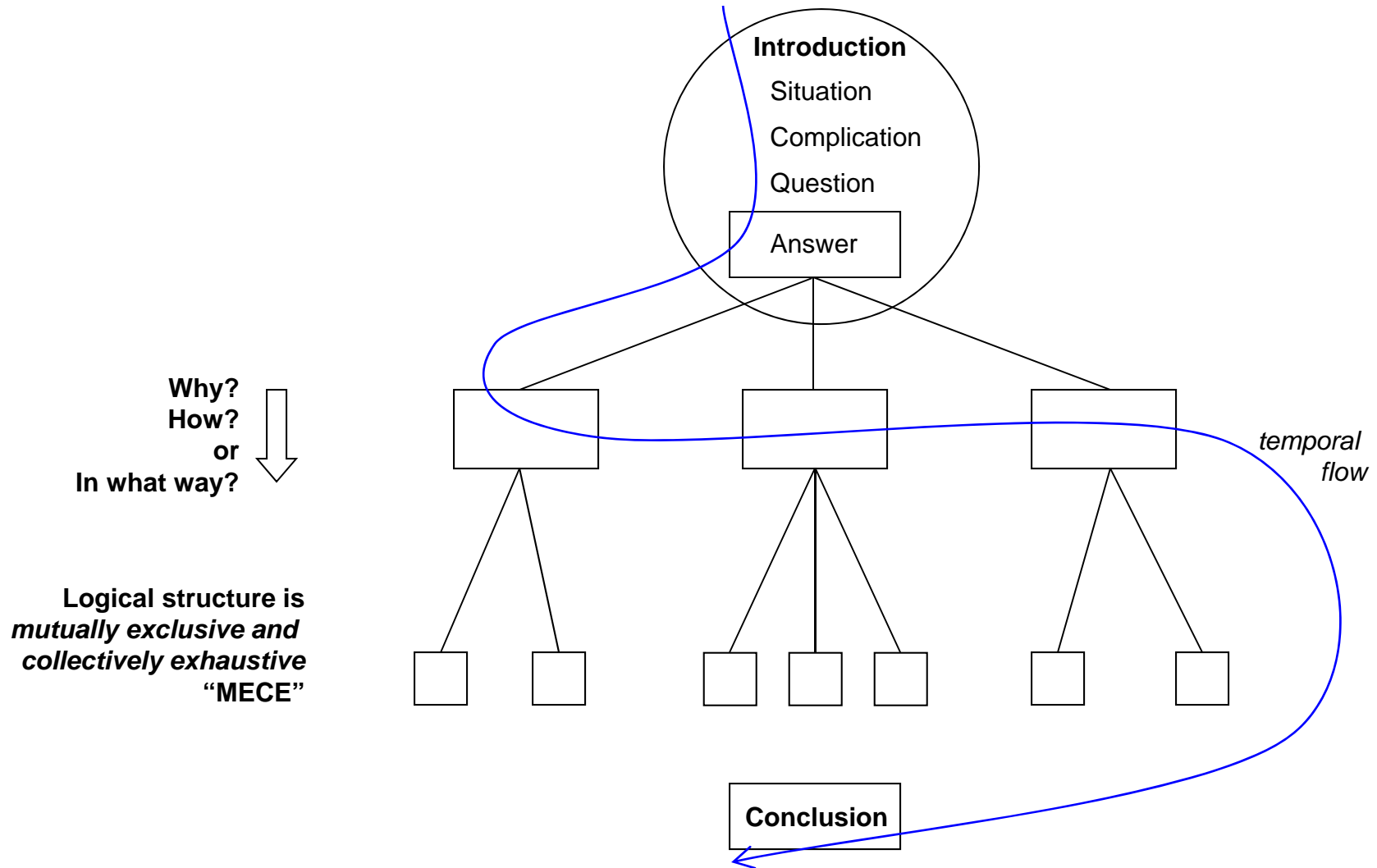
(Arial)

(Times New Roman)

Data Graphics Checklist

1. Have you shown the data?
2. Do you have a clear understanding of the reasoning you are trying to support with the graphic?
 - Do the variables and relationships shown support the reasoning?
 - Have you avoided lines connecting unrelated points?
3. Have you enabled comparisons?
4. Have you wasted any visual dimensions (e.g., arbitrary ordering of items in charts)?
5. Have you directly labeled data points (avoiding legends if at all possible)?
6. Have you used scatter plots where appropriate to show two attributes for items?
 - Are the X-Y axes sensible?
7. Did you consider a nicely implemented table when displaying more than two dimensions?
8. Have you used good graphic hygiene?
 - Appropriate font sizes (usually smaller).
 - Avoiding arbitrary use of color.
 - No chart junk.
 - Your name and the date are on the graphic.
 - All axes and units are labeled and/or specified.
 - You have minimized non-data-ink.

Structure Presentations as a Pyramid



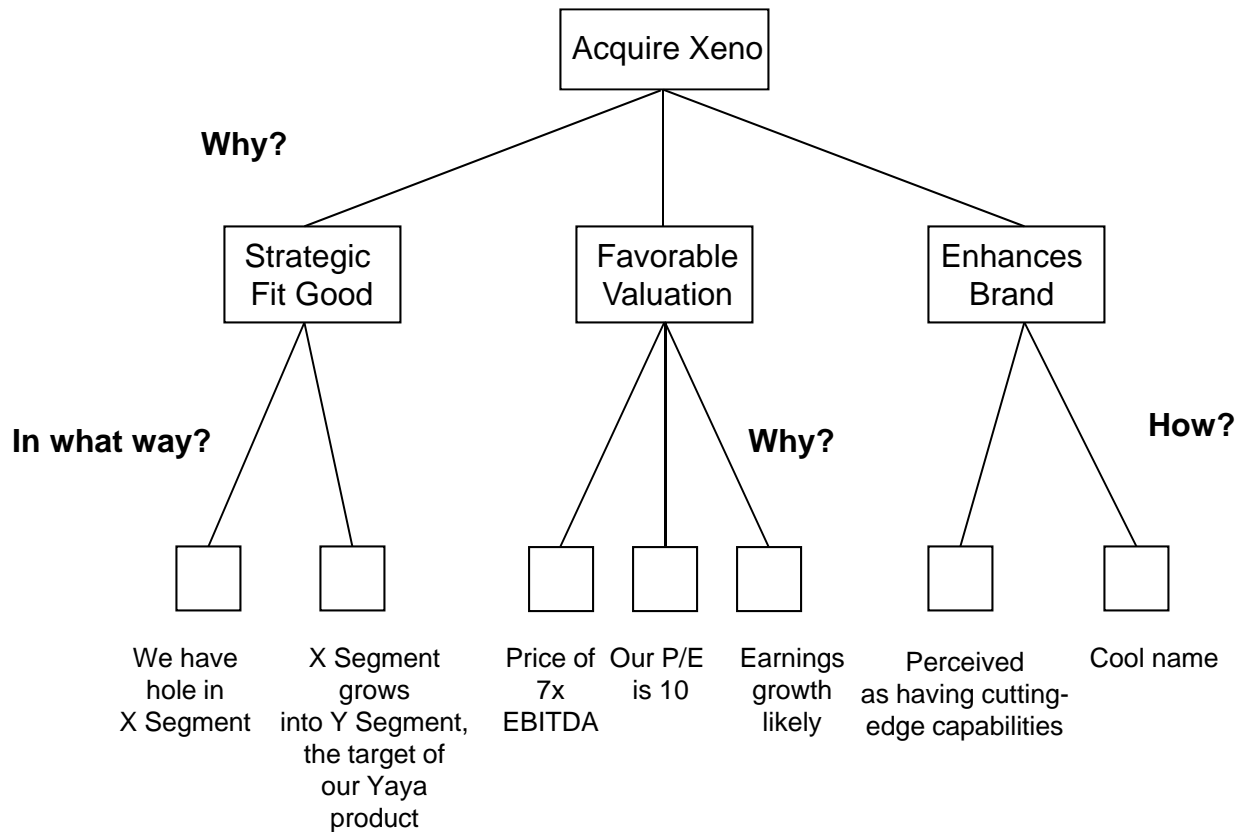
Learning more:

Barbara Minto, The Minto Pyramid Principle: Logic in Writing, Thinking and Problem Solving, Minto International, London, 1996.

"Structure of Oral Presentation," College of Arts and Sciences, University of Pennsylvania.

Example Pyramid

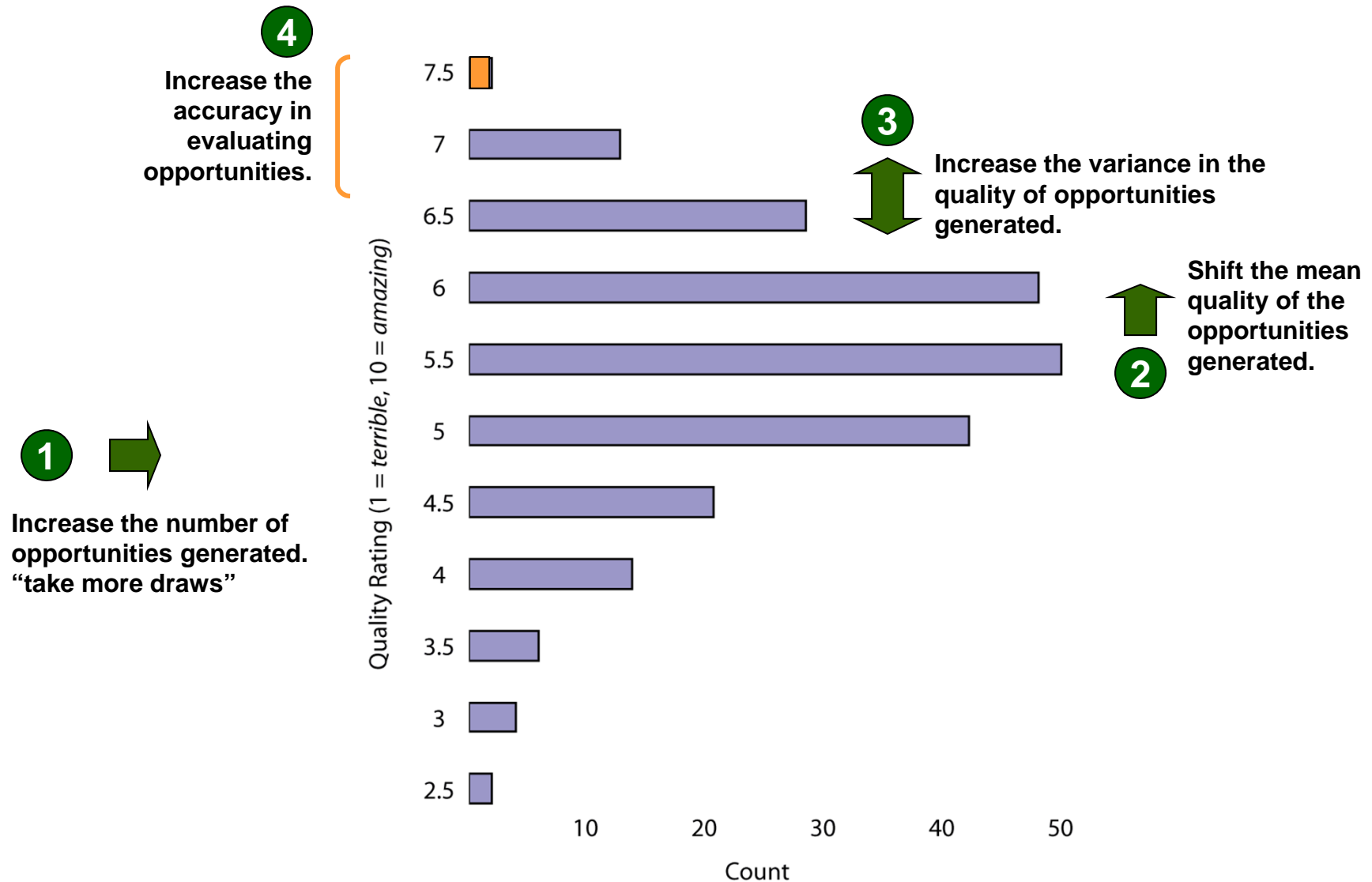
- Our strategy is to grow through acquisition.
- We have not made an acquisition in some time, and growth has stalled.
- Should we acquire Xeno Inc.?

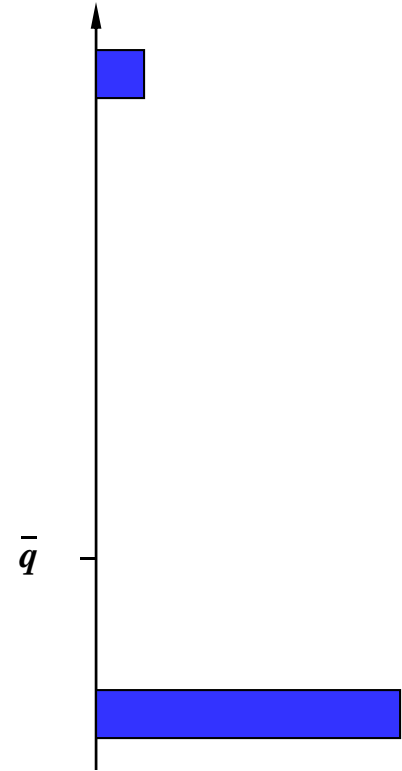
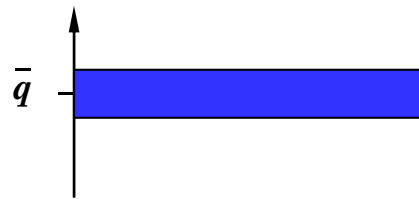
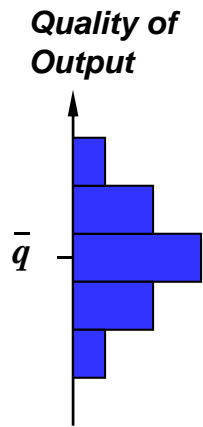


Introductions

- The best introductions remind the audience of a question to which they want an answer.
- Classic narrative structure works best:
 - Situation (set the stage)
 - Complication (what problem, event or change in the situation got our attention)
 - Question (what would we naturally want to know?)
 - Answer (resolution to the question)
- Some typical questions:
 - How do we get from A to B?
 - What should be our response to this problem?
 - Should we take this course of action?
 - How do we implement this solution?
 - The solution did not work. What should we do?
 - We have alternative ways to solve this problem. Which is the best?
 - We know we need to change, but what should be our objectives and strategy?
 - Do we really have a problem?

Four Levers on Tournament Performance





Typical Disturbances and Mitigation Tactics

- 30-minute time slot became a 10-minute time slot.
 - Pyramid allows varying levels of depth; but always starts with the conclusion.
 - Cut out a level and/or focus on most critical branches.

- Group engaged in discussing peripheral issue.
 - A good introduction makes clear what the central issue is. Peripheral issues thus more obvious.
 - Pyramid starts with the conclusion, so the conclusion is never lost.
 - Explicit agenda/process management by presenter (“Can we discuss off line?” “Do we want to change our agenda?”)

- Unsolicited “ideas” from very senior executives.
 - Good ideas you didn’t consider: after laying out key arguments, explicitly consider whether should delay action to consider the proposed alternative.
 - Ideas you considered and abandoned: have back-up available explaining rationale.

- Strongly divergent points of view in audience.
 - Recognize arguments.
 - To the extent possible, engage in dialogue in advance.
 - Identify source of conflict (e.g., different assumptions, different understanding of facts, different inferences)
 - Decide whether differences are resolvable through further effort, or whether a decision should be made without further effort/information.

Driving to the Desired End Point

- Make sure the question to be answered is clear.
- Have a conclusion and recommendation, which should be set up as the default plan.
- State the conclusion in the introduction.
- Use straw polls and other voting mechanisms to eliminate clutter in alternatives.

Checklist for Presentations

1. Have you clearly defined the question you are answering and the goals of the meeting?
2. Have you created a compelling introduction that sets up a question to which the group will want to know the answer? Have you practiced the introduction?
3. Have you organized your material into a pyramid structure, with each level comprised of mutually exclusive, collectively exhaustive logical chunks?
4. Do you have a few carefully crafted graphics that show the information in a way that the audience can make inferences? Do the graphics adhere to principles of excellent information design?
5. If you are using Powerpoint or a handout, have you selected the slides you will display as visual aids? Do the slides exhibit good Powerpoint practices (e.g., no chart junk, animation, clip art, colored backgrounds, etc.)?
6. Have you resolved the challenge of creating slides for presentation, while also documenting your work (e.g., “supporting materials,” two decks, deck with display pages flagged, handouts only after presentation)?
7. Have you controlled, to the extent possible, venue, lighting, and display technology.
8. Have you considered what you will do in the event of likely disturbances (e.g., less time than originally thought)?