

...the deals that make a difference

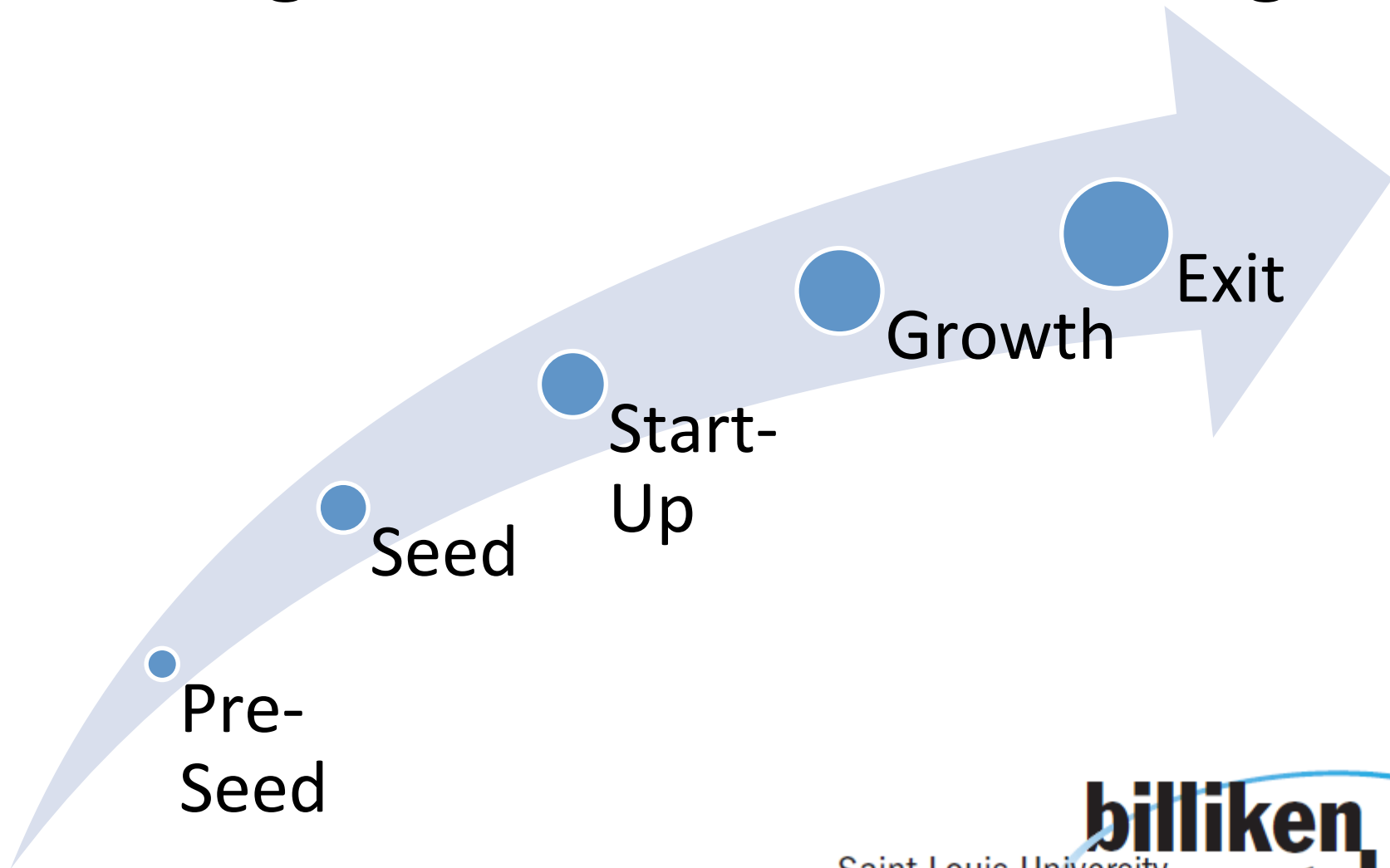
Funding Your St. Louis Start-Up October 2016

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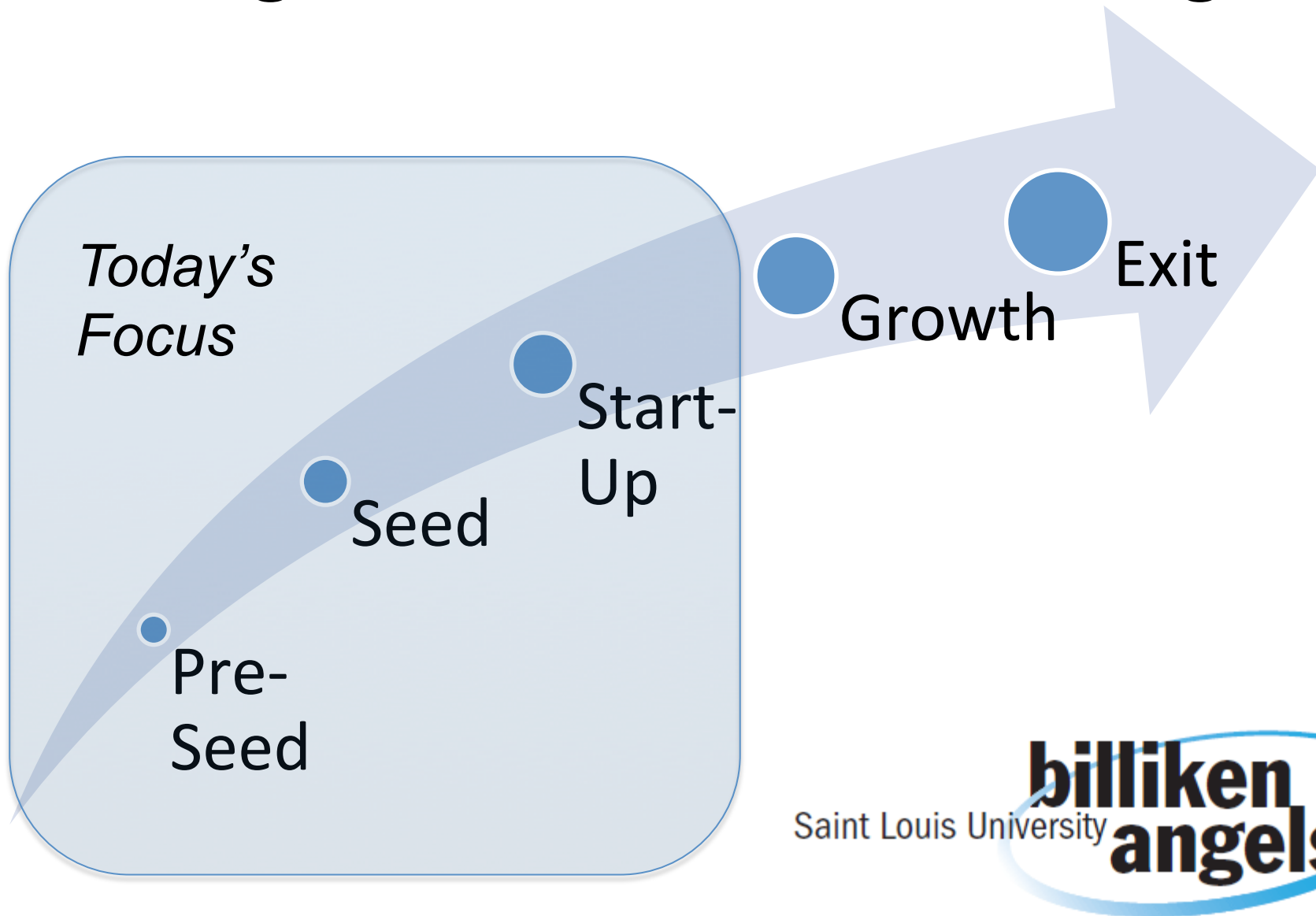
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Stages of Business & Funding



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Stages of Business & Funding

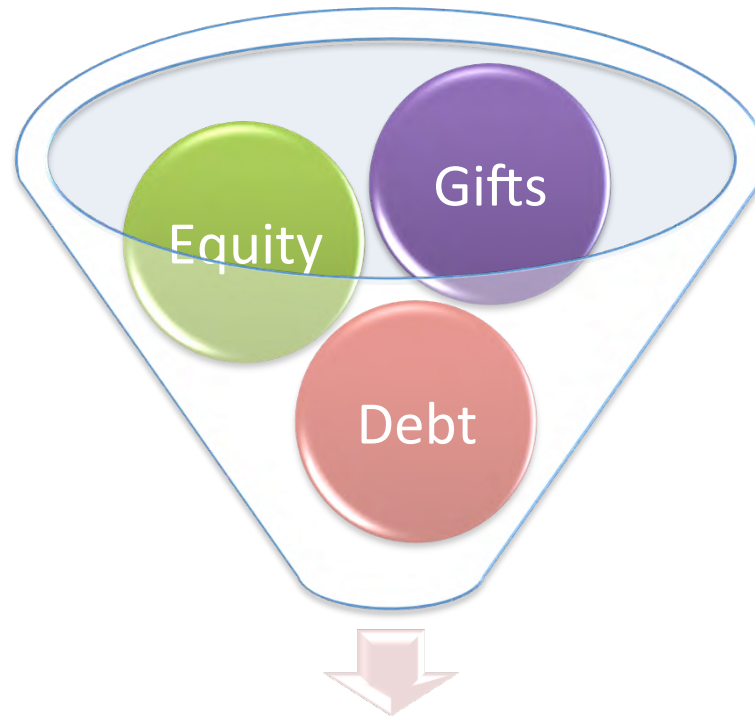


Start-Up Funding Stages

- Pre-Seed: Basic work, no business yet
 - Output: Feasibility analysis, patent apps, prototype
- Seed: Getting ready to start the firm
 - Output: Firm/Business Plan ready for investment
- Start-Up (Early Stage): Getting sales going
 - Output: Sales (contracts even better)
- Growth (Expansion): Getting bigger and better
- Exit: Cashing out from the business

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The 3 Sources



A Funded Firm

The 3 Sources of Funding

- **Equity**

- They own part of the business with you
- Business dies; you owe them nothing

- **Debt**

- They own nothing, but you pay money back (+ int.)
- Business dies; you still owe them everything

- **Gifts**

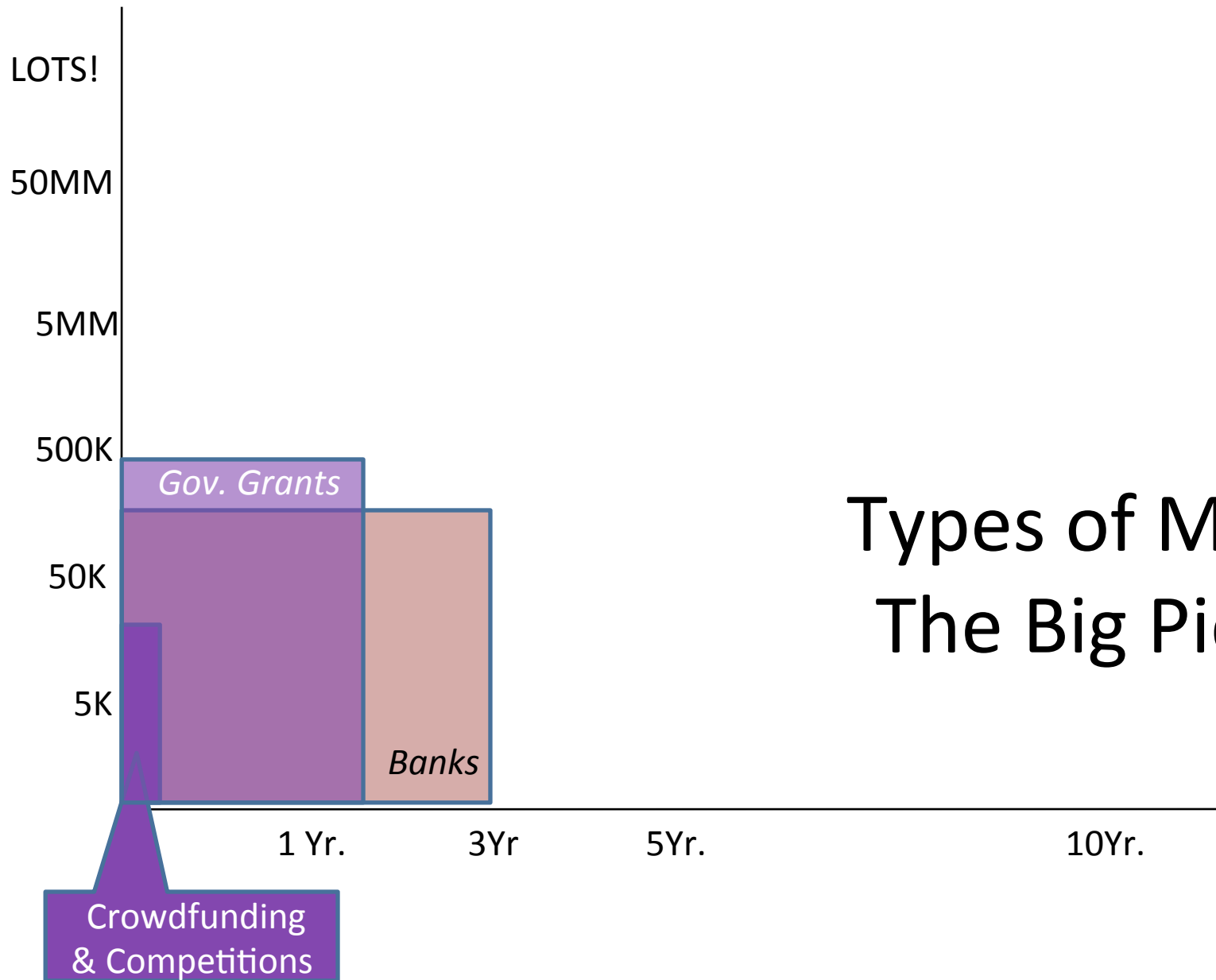
- They own nothing; they get nothing
- Business dies, still nothing

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Guide To Funding

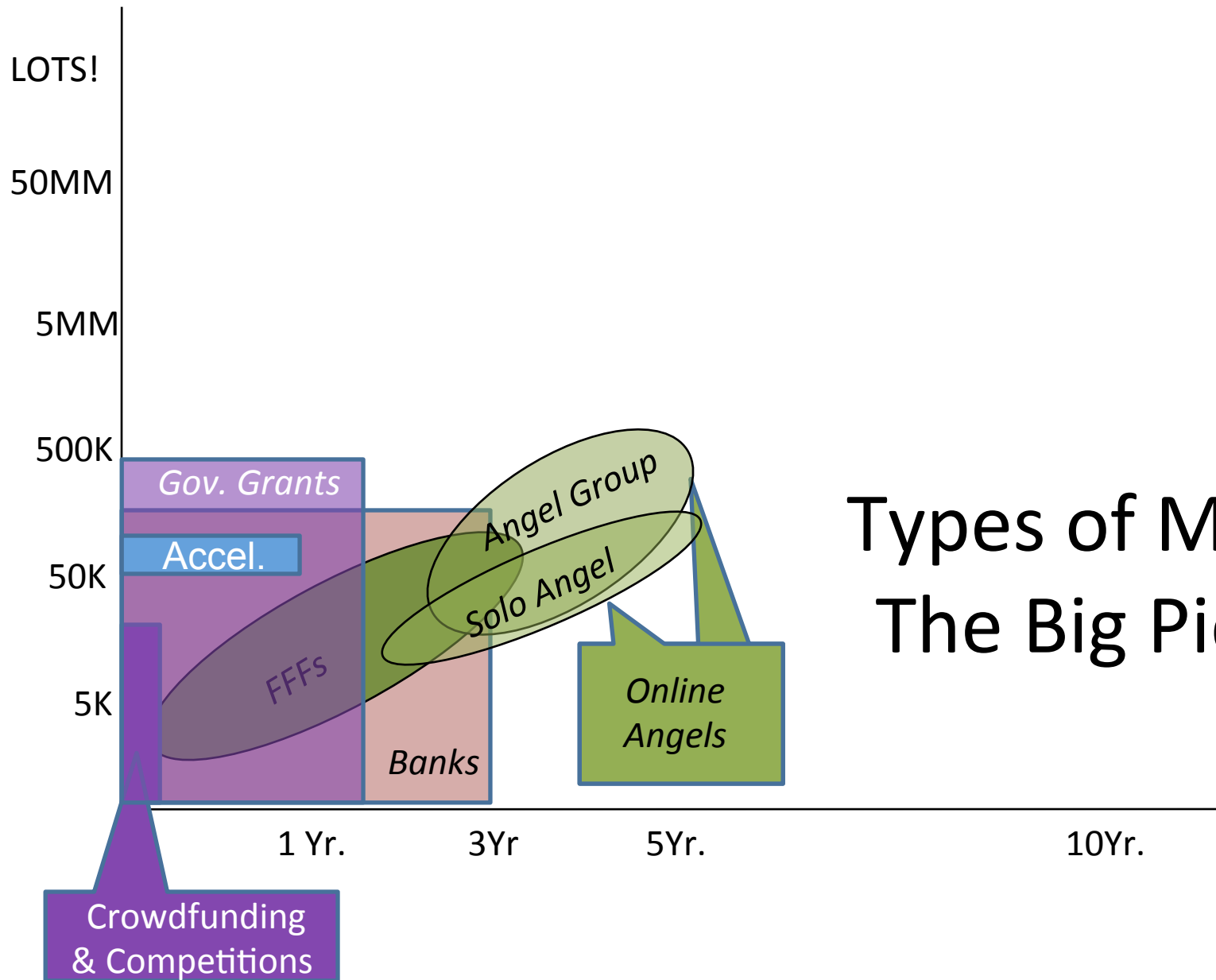
| | Pre-Seed | Seed | Start-Up | Growth | Exit |
|--------|--|--|---|---|--|
| Equity | Self-fund (1) FFF (2) Cust. Fund (3) Angels (5) Pre-Seed Funds (6) | Self-Fund FFF Angels Seed Funds (7) | Self-Fund FFF Angels Seed Funds Accelerators(8) | Self-Fund Angels SBICs VCs/PEs (9) Corp. Partn. | Angels VCs/PEs Corp. Partn. ESOP IPO |
| Debt | Self-Fund FFF | Self-Fund FFF | Self-Fund FFF Crowdfund Govt. Loans | Self-Fund Banks, Bonds SBICs Crowdfund Govt. Loans (10) | X |
| Gifts | Crowdfund (4) FFF Govt Grants (11) Competitions (12) | FFF Govt. Grants Competitions Crowdfund | FFF Govt. Grants Competitions Crowdfund | (Kiva – SocV Crowdfund) | X |

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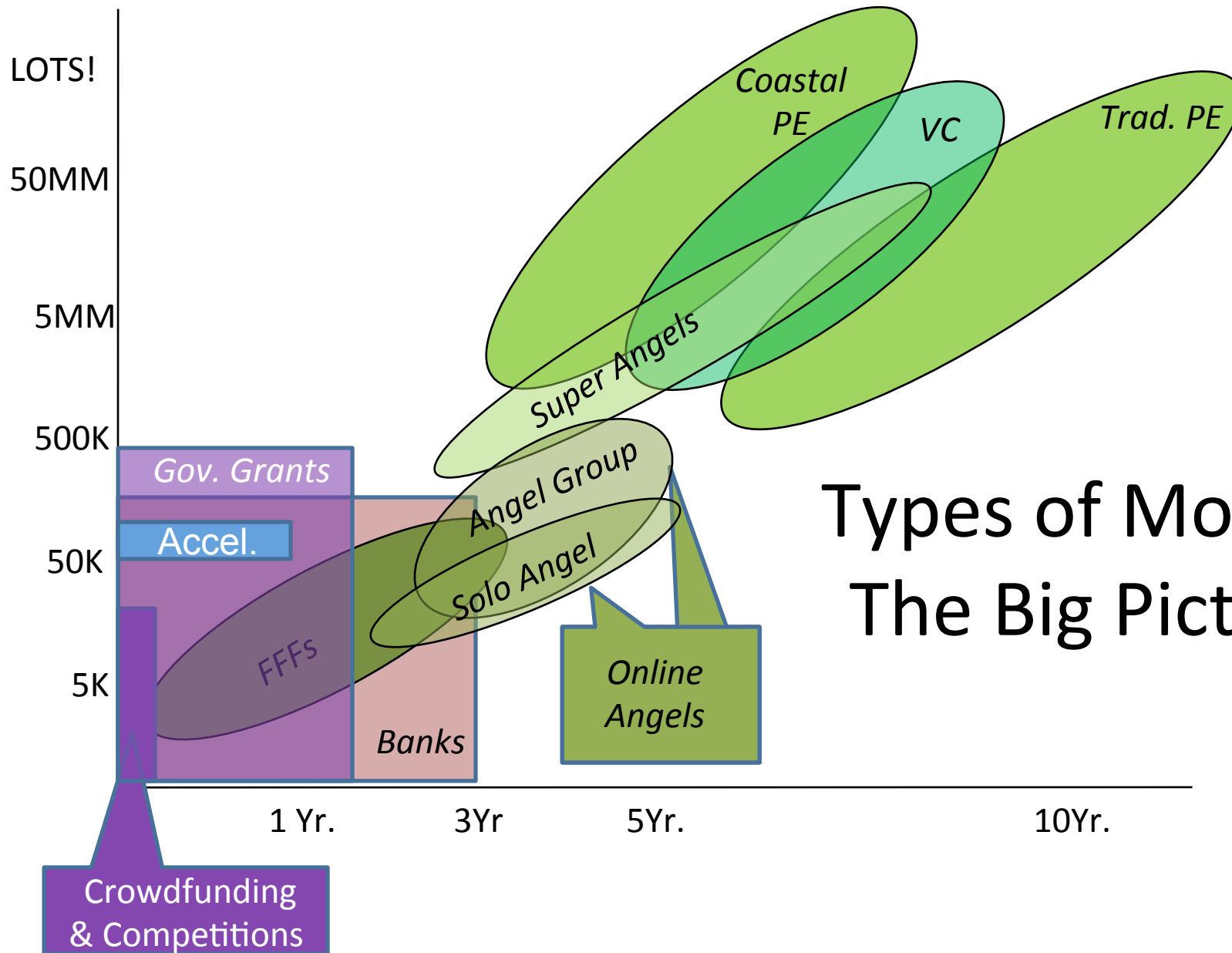
Types of Money: The Big Picture

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Types of Money: The Big Picture

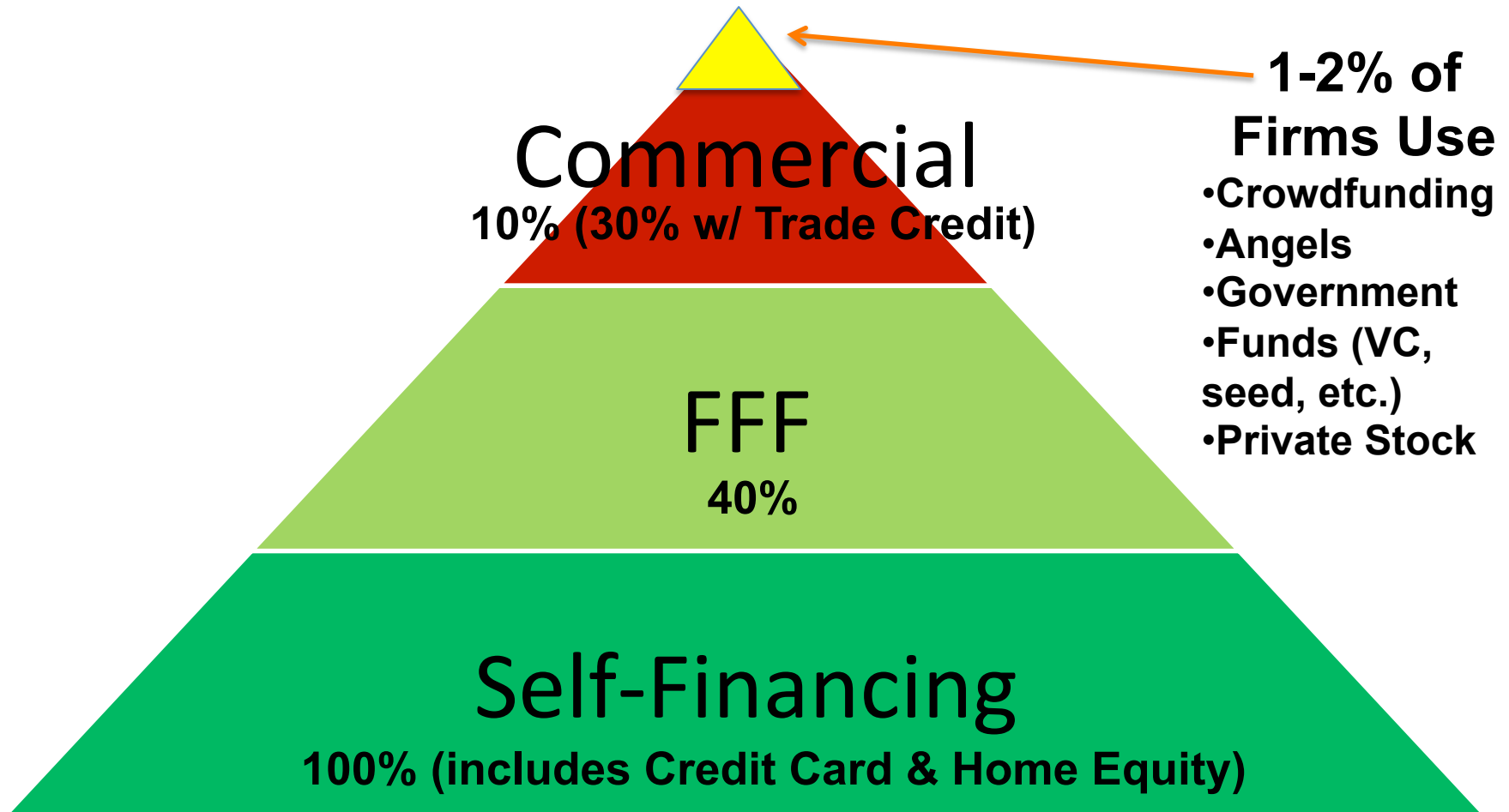
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Types of Money: The Big Picture

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What *Really* Happens



Basics of Self-Financing

- Always: Savings, credit cards, mortgage
- Bootstrap: Made do, repurposed, did small, found freebies, use cheap alternatives, borrow > rent > buy/lease used > buy/lease new
- Barter: trade skills, work, loan-outs (spouse & kids too, not just you)
- Create buzz

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Proof of Bootstrapping



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Why Push Self-Financing?

- Proves you have “*skin in the game*”
- Proves your passion
- Builds your sweat equity in the firm
- The more you bring, the more you own



FFF: The 5 Types of Personal Gifts

- Cash (direct to you, paid on your behalf, etc.)
- Discounts (letting you piggyback on a deal...)
- Freebies (free use of something or someone)
- Sweetheart Deals (overpayment, 1st choice...)
- Loan Forgiveness (from debt to gift)
- Push FFFs: Advice, mentors, followers, potential customers, suppliers

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What FFFs Want

- To see you do well
- To be a part of something they value
- To be appreciated for the help they give you
- And if they gave you any money
 - They'd really like to get their money back
 - Or get something in return
 - And maybe make some money on the deal



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FFF: Making Personal Gifts Work ^(2b)

- Gifts always cost time, usually cost aggravation, and sometimes even money
- Gifts work best when *leveraged*
- Most start-ups depend on gifts, but don't notice them
- Restate them as “in-kind payments” to realize their value
- Get it in writing, e.g. a promissory note, see: <http://www.inc.com/guides/2010/10/how-to-write-a-promissory-note.html>

Can Your Customers Fund It?

- Matchmakers (like Airbnb, Uber)
- Pay-in-Advance (like online T-shirt firms)
- Subscription & SaaS models (Dollar Shave Club)
- Scarcity & Flash Sale models (Ziluly, Groupon)
- Service-to-product models (37signals)

From: John Mullins *The Customer-Funded Business*



What is Crowdfunding?

- The general term for using the Web to bring together folks willing to fund others. This can be done in several ways:
 - People giving money to projects they like (Gifts)
 - People loaning money to entrepreneurs (Debt)
 - People online investing money in businesses (Equity)

Well-Known Crowdfunding Sites

- Non-Equity “Investments” (aka Gifts)
 - Kickstarter, RocketHub, IndieGoGo, Fundable
 - Teespring (T-shirts), Patreon (arts)
 - GoFundMe, YouCaring, CrowdRise, GiveForward
 - FundStLouis.org, RallySTL.org,
- P2P Lending (Microfinance w/debt & donation)
 - Kiva.org, Accionusa.org (donate, or lend via Kiva)
- P2P Lending (Classic Debt)
 - BorrowersFirst, CircleBack, FundingCircle, FundingUniverse, LendingClub, Pave, PeerForm, Prosper, SoFi, Upstart,
- Online Angels (Equity – list later)
- Online Banking (Debt - list later)

What Crowdfunding Looks Like

Pixel Press: Draw Your Own Video Game

by Robin @ Roundthird

Home Updates **30** Backers **2,256** Comments **363**

St. Louis, MO Video Games

Funded! This project was successfully funded on Jun 13.



2,256

backers

\$108,950

pledged of \$100,000 goal

0

seconds to go

90 days



Project by
Robin @ Roundthird
St. Louis, MO
[Contact me](#)

First created · 17 backed

[f](#) Robin Rath 938 friends

Website: pixelpressgame.com

[See full bio](#)

[f](#) Share 4,862 [t](#) Tweet <> Embed ★

Pixel Press is an iOS & Android app that lets you draw your

Anatomy of a Crowdfund “Ask”

The screenshot shows the Kickstarter page for 'Pixel Press: Draw Your Own Video Game' by Robin @ Roundthird. The page features a video player showing a hand using a tablet to draw a game level. To the right of the video, the funding statistics are displayed: 2,256 backers, \$108,950 pledged of a \$100,000 goal, and 0 seconds to go. Below the video, there are social sharing options and a description of the app. The project is located in St. Louis, MO, and is categorized under Video Games.

KICKSTARTER What is Kickstarter? Discover great projects Start a project Search projects Help Sign up Log in

Pixel Press: Draw Your Own Video Game

by Robin @ Roundthird

Home Updates 30 Backers 2,256 Comments 363 St. Louis, MO Video Games

Funded! This project was successfully funded on Jun 13.

2,256 backers
\$108,950 pledged of \$100,000 goal
0 seconds to go

Project by **Robin @ Roundthird** St. Louis, MO [Contact me](#)

First created · 17 backed
Robin Rath 938 friends
Website: [pixelpressgame.com](#)
[See full bio](#)

Pixel Press is an iOS & Android app that lets you draw your own video game level (no code required!) and share it with

Project & Conversations

Video Pitch

Info About You & the Project

- *What's missing? A business plan!*

Pixel Press Pledge Rewards

- \$1 – early update access
- \$6 – add iOS game & badge
- \$40 – Add poster & digital art
- \$100 – Add T-shirt & hoodie
- \$250 – Add launch party invite
- \$5000 – Add input on designs
- Top pledge? \$10,000

Making Crowdfunding Work

- Plan your promotion before you launch
 - Get friends, family ready to join in on day 1
 - Use your social media connections to alert folk
 - Try and get local coverage
- Make the offering video and text grab people!
- Pick the right level – Kickstarter: you need to meet goal to get any money, IndieGoGo not so
- Give yourself enough time
- Beware of the rules & costs

Fancy Financing Is *Really* Rare

| | Metro STL | STL% | National |
|-------------------------------------|----------------|-------|----------|
| Small Businesses in MO | 543,000 (est.) | 1.8% | 30.4M |
| Small Businesses in Metro STL | 250,000 (est.) | 0.82% | 30.4M |
| Total SBA Loans/ Amount (MO) | 351/\$157M | 0.8% | \$19.2B |
| Total VC Investments Deals (MO) | 45 | 1% | 4454 |
| SBIR Phase 1 Awards (MO) | 3 | 0.4% | 693 |
| STTR Phase 1 Awards (MO) | 0 | 0% | 106 |
| Angel Group Investments firms (STL) | 77 | 9% | 870 |

Total # MO Fancy-Financed Firms – 675 (.27%)

Sources: SBA, ITEN, Moneytree, SBIR.gov
Data from 2014 except VC (4Q2014-3Q15)



Why Is Fancy Financing Rare?

- Government Programs / Banks
 - E's think there's a lot of free gov. money out there
 - E's don't know about the real programs out there
 - Applying & getting evaluated takes time
- Angels/VCs
 - E's misunderstand the investors' needs & focuses
 - Bigger burden for applying & negotiating

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Fancy Financing: Private Sector

- **Equity**

- Solo Angels (3) & Angel Groups (4,5) & Online Angels
- Accelerators
- Venture Capital / Private Equity / Investment Banks (6)
- Small Business Investment Companies (SBICs): Capital for Business & Bush O'Donnell

- **Debt**

- Banks
- PE/Investment Bank Bonds
- STL Business Development Fund (8f)
- Crowdfunding or Peer-To-Peer (P2P) Lending (7b)

- **Gifts**

- Competitions & Award Programs

Saint Louis University

**billiken
angels**

Angels

- Angels are accredited investors worth > \$1M
 - Professionals, wealthy families, more established
 - Think your church, schools, network from work
- Angels look for high-potential investments
 - They become owners (you ready for that?)
 - They usually have industry preferences
 - \$25-50K or more to be worthwhile
 - 5X5 is typical return (can you meet it?)

Angels in St. Louis

- Organized angels: BAN, Arch, CultCap, iSelect
- Finding Motivated Solo Angels
 - Rich (working rich or retired)
 - Has time to spend helping
 - Tie to industry/occupation/customers
 - Easy to get along with
 - Think: trade/prof. associations, people who cashed out of firms in the industry

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Angel Math

- \$50,000 invested for 1/3 of business
- In year 5, angels expect \$250,000
 - Business needs to be sold for \$750,000 in Yr5
 - Or \$50K profit/yr ← \$1.5M sales/yr @ 10% profit
- Why would do it?
 - Your stock share Yr5 is \$500,000
 - Your profit \$100K/yr
 - *Could you have gotten here on your own this quick?*



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What Angels Look For: The 4 C's of Angel Financing

- Character – Trustworthy, track record, passion
- Capacity – Market size, value proposition, competition, ability to deliver & ramp-up
- Capital – Enough? Right uses? Skin in game?
- Conditions – Governance, transparency, fit, a clear exit strategy (other things possible)
- *The business plan and your pitch should focus on these things*

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Your Equity Goal With Angels & FFFs

- Give away as much of your company as you need to, as slowly as possible.
- Avoid giving voting stock when you can
- Have recourse, with enough time to avoid breaking your back or bank
- Got a deal? Get it in writing!



Getting Fund Money

- Highly Competitive
- Very Focused – high-growth, often high-tech
- Formal & Structured
 - Long timelines (3 months – 12 months to decide)
 - Forms to fill out
 - Plan done ahead of applying
 - For investments, you probably need legal advice
 - IP protection desired

Pre-Seed Funds Available Locally ⁽⁶⁾

- *Funds to test for preliminary feasibility (product development, patents, initial market,...)*
 - Balsa Foundation Entry Grant www.thebalsafoundation.org
 - Billiken Angels Network (BAN) www.billikenangels.com
 - Biogenerator Concept & Pre-Seed Funds www.biogenerator.org
 - MTC's Missouri TechLaunch <http://www.missouritechnology.com/>
 - Small Business Innovation Research Program (SBIR) and Small Business Technology Transfer Program (STTR)
http://www.missouribusiness.net/fast/about_sbir.asp

(7)

Seed/Start-Up Funds

- *Seed Funds used to prepare for subsequent major funding (typically VC or major corporation)*
- Start-Up Funds get firm to first sales
- Local Seed & Start-Up Funds & Networks
 - Billiken Angels Network (BAN): www.billikenangels.com
 - Arch Angels: www.stlouisarchangels.com
 - Biogenerator Seed Fund: www.biogenerator.org
 - iSelect Fund: www.iselectfund.com
 - MTC (Mo Tech Corp) Seed Capital Co-Investment Program
 - Cultivation Capital: cultivationcapital.com
 - Regional Growth Capital: www.regionalgrowthcapital.com
 - Centennial Investors: centennialinvestors.com
 - Nidus Partners niduspartners.com
 - Bodley Group www.bodleygroup.com

Online Seed/Start-Up Funds

- AngelList
- Angelsoft.net
- CircleUp.com
- Crowdfunder.com
- EarlyShares.com
- ECS-Angels.com
- EquityNet.com
- Fundable.com
- FundersClub.com
- Fundingpost.com
- Gobignetwork.com
- Garage Tech Ventures
www.garage.com
- Gust.com
- InvestorsCircle.net
- Lightbank.com
- Localstake.com
- Microventures.com
- MidwestVenture
- Onevest
- PeerRealty.com
- RockThePostcom
- SeedInvest.com
- Venturefund.com
- WeFunder.com
- Google “online equity funding”

Accelerators

- Typically Invest \$50K or \$100K & provide help
 - Arch Grants (non-equity!)
 - Balsa Foundation
 - BioGenerator (biotech)
 - Capital Innovators
 - STL Fashion Fund (fashion)
 - Prosper (women owned)
 - SixThirty (fintech)
 - Stadia (sports)
 - The Yield Lab (agriculture)



Growth Funds: (9)

STL VC/PE Firms & Their Specialties

Biomed/LifeSci Focus

- Ascension Ventures
 - www.ascensionventures.org
- HealthCare Ventures, LLC
 - <http://www.hcven.com>
- Helix Fund
 - <http://www.helixcenter.com/helix-fund.html>
- Oakwood Medical Investors
 - <http://www.oakwoodmedical.com>
- RiverVest Venture Partners
 - <http://rivervest.com>
- Triathlon Medical Ventures
 - <http://www.tmv.com>

Technology Focus

- Augury Capital Partners
 - <http://augurycapital.com>
- Lewis and Clark Ventures (also bio)
 - <http://lewisandclarkventures.com/>
- Lindbergh Technology Fund
- Prolog Ventures (also bio)
 - <http://www.prologventures.com/>

Growth Funds:

STL VC/PE Firms & Their Specialties

General Focus

- Advantage Capital
 - www.advantagecap.com
- Arch Equity Partners
 - www.archequitypartners.com
- Arsenal Capital Management
 - <http://acm-stl.com/>
- Chaifetz Group
 - <http://www.chaifetzgroup.com/>
- Eagle Private Capital
 - <http://www.eagleprivatecapital.com/>
- Forsyth Capital Investors
 - <http://www.forsythcapital.com/>
- FTL Capital
 - <http://www.ftlcapital.com/>
- Iron Rock Capital (real estate)
 - <http://www.ironrockcap.com/>
- O'Brien Capital
 - <http://www.obcapllc.com/>
- Open Prairie Ventures
 - <http://www.openprairie.com>
- Regional Growth Capital
 - www.regionalgrowthcapital.com
- Sage Capital
 - <http://sagecapitalllc.com>
- Stifel, Nicolaus & Co.
 - <http://www2.stifel.com>
- The Millstone Company
 - <http://themillstonecompany.com/>
- Visionary Private Equity Group
 - <http://visionaryprivateequitygroup.com/>



The Problem With Banks

“I’m afraid that you’re too much in need of money to qualify for a loan Mr. Farnsworth.”

The Problem With Banks

- Banks don't fund start-ups
 - They make a personal loan to you
- “Start-Up Loans” are usually personally guaranteed
- For the firm to get a loan it must pass rule of thumb survival threshold for banks
 - 2 years is common
- So then what? *Maybe angels.*

The 4 C's of Bank Financing

- Character – Can they trust you? Will you work hard to do what you say you will do?
- Capacity – Can the business generate enough money to pay up what you promised?
- Capital – How much do you want (& for how long)?
- Conditions – What else do you and the financier want from each other?

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Getting Loans

- Credit cards & larger credit lines (easy)
- Personal Loans (harder)
- Mortgages, 2nd Mortgages (even harder)
- SBA-Backed Bank Loans
 - First bank has to reject you, then you qualify
- Microloans: SBA nonbank loans <\$50,000
 - *Let's look at government money...*

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What You Want From A Bank

- Checking & Savings Account
- Cash flow management features (online check submission)
- Possibly credit card handling (check deal!)
- Credit & Debit card for the business
- Line of Credit
- Loans
- *SHOP AROUND!!!*



Local or Online Banks?

Local Banks / Credit Unions

- Branch/ATM convenience
- Personal connection (>CC)
- Chance to explain (>CC)
- Ability to connect personal & business accounts
- Local connections for you
- More tech investment (>LB)
- Fees: LB Higher, CC Lower
- Make cash deposits

Online Banks

- Not personal at all
- Typically open 24x7x365
 - Bankers available by phone
- Often higher interest rates
- Often lower fees

SBA Loans by Bank – 2014 as Example

| Lender | Amount | # of Loans |
|-----------------------------|---------------|-------------------|
| Midwest Regional Bank | \$29 million | 31 |
| Econ. Dev. Ctr. St. Charles | \$20 million | 33 |
| US Bank* | \$11 million | 104 |
| Commerce Bank* | \$10 million | 23 |
| Pulaski Bank | \$10 million | 12 |
| Enterprise Bank | \$8 million | 7 |
| Wells Fargo Bank* | \$7 million | 12 |
| Business Finance Corp. STL | \$7 million | 11 |
| BMO Harris Bank* | \$6 million | 9 |

* SBA Preferred Lender

Source: *STL Business Journal, 2014-15 Book of Lists*

Small Business Banks

Online Only

Bofl Federal
CAN Capital
Credibility Capital
DealStruck
EverBank
Funding Circle
Kabbage
LendingClub
OnDeck
SmallBusinessBank
SnapCap
Swift Capital

Local Banks (Making SBA Loans)

- BMO Harris
- Commerce
- Enterprise
- Midwest Regional
- Pulaski
- US Bank
- Wells Fargo

Fancy Financing: Government

- Equity

- (Small Business Investment Companies –SBICs)

- Debt

- Federal & State Loan Guarantee Programs (8)
 - Via banks & dev. centers (8d, 8g, 8h)

- Gifts

- Federal & State Grant Programs (9)
- Federal & State tax credit programs (9c, 9d)

SBA & Money

- *There are NO SBA grants!*
- SBA guarantees loans (<75%) given by banks to qualifying small businesses rejected by banks
 - 7(a)- loans provided to start-up or growing businesses with special requirements
 - Can be used for real estate, equipment, purchase of another business, and working capital
 - 504 loans (long-term fixed assets: real estate or major machinery)
 - Microloans (via Justine Petersen)

Specialized SBA 7a Loans

- Exporting: Export Express, Export Working Cap.
- Neg. Trade Impacts: Int'l. Trade Loans, CAIP Loans
- Group Specific Loans: Minority and women-owned businesses, Patriot loans (Mil/vet owned businesses)
- Eco-friendly/sustainable development- Pollution Control loans
- Industry specific (e.g. agriculture, manufacturing, etc)

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SBA Microloans

- Smaller, short-term loans used for equipment, supplies, or day-to-day expenses
- SBA- up to \$50,000 (previously \$35,000)
 - average loan: \$13,000
- Other lenders- up to \$35,000 per business
- MO Lenders: Justine Petersen Housing & Reinvestment Corp, Enterprise Development Corp. (Columbia), Rural Missouri, Inc. (Jeff City)
- <http://www.sba.gov/content/microloan-program>



Other Local Small Business Loans

- BOOST- 504 loans for businesses based in or expanding into St. Louis County
- Justine Petersen: Emerging Markets Loans, Green Loans
- Bioscience Industrial Expansion- up to \$500,000 for businesses in or improving bioscience
- Missouri Small Business Loan Program- loans up to \$50,000
- Accion USA- private firm, loans up to \$50,000
- Urban Enterprise loan- business must be within St. Louis or Kansas City. \$10,000-\$100,000.
- Illinois Department of Commerce Participation Loan Program
- RMI- 504 loans, loan program for rural areas, and Small Business Investment Fund
- St. Louis Business Development Fund – established firms

Business Loans for Low Income Neighborhoods

- SBA Programs: Community Advantage (via ACCION Texas - MO, ACCION Chicago – IL), Rural Lender Advantage
- STL Community Development Credit Unions
 - St. Margaret's CU
 - Choices FCU
- STL Community Development Partners
 - Anheuser-Busch Employees' CU
 - Vantage CU

Ferguson-Related Business Funding

- <http://northstlouiscounty.com/north-county-economic-recovery-toolbox/>
 - Small Business Relief Program
 - Linked Deposit Program
 - Reinvest North County Fund
- <http://northstlouiscounty.com/small-business-assistance-information/>
- Crowdfunding (GoFundMe, IndieGoGo)

Programs for Non-Profits

- Guide: <http://www.prattlibrary.org/locations/ssh/?id=3130>
 - <http://www.sba.gov/content/nonprofit-organizations>
- Opportunity Finance Network <http://ofn.org/cdfi-locator>
 - Justine Petersen Housing and Reinvestment Corporation (STL) – loans
 - Choices Federal Credit Union
- Examples of Specialized Programs
 - IFF (Chicago) – Real estate & equipment financing
 - First Children's Finance (Minneapolis)– Community facility loans

Govt. Gifts:

(11)

Federal Research Grants

- SB Innovation Research / SB Tech Transfer
 - Three Phases build on each other
 - Phase 1 (\$225K, 6 mo., 20% hit rate)
 - Money for research & feasibility , not for the business
 - Phase II (\$1.5M, 40%)
 - Outside partner funding encouraged
 - Phase IIb (Match up to \$1M/yr for 3 years, 50%)
 - Outside partner funding required
- <http://www.win-sbir.com/library/overview.html>
- www.sbir.gov, www.grants.gov

Govt. Gifts: National Tax Credits

- The IRS lists more than 100 types of individual and business credits and deductions at:
www.irs.gov/Credits-&-Deductions
- Energy savings (e.g. car)
- Job creation
- Providing childcare
- Increasing R&D
- Locating in an empowerment zone
- Making certain types of investment

Two types

- Nonrefundable Credits (e.g. electric vehicle, lifetime learning) – can get your taxes down to zero
- Refundable Credits (e.g. payments to foreign corps.) – could get you a tax refund

Finding Government Money

- US Government Money Finder
 - <http://business.usa.gov/access-financing>
- The Source for Government Grants
 - www.grants.gov
- The Source for Government Loans
 - www.govloans.gov

State Gifts: Grants & Credits

- Action Fund Loans: City applies on behalf of a start-up
- Certified Capital Co. (CAPCOs) : Invest in MO firms
- Enhanced Enterprise Zone credits: 3 around STL
- MO Export Finance Program
 - Providing working capital, insurance, loan guarantees
- MO Quality Jobs Program (10 or more jobs)
- >50 more (SB and others) at
 - <http://www.ded.mo.gov/programs.aspx>

Other MO-IL Sources

- Missouri Business Portal Incentive Programs
 - <http://business.mo.gov/incentives/index.html>
- Missouri Small Business Development Centers
 - <http://www.missouribusiness.net/sbtdc/index.asp>
- Illinois Grants, Loans & Incentives
 - <http://www.illinois.gov/Business/Pages/financetaxes.aspx>
- IL SBDCs
 - www.ilsbdc.biz

Gifts from Institutions:

(12)

STL Competitions \$5,000-\$50,000

- Accelerate St. Louis Challenge: <http://acceleratestlouis.org/challenge/>
- WashU Olin Cup & SCIC <http://skandalaris.wustl.edu/tag/olin-cup/>
- Metro East Start-Up Challenge: <http://www.siue.edu/metroeaststartup/>
- STL iStart Business Plan Competition
 - <http://stlsu2013.istart.org/>
- Arch Grants
 - <http://archgrants.org/>

Gifts from Others: Competitions (2)

- MADE in Missouri State Entrepreneurship Comp.
 - <http://www.mvcaa.net/index.cfm?Page=MADEinMissouriCompetition>
- National and International Business Plan Competitions
 - From www.bizplancompetitions.com
 - Examples from the 260 they list
 - Cleantech Open National Competition
 - Rice Business Plan Competition (the biggest)
 - Global Social Venture Competition

-

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So?

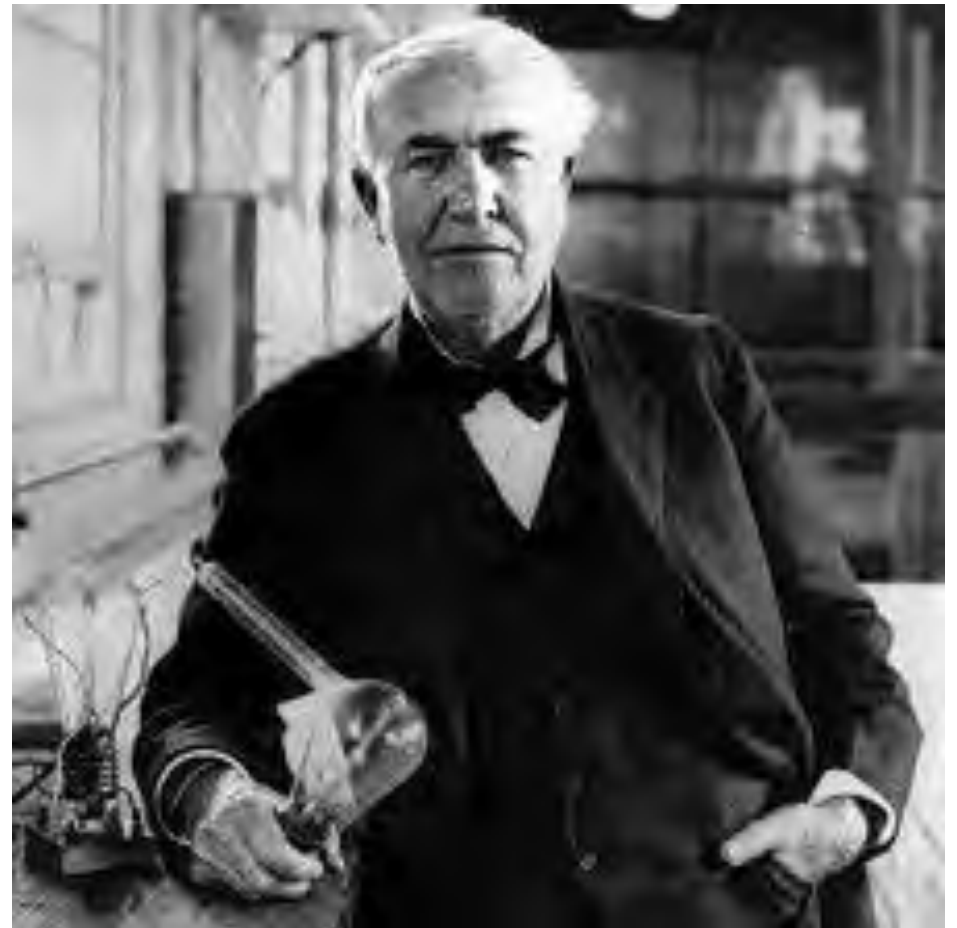
- Do it yourself when possible.
- Start asking closest to home, then expand
- Try to own as much as you can, but when you start giving, give where it counts
- Gifts are best, use debt & equity when nec.
- Basic is simpler than fancy
- The more you learn, the more you find!



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Remember This!

- 'When you have exhausted all possibilities, remember this - you haven't.'
Edison



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Looking for More?

- <http://www.acceleratestlouis.org/Resources>
- Contact St. Louis SCORE: <http://stlouis.score.org/>
- MO SBTDC:
<http://www.missouribusiness.net/sbt/dc/centers.asp>
- IL SBDC: www.ilsbdc.biz
- SBA St. Louis Office:
<https://www.sba.gov/offices/district/mo/st-louis>
- Justine Petersen:
http://www.justinepetersen.org/small_business/start-up_businesses/



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Thanks

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