**0. Intro.** **(1) Why EF:** Strategic planning, staging, valuation, deal structure, risk and diversification, choice of finan-cing, and exit decision have the potential to add tremendous value to ideas and innovations. **(2) What makes EF different from CF?** *Interdependence between investment and (external) financing decision.* CF: 投资和融资决策是独立的; EF: 某些投资决策取决于融资决策. *Diversifiable risk and investment value.* CF: major investors have low cost of capital; EF: founders have high cost of capital, E & VC may have different views on risk. *Managerial involve-ment of investors.* CF: 投资者基本不参与决策; EF: 投资者可获得内部信息并决策. *Information problems and contract design.* 信息不对称影响投资决策, 投资者迫切需要 VC 提供收益. *The importance of Real Options.* 实物期权无处不在. *Harvesting the investment.* CF 投资收益在于未来产生的 FCF, 而 EF 收益主要来自退出(上市或并购). *Value to the Entrepreneur.* CF-shareholder, EF- entrepreneur value max.

**1. New VC.** Public firms’ financing decision: Debt vs. Equity (tax, cost, bankruptcy risk). Startup firm financing decision: 投资者类别, 信息披露方式以及具体的融资形式. **(1) Venture Life Cycle.** *Pre-Seed Funding:* typically refers to when a company’s founders get their operations off the ground: founders, close friends, supporters, and family. *Seed Financing:* funds needed to determine whether the idea can be converted into a viable business opportunity. *Startup Financing:* funds needed to take the venture from having established a viable business opportunity to initial production and sales. *First/A Round Financing:* equity funds provided during the survival stage to cover the cash shortfall when expenses and investments exceed revenues. *Second/B Round Financing:* financing for ventures in their rapid-growth stage to support investments in working capital (用于市场扩张). *Mezzanine Financing:* funds for plant expansion, marketing expenditures, working capital, and product or service improvements (用于公司扩张). *Bridge Financing:* temporary financing needed to keep the venture afloat until the next offering. *Initial Public Offering:* a corporation’s first sale of common stock to the investing public. *Seasoned Securities Offering:* the offering of securities by a firm that has previously offered the same or substantially similar securities. **(2) Sources of New Venture Financing.** *Self, Friends, and Family.* Bootstrap financing: Does not depend on investor assessment of the merits of the opportunity or asserts of the venture. *Angel Investors.* High-net worth individuals. 高风险高回报. Better deal flow; Better information; Syndicate partner/follow-up. *Venture Capital.* 10 Years. LP: provides capitals. GP: investment decisions. Simple consideration of VC funding: Timing; VC’s expertise; Geographic areas; Investment horizon and objectives (VC funds seek equity or equity-like returns, and the finite life of the fund). *Asset-Based Lenders.* Secured lenders (担保贷款人). *Venture Leasing.* Leasing assets that are key to the operation of the venture (减少初始投资). *Corporate Venturing.* Seek to identify and exploit synergies between firm and the new venture. 可能是公司内部也可能是外部VC子公司的形式, 内可实现创新外可获得收益. *Trade Credit.* 供货商和销售之间应付账款和应收帐款的差. *Factoring.* A factor is a specialist who buys account receivable and manages the collection activities. 保理商帮助收款. *Franchising.* 通过加盟许可收取加盟费是融资方式的一种. *Mezzanine Capital.* VC and PE offer this financing. 在净收入转正后的融资. 混合结构, 有股债还有次级债. *Debt.* 适用性强. *Private Placement.* 私人配售, 成本低. Any sale of equity or debt to a small number of investors by means other than a public offering. *IPO.* Why do firms go public & trade-offs. Good: Expansion with massive financing; Better accessibility to financial market; Increase of stock liquidity; Bad: Losing private benefit; M&A Threat. *SSO.*

**2. VC. (1) Organization of venture capital firms.** *Limited Partnership Structure.* GP Responsible for 1) raising investment capital from LP (销售, 定期报告); 2) deploying the capital by investing in portfolio; 3) harvesting investments (GP 投入 1%, 获利集中于 LP 70%); 4) screening opportunities, commits human capital to ongoing involvement in monitoring and advising. *Distribution waterfalls.* 先给 GP 管理费, 再还 LP 本金, 再给 LP 约定的最低收益, 然后给 GP 约定的最低收益, 最后按约定分配剩余的超额收益. Recovery Phase: Payment of management fee; Return of LPs’ principal; Hurdle Phase: Preferential return to LP; Catchup Phase: A carried interest portion to the GP corresponding to LPs’ preferential return; Carried Interest Phase: Remaining portion of capital gain due to LPs (80%); The GP’s remaining carried interest (20%). 注意 Catchup 机制让 GP 更有动力. *Clawbacks(回拨机制).* LP 收益没有满足的情况下, GP 需要让渡一部分收益. *The Investment Process.* Fundraising stage; Fund closing; Investments (Value creation and monitoring); Harvesting. **(2) How Venture Capitalists Add Value?** *Selecting* invest-ment and negotiating deals with screen criteria (这个地方有许多的参考标准). *Changing* the management team. *Monitoring and advising* portfolio companies (如果 VC 选择派股而不是发现金, 说明其不自信, 对价值有负面影响). *Luck vs. Skill:* What accounts for VC Success? 运气发挥重要作用, 风格坚持以及及时转向很重要. *Syndication:* VC 联合投资互补创造价值. **(3) VC Compensation and Selection.** GP 和 LP 的组成影响 VC 投资项目的选择. *Adverse Selection in VC investment.* VCs 选择项目时有信息不对称, 倾向于选择估值过高的项目. Ways: Syndication, Staging, Financial Contracting (用可转股而非 Cash), Due Diligence. **(4) VC Contracts with Ventures.** VCs can use convertible preferred stock put options, demand registration rights, and others to protect themselves and ensure to harvest. **(5) VC Contracts with Investors.** Excessive risk taking (限制 GP 加杠杆). Favoring existing funds over new funds (防止用新 funds 给老的充钱). Manipulation of management fees. Self-dealing and dilution of effort (限制 GP 投资). **(6) Role of VC Reputation.** IPOs with VC backing are less underpriced and raise more capital.

**3. CVC.** Corporate venture deal sizes becoming **significantly larger** than VC overall. **(1) Objectives of CVC.** 1) It can be a rich source of technological advantage and information about potential transformations in companies’ core businesses. 2) Venturing enables corporations to keep on new developments and potential new markets in adjacent industries. 3) Venturing gives a means to learn about emerging trends in more-distant industries. 4) Venturing yields important information that companies can use to prepare for or facilitate their entry into new businesses. **(2) Comparison of CVC and IVC.** *Hypothesis 1:* CVCs may be superior to IVCs in nurturing innovation. 1) Longer investment horizons. 没有 IVCs 10年的固定限制. 2) Strategic purpose. IVCs 的核心目标是赚钱. CVCs 的核心目的则还有公司发展. 3) Lack of purely performance-driven compensation schemes. CVC 管理者薪资和 funds 表现弱绑定, 固定薪资 + 母公司情况. 4) Unique knowledge from parent firm. CVC 的母公司可以提供特有知识. *Hypothesis 2:* IVCs may be superior to CVCs in nurturing innovation. 1) Efficient resource allocation. CVC 可能有路径依赖, 无法合理分配资源. 2) Higher powered compensation schemes. IVC 薪资激励性强, 创新动力高. 3) Specialized industry expertise. IVC 可以帮助公司专业化. *Empirical Findings.* CVC-backed firms 创新性更强. **(3) Choice of Corporate Innovation Activities.** 逐渐转向外部 VC 以加速创新速度, 并获得竞争优势.

**4. Valuation 1. (1) VC Method.** Estimates the venture’s value by projecting **only a terminal flow** to investors at the exit event. 只考虑项目退出收益, 且只初期一个投资. *题目比较固定:* 1) Founder 有固定初始股数; 2) 投资者投资金, 有其目标收益. 3) 给定项目的退出价值 (有时需要 P/E 自己算); 4) 给定时间. *主要考察:* 1) 新来的投资者占多少股份; 2) 需要增发多少股, 股价是多少; 3) 融资前后项目的估值; *解决思路:* 起点是将初期投入资金贴到最后, 与最终值比较得到占比; 进而得到需要增发的新股数以及股价; 增发前后股价不变, 股数增加带来估值增加. **(2) Multiple Rounds.** *Expected.* 第一轮投资的时候预料到后续还会有投, 最终估值不变, 只需要将每一轮投资贴到最后一轮计算占比即可, 减去后得到初创者部分, 这种在预期内的多轮投资估值计算方式和上述相同. *Unexpected.* 第一轮投资的时候没有预料到后续还会有投, 最终估值不变, 未预期到的投资占比直接计算, 初始投资和初创者则在剩余的部分按原比例瓜分, 会稀释第一轮投资占比. **(3) Anti-Dilution Provision.** Investors are concerned about “Down Round” (could be at a lower price per share than what he is paying this round). *Full Ratchet Provision.* 如果新发行价格较低, 原始投资者有权以低价购入. 也就是说 B 轮后 A 轮投资者如果被稀释, 应该通过增发保证 A 轮投资者占比不变. 计算核心在于 Founder 的占比是确定的, 进而算出总股本, 用 B 轮后的总估值除以总股本得到股价. 另一种情况是 B 轮发行价格降低后, 通过转化 (Conversion) 增股的方式保证 A 轮投资者资金不变 (Common Stock 转化为 Preferred Stock). *Weighted Average Provision.* 加权转化, 和之前直接通过价格进行转化, 现在考虑进原有股数加权. New Conversion Price = Old Conversion Price \* (CSO+CSP)/(CSO+CSAP). 其中 CSO 表示原有 Common Stock 数量, CSP 表示按照价格转化新发行股得到的 Common Stock 数量, CSAP 表示新发行的 Common Stock 数量. *Example.* A 轮 $1, 25 shares. B 轮 $0.5, 20 shares. 那么如果不考虑加权需要多给 A 转化 25 shares. 如果考虑加权 CSO=25, CSP=10, CSAP=20, New Conversion Price=0.78, 25/0.78 为结果.

Question1: payment of management 是第一个返回？