

2001: Resilience in a Time of Change



Software & Internet Council Chairman Shikhar Ghosh, Verilytics, Inc., addresses the crowd.

Strong industry leadership was crucial to maintaining the vitality and competitiveness of the Massachusetts software and Internet industry in 2001. The challenges we all faced in persevering through difficult economic changes and the unspeakable tragedies of September 11 required each and every one of us in the industry to step back, reflect on the important elements of our lives, and ultimately join together in support of each other and our nation. The Council reaffirmed its goal of promoting the industry and helping companies be successful in global markets.

Under the leadership of **Chairman Shikhar Ghosh of Verilytics, Inc.**, the Council spent 2001 serving the industry as a critical focal point for the business information, the financial resources, and the strategic contacts Members needed to sustain their momentum, and achieve success in these turbulent times.

RESEARCH

The Council's 2001 research focused on our annual effort to document the industry in

Massachusetts. The twelfth edition of the highly regarded **The Complete Guide to the Massachusetts Software & Internet Industry, 2001 – 2002**, listed 3,272 software and Internet companies in the state, verifying that despite the economic climate, the industry remained vital and active during 2001. The research indicated a net loss of only 38 companies over the last year, with industry revenues growing by 700 million, up to \$11.8 billion in 2001, from \$11.1 billion in 2000. The profile of the industry as reported in 2001 and over the last

twelve years indicates that 65 to 70% of the state's software and Internet companies have 25 or fewer employees and \$5 million or less in revenues. In addition, 67% of the software companies and 69% of the Internet companies employ 25 or fewer people, and 66% of the software companies and 71% of the Internet companies have annual sales of \$5 million or less. The Guide was produced in cooperation with **Mass High Tech** and sponsored by **Adams, Harkness & Hill**. Available in print, online, and in a CD ROM version, the guide is distributed free of charge to Members, state legislators, the Congressional delegation, and all Massachusetts public libraries, as well as the press and visiting international delegations interested in partnering with Massachusetts companies. Assistance with the Guide on CD was provided by **CD Works** and **Trigent Software**.

A second research effort focused on **collecting data on the status of high speed Internet access across the state**. Called **MassBroadband**, the project was undertaken to ensure that Massachusetts entrepreneurs have the high speed Internet service they need to create companies and communicate with customers,

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partners, and prospects. **MassBroadband**, conceived jointly by the Massachusetts Technology Collaborative (MTC) and the Council, seeks to create an environment that will accelerate the deployment of broadband in Massachusetts. In 2002, we expect to complete the research phase, conduct public forums, and develop recommendations to support our goal.

EDUCATION AND NETWORKING

Each year since our founding in 1985, the Council has developed and run an aggressive calendar of educational and networking events designed to target the interests and business needs of the state's software and Internet entrepreneurs. Educational programs combine the expertise of noted authorities and consultants with the real world experiences of company CEOs, Presidents, and senior executives to help industry colleagues navigate the challenges of starting, managing, and growing their companies. Networking events bring together a large cross-section of industry professionals and provide the opportunity to make mutually beneficial and strategically important connections with other industry executives and

recognized business leaders. The Council's programs also afford industry executives a chance to meet and talk face to face with federal, state, and other public officials.

During the summer of 2001 the Council held their annual series of member focus groups to elicit feedback on the business issues that "keep them awake at night." This information, in combination with the comments and suggestions collected on evaluation forms at each and every program, and speaker proposals submitted directly to the Council by Members, forms the basis of each year's



Guest speaker **Senator John Kerry** is greeted by **Council Trustee Bob Davis**, former CEO of **Terra Lycos** and a Keynote Speaker at the Spring Membership Meeting.

calendar of programs, new initiatives, and activities.

The Council's 2001 programs provided the experience and advice of more than 140 industry executives, experts, and practitioners. In total, more than 3500 industry executives attended the Council's programs over the course of the year.

2001 Program highlights included:

2 Membership Meetings

The 2001 Membership Meetings provided major networking opportunities and the insights of nationally recognized industry leaders on topics of interest to Members. In addition, these industry-wide programs provided a forum to release information on Council initiatives including the Foundation's Above and Beyond Awards at the Annual Meeting, and the Communications Contest student projects at the Spring Meeting.

The **2001 Annual Meeting** featured **Carl Yankowski**, CEO, **Palm, Inc.**, **Governor Jane Swift**, and Professor **Rosabeth Moss Kanter**, of the **Harvard Business School**. (2001 Annual Meeting sponsored by **Citizens Bank**.) The **Spring Membership Meeting** featured **Ellen Hancock**, Chairman and CEO, **Exodus Communications**, **Bob Davis**, former CEO, **Lycos**, and **Senator John Kerry**. (Spring Membership Meeting sponsored by **Silicon Valley Bank** and **Loudcloud**.) A special Fifteenth Anniversary Gala Event, originally scheduled for September 20 in place of the traditional Fall Membership Meeting, was cancelled due to the tragic events of September 11.

7th Annual Investment Conference for Private Companies

Forty-eight companies pitched their business plans to more than 330 assorted financiers and advisors at the 2001 Investment Conference. The conference was preceded by two intensive preparatory sessions that coached the presenting companies on their investor pitches and presentation skills. Held in association with **The National Venture Capital Association**, **Massachusetts Interactive Media Council**, **Cambridge Business Development Center**, **Massachusetts E-Commerce Association**, and **the Technology Capital Network at MIT**, this highly regarded event was also supported by the state's leading

venture capital firms. (2001 Investment Conference sponsored by **Regent Associates**, **SG Cowen**, **Broadview**, **State Street Global Advisors**.)

2 Technology Programs

The two technology programs, developed and moderated by **Council Trustee John Landry** of **Lead Dog Ventures**, were among the most popular programs of the year, due of course to the tremendous interest in future technologies. Topics included **Business Opportunities and Trends in Wireless: Where is Wireless technology headed?** and **Secrets of the Wireless Future: What is best for wireless technology in the future?**

2 Meet the Editor Programs

The **Meet the Editor** format was newly launched in 2001 and provided Members with the opportunity to get "face to face" with the editors of major national business publications and trade press. Featured editors in 2001 included **Peter Mancusi**, Editor of the Business Section, **Boston Globe**, and **Eric Lundquist**, Editor in Chief, **eWEEK**.

3 Access To Capital Programs

The **Access To Capital Series** shed light on one of the biggest issues facing entrepreneurs in 2001 – how to find and structure financing for their companies. Topics included **Elements of the Deal**, moderated by **Richard Lucash**, **Lucash, Gesmer & Updegrave**, **Capital Availability: Financing Companies Today**, moderated by **Council Trustee William Warner**, **FutureBoston, Inc.** and **Valuing Your Company**, moderated by **Council Trustee Rich Carpenter**, **Carpenter Associates**.

5 Sales and Marketing Roundtables

This new series of programs was developed directly as a result of feedback from attendees at our summer focus groups who expressed a desire for a forum where they could exchange ideas and share insights and experiences with other senior sales and marketing executives from software & Internet companies. Attendance was limited to senior sales or marketing executives from software and Internet companies. Topics included **The Changing Business Climate**, **Testing a New Value Proposition**, **IdeaVirus**, **Getting a Prospect's Attention**, and **Solution Selling**. The series,

hosted by **Silicon Valley Bank**, was moderated by **Council Trustee Mike Kinkead**, **timeBLASTER**, **Sherri Dorfman**, **Stepping Stone Partners**, and **Bob Johnson**, **Customer Manufacturing Group**.

4 Sales and Marketing Programs

The traditional sales and marketing panels in 2001 emphasized getting the most from limited budgets, a particularly appropriate focus in light of the economic difficulties faced by many companies in 2001. Topics included **Marketing Strategies on a Shoestring Budget**, **Differentiating Your Company**, both moderated by **Council Trustee Alain Hanover**, **Main Street Partners**, **ROI: Back in the Spotlight**, moderated by **Council Trustee Steffan Berelowitz**, **BiT Group**, and a **"BuyButton" Discussion Group** targeted to e-commerce companies operating storefronts on their websites, moderated by **Council Trustee David Blohm**, **SmarterKids.com**

3 Managing and Leading Programs

The **Managing and Leading** series assisted CEOs and Presidents of software and Internet companies in dealing with the challenges of leadership in turbulent times. Topics covered in this highly interactive series of programs included **Managing and Leading At the Speed of Growth**, moderated by **Kathryn Catlin**, **The Catlin Group**; **Managing and Leading Change in Turbulent Times** moderated by **Council Trustee David Blohm**, **SmarterKids.com**; and **Managing and Leading People**, moderated by **Bonnie Gorbaty** and **Bouzha Cookman** of **The Catlin Group**.

2 Security Programs

The Security programs were developed immediately after the events of September 11 to try to help companies develop a framework for making smarter and safer decisions about information security. Topics covered included **Information Security Issues**, and **Auditing Your Company's Security Risks**, both moderated by **Judith Hurwitz**, **Hurwitz Group**.

1 IT Spending Outlook Program

With the economic downturn affecting businesses across the

board, Members needed some understanding of the outlook for technology purchases and spending. The Council partnered with **CIO Magazine Group Publisher Gary Beach** to produce this illuminating session based on an ongoing CIO research project.

2 ASP Roundtable Discussion Groups

The ASP Discussion Groups were designed as networking and information exchange sessions for senior executives from ASPs. These sessions were particularly helpful for executives from pure ASPs as well as companies moving from a traditional model to the ASP model. The ASP Discussion Groups were led and moderated by **Council Trustee Deb Besemer**, **BrassRing Systems**, and **Council Trustee Alain Hanover**, **Main Street Partners** and hosted by **IBM**.

1 Executive Dinner

The Executive Dinner provided an elegant and intimate evening for networking with prominent industry senior executives and featured personal remarks by **Imran Sayeed**, CEO and Founder, **netNumina**. The dinner was hosted and moderated by **Richard Anders**, **DigitalIndustryBoston**, and **Richard Lucash**, **Lucash, Gesmer & Updegrave**.

4 Legal Issues Series Programs

The Legal Issues series featured some of the best legal experts in the state on technology-related legal issues facing industry entrepreneurs. Moderated by **Howard Zaharoff** and **Peter Barnes-Brown** of **Morse, Barnes-Brown & Pendleton**, topics covered in 2001 included **Licensing**, **Financing**, **Employment Law**, and the annual **Hot Topics** session.

1 International Program:

The export program allowed local executives to share their knowledge of overseas markets and examine the process of developing an international presence. **Going International: Exporting Your Product** was moderated by consultant **Richard Fivick** and sponsored by **ExpertEyes**.

1 Social Event

The Members-only social event, always a highly anticipated event, offered a unique and educational venue for an evening of **socializing and networking** with more than 250 colleagues in the industry. Beginning with a cocktail and networking session at the

Museum of Science and followed by a private showing of the renowned Omni film **Shackleton's Antarctic Adventure**, the event provided a thought-provoking backdrop for discussions of leadership and survival in trying times. The social event was sponsored by **Silicon Valley Bank, KPMG, and IBM.**

1 Charity Event

Technologists with a Heart brought together the five information technology associations, including the **Massachusetts Software & Internet Council, Mass eComm, Massachusetts Interactive Media Council, Massachusetts Telecommunications Council,** and the **MIT Enterprise Forum**, to host an evening full of entertainment benefiting area technology education programs. More than 500 industry professionals attended the event, which was sponsored by **Boston.com, Charles River Ventures, Deloitte & Touche, Hale & Dorr, Mass High Tech, Insure HiTech, Miller Shandwick Technologies/The Weber Group, CriticalSites, MMI,** and **Preston Productions.**

4 Factory Tours

Factory Tours provided an opportunity to gain a "behind the scenes" look at some of the most interesting technology companies in the area. Over the last several years these programs have developed a reputation for providing some of the best networking around. Companies visited in 2001 included **Speechworks, Eprise, RSA Security,** and **Lightbridge.**

8 HyperLink Discussion Forums

The Hyperlink Discussion Forums tackled timely issues facing software and Internet companies in the current environment. Co-sponsored by the **Massachusetts Software & Internet Council** and the **Massachusetts Interactive Media Council,** discussion topics included **The Sky is Falling or Sanity Returns, The Bright Spots, The Future of Technology and Security, The View from Both Sides, Web Business Models that are Working, Wireless Trends and Technologies, It's Not Just Hosting – It's Managing, Where is My Liquidity?, and Adventures on the Road to Profitability.**

PUBLIC POLICY

As the leading policy voice for the New Economy companies in Massachusetts, the Council has developed and maintained strong relations with key government officials over the past fifteen years. The Massachusetts Software & Internet Council works cooperatively with key Massachusetts state officials and Members of Congress to promote the growth of our industry and to keep them informed about the potential impact of state and federal legislation on the software and Internet industry. The Council's public policy goals are to promote the growth of the Internet, facilitate workforce development, foster access to capital, and protect intellectual property.

In 2001, the Council provided leadership on several major national issues that were important to the industry including **urging Financial Accounting Standards Board (FASB) to improve the purchase method of accounting for business combinations, extending the Internet tax moratorium for two years, and introducing legislation to provide relief from the Alternative Minimum Tax for Investment Stock Options.**

At the state level, the Council continued to play an integral role in getting the **Legislature to provide funding for educational technology through a \$35 million appropriation to the Capital Needs Investment Trust Fund that provides matching grant funds to public schools over the next four years.**

The Council also **provided a demonstration for Governor Jane Swift and her senior advisors on the Platform for Privacy Preferences (P3P), participated in Attorney General Tom Reilly's Internet Privacy Advisory Group, hosted Senator John Kerry as the keynote speaker at the Spring Meeting, and organized policy roundtables with Governor Jane Swift and the US Undersecretary of Commerce, Phillip Bond.**

WORKFORCE DEVELOPMENT

Council efforts to create innovative solutions to workforce issues went in several directions in 2001. The Council formed a partnership with

UMass Lowell to participate in the **National Science Foundation** funded **Project Tech Force** to advance the understanding of the work experiences of women and men in information technology workplaces. By surveying such crucial issues as economic security, job stability, career pathways, evaluation, training, and reward structures, and the attraction, retention and promotion of IT workers, the findings will establish one of the nation's first systematic bodies of knowledge concerning women and men software and Internet workers in the IT industry.

The **2001 Visual Communications Contest in conjunction with Boston University** offered Member companies the opportunity to partner with graphic design students to get fresh, innovative approaches to their marketing materials, websites, and product images. The program culminated in the exhibition of twenty-five student projects at the Spring Membership Meeting. Companies participating in the 2001 Contest included **Acrylis, Avicon, ACTT, Communispace, InMagic, Perceptive Networks, Softlinx, The Pop Up Notes, Trailbreaker.com, ValuEdge, Verilytics, Vibren, and Ztrace.**

The **Software Council Fellowship Program** completed its eighth year of operation providing highly skilled workers to the software and Internet industry through retraining and education. Six hundred people have graduated from the program since its inception in 1993.

The **Software & Internet Council Education Foundation** presented six **Above and Beyond Awards** at the 2001 Annual Meeting, highlighting outstanding efforts to integrate technology into Massachusetts classrooms. The 2001 Award winners were from a cross-section of schools and communities throughout the state, including **James F. Sullivan Middle School, Lowell, Worcester Arts Magnet School, Worcester, Blackstone Valley Regional Vocational Technical High School, Farley Elementary School, Hudson, and Dennis-Yarmouth Regional School District.** Special Achievement recognition was made posthumously to **Jack Rennie,** former Chairman of the Massachusetts Business Alliance for

Education, for his outstanding efforts in leading education reform in the state. In order to further focus efforts on future technology industry workers, the Foundation Board determined that next year's **Above and Beyond Awards** will recognize best practices for the teaching of math and science in middle schools (grades 6-8). Plans are to increase the number of awards presented annually, and add a new category of awards with larger stipends presented to educators to document and package award winning teaching practices that can be integrated into the curriculum and broadly disseminated across the state.

MARKETING MASSACHUSETTS

The Council worked proactively in 2001 to focus a number of audiences on the state's role as a center for technology leadership and innovation. The Council was asked to represent the technology industry on the **New England Advisory Council of The Federal Reserve Bank of Boston.** The Advisory Council, which has quarterly meetings, meets with the President of the Boston Fed to discuss the regional economy. The Council also coordinated a special meeting of technology executives who briefed the Boston Fed President about various sectors of the technology economy.

The **international business community** has long been interested in the technology industry here both as a source of potential partnerships and as a model for developing their own local technology industries. Council representatives met with trade delegations and government groups from countries including **Germany, Israel, Canada, Hungary, Malta, Mexico, Ireland, UK, Scotland,** and **Russia.** All groups were provided with copies of our *Complete Guide to the Massachusetts Software and Internet Industry* to facilitate networking with local companies. Highpoints of the year's international efforts included a half-day of activities in Boston focused on Internet technology for the **visiting Crown Prince of the Netherlands,** and the **keynote presentation** made by the Council's President on the subject of innovation and entrepreneurship at a **Software Outsourcing Summit in St. Petersburg, Russia.** Three hundred attendees

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from 27 countries participated in the summit.

The year 2001 brought to an end the roadshows conducted by the **Dot.commonwealth campaign**. The Dot.commonwealth campaign was founded in October 1999 by a coalition of the state's four technology associations under the leadership of the Software & Internet Council. Through a series of six regional events or roadshows, the campaign highlighted technology companies around the state while emphasizing leadership in innovation and education, its breadth of technology sectors, and outstanding network of industry influencers and opinion leaders. Four roadshows were held in 1999 and 2000; the final two of the six planned roadshows were held in 2001 in **Worcester and Central Massachusetts** in March and **Springfield and the Pioneer Valley** in June.

Finally, the Council continued to build strong lines of **communication with the business press and trade media**. Frequently quoted in local and regional publications over the course of 2001, Council representatives used every opportunity to reinforce positive messages about Massachusetts' role as a center for technology leadership and innovation.

COMMUNICATIONS

The **Council's website** (www.msicouncil.org) served Members as the hub of **industry information and Council activities**. The website provided important visibility for the Council and for Massachusetts' strong software and Internet industry. Resources available on the website

include an online version of *The Complete Guide to the Massachusetts Software & Internet Industry*, the Council's full calendar of events with online registration and payment, highlights of previous programs, an Industry Calendar with postings of trade missions, conferences, and substantive executive-level industry events, web-based public policy efforts including summaries of the national and state-level perspectives on public policy issues, project descriptions of all past Above and Beyond Award Winners highlighting best practices in educational technology, and Investment Conference Presenting Company presentations for review.

E-News, the Council's monthly e-mail newsletter chronicled the **Council's 2001 initiatives and activities beyond programming**, and informed the Massachusetts software and Internet industry about the Council's research, marketing, public policy and workforce efforts on their behalf. Sent to nearly 6,000 e-mail contacts per issue, E-News is widely read and receives accolades for its clarity and insight into behind the scenes activities.

The weekly **Software & Internet Council Updates** provided Members, the financial community, analysts, press, government officials, and assorted industry associates

with **timely information about the Council's educational programs, networking opportunities, and industry events of interest**. The weekly e-mail also provided a means to disseminate valuable information on **business opportunities** outside of the Council's calendar.

B E Y O N D 2 0 0 1

The economic and political events of the last year have certainly left a lasting mark on all of us. As we move forward into 2002, and as Members refocus and renew their efforts to start, manage, and grow their companies, our mission to be

the best information, referral, and networking resource for companies; the most effective advocate on public policy issues affecting the industry; the most innovative catalyst for finding solutions to pressing industry issues; and the most visible and vocal supporter of the strengths of the Massachusetts technology community has never been more relevant or more needed. The Council remains committed to providing the high quality programs and services that will help the Massachusetts software and Internet industry achieve success now and in the long term.

Board of Directors 2001

Shikhar Ghosh * <i>Verilytics, Inc.</i> Chairman	Randall Davis <i>MIT AI Laboratory</i>	John N. Little <i>The MathWorks, Inc.</i>
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Massachusetts Software & Internet Council 2001 Pictorial Review

ANNUAL MEETING



Founding Trustee **Richard Rabins** of **Alpha Software**, Council Trustee **Dan Bricklin** of **Trellix Corporation**, and Founding Trustee **Eric Vogt** of **Communispace** are all smiles at the Annual Meeting.



Keynote speaker **Carl Yankowski**, CEO, **Palm, Inc.** poses with Council Trustee **John Landry** of **Lead Dog Ventures** and Council Chairman **Shikhar Ghosh** at the Annual Meeting.



Council Trustees **David Blohm**, **SmarterKids.com** and **Paul Egerman** of **Escription** pose with the 2001 Above and Beyond winners.



Governor Jane Swift delivers a powerful message about Massachusetts' education initiatives at the Annual Meeting.



Professor **Rosabeth Moss Kanter** of the **Harvard Business School** displays her musical talents as she raps about succeeding in the digital culture at the Annual Meeting.



Council Trustee **John Cullinane** of The Cullinane Group welcomes Council Trustee **Bob Davis** of Highland Capital Partners, formerly of Terra Lycos, to the Spring Membership Meeting.



Council Trustee **George Conrades** of **Akamai** and Spring Membership Meeting Keynote **Ellen Hancock**, CEO, **Exodus Communications** pose for the camera.



A design student shows off her work to Council Trustee **James Pelusi** at the Spring Meeting's exhibit of the 2001 **Visual Communications Design Contest**.

OTHER PROGRAMS



At the "Trends in Wireless/Mobile Space" program in January discussion focused around how limitations in storage, processor power and bandwidth are being overcome. Panelists include: **Joseph Baron** of **ThinkingBytes Technologies**, **Kevin Yen** of **LiveSky Solutions**, **Edward Boyajian** of **Marbles, Inc.**, Council Trustee and program moderator **John Landry** of **Lead Dog Ventures** and **Steve Janiak** of **Palm, Inc.**



Panelists address audience questions at the "Elements of the Deal" program. Standing at the podium is **William Contente** of **Lucash, Gesmer & Updegrave**, seated is **Richard Lucash** of **Lucash, Gesmer & Updegrave**, **Andrew Clapp** of **Brook Venture Fund**, **Lucinda Linde** of **First Light Capital**, and **Paul English** of **Intuit**.



The panel at the "Differentiating your Company" program: Council Trustee and moderator **Alain Hanover** of **Main Street Partners**, **Steve Grande** of **Worldinsure Ltd.**, **Johanna Schlegel** of **Salary.com**, **Deb Pappas** of **Inceptor**, **Mikael Wipperfeld** of **Ascential Software**, **Manya Rossignoli Chait** of **Schwartz Communications**, **Kevin Rudden** of **Miller/Shandwick Technologies**, **Pamela Hamilton** of **Collaborative Communications**, and **Malinda Banash** of **Miller Consulting**.



Council Trustee and program moderator **Michael Kinkead** of **timeBLASTER** provokes discussion at the Sales and Marketing Roundtable.



Business Section Editor **Peter Mancusi** from the **Boston Globe** speaks candidly to the audience at the "Face to Face with the Boston Globe" program in January.



Leading at the Speed of Growth, produced in conjunction with the Catlin Group, featured **Chris Heidelberger** of **ChannelWave Software**, **Jeffrey Beir** of **eRoom Technology**, moderator **Katherine Catlin** of **The Catlin Group**, and **Dan Schimmel** of **OneSource Information Services**.



Gerard Verweij of **PricewaterhouseCoopers**, **Sumner Blount** of **Netegrity**, program moderator **Judith Hurwitz**, founder of the **Hurwitz Group**, and **Eddie Schwartz** of **Guardent**, presenters at Critical Security Issues program on "Auditing Your Company's Security Risks" speak informally before the event.



Council Trustee **Deborah Besemer** of **BrassRing Systems** leads a discussion among ASPs about exchanging information, ideas and experiences at the ASP Roundtable.



Council Trustee **Paul Gudonis** of **Genuity** speaks as **Rick White** of **TechNet**, **Undersecretary for Technology** of the **US Department of Commerce** **Phil Bond**, and **Paul Deninger** of **Broadview** listen intently at a roundtable discussion.



Legal Series moderators **Peter Barnes-Brown** and **Howard Zaharoff**, both of **Morse, Barnes-Brown & Pendleton**, speak with **Steve Henry** of **WolfGreenfield** at the "Hot Topics" legal program.



Jim O'Leary of **RSA Security** points out some interesting aspects of the RSA plant at the RSA Factory Tour held in November.



Howard Anderson of **YankeeTek Ventures** addresses the crowd at the March 2001 **Dot.Commonwealth Road Show** in Worcester.

INVESTMENT CONFERENCE



Council Trustee **William Warner** of **FutureBoston** gives some feedback to a presenter at the **Investment Conference Prep Session**.



A presenter at the Investment Conference Prep Session converses with some attendees.



Investment Conference Prep Session speakers: Council Trustee **David Blohm** of **SmarterKids.com**, Council Trustee **William Warner** of **FutureBoston**, **James Geshwiler** of **CommonAngels** and **David Sung** of **Commonwealth Capital Ventures**.



Attendees at the Investment Conference listen to a product demonstration in the Investment Conference Demo Room.



An Investment Conference presenter captivates his audience with a product pitch.

Conference presenters and attendees mingle in front of the registration desk at the Investment Conference held at the World Trade Center.

SPRING MEMBERSHIP MEETING