



Asociatia Româna pentru Transfer Tehnologic si Inovare

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De la idee, brevet si inovare prin transfer tehnologic si servicii la unitati puternice inovative cu activitate bazata pe valoare adaugata ridicata

Technology Transfer, Innovation and Research Commercialization Process, Intellectual Property

We recognize the vital importance technology transfer and intellectual property professionals play in the research commercialization process. We search to go behind the scenes to bring you detailed, actionable information, best practice and advice with a very specific and single-minded goal: to help you find, develop, license, and bring to market your organization's (or your client's) valuable intellectual property.

Useful links: [Enterprise Europe Network](#) [DG Enterprise](#) [EU law](#) [EU-Services](#) [Cordis](#) [USA-EU-Match](#) [Your-Europe-Your-Business](#) [Your Europe - Business portal](#) [Your Europe - Citizens portal](#) [Portal-for-SMEs](#) [Europa-EU-Portal](#) [Executive-Agency-for-Competitiveness&Innovation-EACI](#) [EIM's Knowledge Web on SMEs & Entrepreneurship](#) [Access2Finance - EU-Finance for SMEs](#) [SME Portal's funding tool](#) [EU's Information Society: Thematic Portal](#)

U-Waterloo launches BootCamp for young entrepreneurs

The University of Waterloo in Ontario, Canada, is launching a training camp to teach promising young Canadian entrepreneurs how to help create the country's future economy. The VeloCity Entrepreneur BootCamp (VEB), which will run from May to July 2010, will be based in U-Waterloo's VeloCity, a hybrid student residence and high-tech incubator that has spawned several start-up companies in mobile ... [continue reading >>>](#)

Degree program trains students to turn U of Rochester patents into products

The University of Rochester (NY) is taking a different approach to enlist students in commercializing promising technology. The school has created a graduate program designed to put its vast collection of IP to use in medical devices, consumer electronics, and other applications instead of leaving patents to collect dust. As a component of the Masters of Science degree, the Technical Entrepreneurship and ... [continue reading >>>](#)

Imperial Innovations inks meningitis vaccine licensing deal with Novartis

Imperial Innovations Group plc, the tech transfer arm of Imperial College London, has granted Novartis Vaccines and Diagnostics a worldwide, exclusive license to a preclinical-stage vaccine candidate against meningitis B. Although full terms of the deal were not disclosed, Imperial Innovations received an upfront payment and will be entitled to development milestones and royalties if the vaccine goes to market ... [continue reading >>>](#)

UT-Battelle licenses tissue regeneration technologies to NellOne Therapeutics

A company developing potential treatments to help heal damaged hearts and muscle wounds has exclusively licensed patents that will help move the protein therapy closer to actual patients. In 2008, NellOne Therapeutics was spun out of Oak Ridge National Laboratory (ORNL) contractor UT-Battelle by Battelle Ventures to probe the potential of a gene that showed promise in helping to restore damaged tissues in ... [continue reading >>>](#)

Save time and money using in-house valuation analysis software

A new software tool, the **Competitive Advantage Valuation** (CAV) system, was specifically developed to provide the precision you need in IP valuation at a price every organization can afford. The low price has been cut even further under a collaboration with 2Market Information Inc., parent company of *Tech Transfer E-News*. Readers pay only \$380, a full \$250 off the regular price. The system gives TTOs and other IP holders an in-house alternative to costly outside analysis that can take months and often delays negotiations. The CAV Software offers users a single, straightforward method for determining IP value. Created by nationally recognized IP law expert Ted Hagelin, the CAV tool yields clear and logical valuation results through a single program platform for effective negotiation, planning and reporting. The easy-to-use system includes detailed explanations and instructions for each step of the process, and over 75 research resources to obtain the information needed for valuation. For complete details and to order, [CLICK HERE](#).

U-South Dakota researcher's germ-killing socks go into production

A Sioux Falls company is using patent-pending technology developed by researchers at the University of South Dakota to create a specialty sock line with germ-killing additives designed to help diabetics and athletes. Yuyu Sun, PhD, associate professor in biomedical engineering at USD, has spent the past 11 years conducting research in the antimicrobial field. Last summer, USD signed a licensing agreement ... [continue reading >>>](#)

Vanderbilt researcher develops new glasses for low vision

Having low vision can seriously limit life for individuals with macular degeneration, glaucoma, cataracts, and diabetic retinopathy. Low-tech vision aids such as hand-held magnifiers, stand magnifiers, reading telescopes, spectacle-mounted

magnifying lenses, and bright reading lamps often are recommended, but each of these devices has drawbacks, says Jeffrey Sonsino, OD, an optometrist at the ... [continue reading >>>](#)

U-Mich creates 'one-stop shop' center for start-ups

Having a wide range of services and resources available to faculty entrepreneurs and investors has always been seen as an important goal by the TTO at The University of Michigan, but recently its leadership decided that those services could be provided more effectively and efficiently by creating a central contact point for all interested parties. The result was the establishment of the Michigan Venture ... [continue reading >>>](#)

Columbia licenses high-resolution brain imaging technology

Columbia University and Ascent Scientific have signed a license agreement for FFN511, a fluorescent probe for optical imaging and measurement of synaptic activity in the brain. Memory, decision-making, and learning require activation and modification of synapses in the brain. This synaptic transmission involves the accumulation of neurotransmitters in vesicles within the cytoplasm of the ... [continue reading >>>](#)

UIUC inks license with Samsung to improve semiconductor performance

The University of Illinois at Urbana-Champaign has inked a license agreement with Samsung Electronics Co. Ltd. for patented technology covering the use of deuterium in semiconductor devices. The IP provides a solution to hot-carrier effects, which are known to cause problems with device reliability. The agreement allows Samsung to use the technology for semiconductor devices through the ... [continue reading >>>](#)

Software industry leaders join RPX Defensive Patent Aggregation service

Microsoft Corp., McAfee Inc., and Symantec Corp. have joined the Defensive Patent Aggregation service offered by San Francisco-based RPX Corp. The moves bring RPX's membership to 29, including Sharp Corporation and the U.S. subsidiary of Swedish telecommunications software and services company Enea. "Patents have long been viewed as a transactional problem, but in fact, for companies they ... [continue reading >>>](#)

SUNY opens 'Gateway to Japan' for its technologies

The State University of New York (SUNY) has established a four-month training residency for Dr. Hikoko Sato, a Japanese technology transfer specialist, which it hopes will enable its newly opened SUNY Fredonia Technology Incubator in Dunkirk, NY, to serve as a "gateway" for technology exchanges between Japan and the entire SUNY system. Sato is a representative of a consortium that works on behalf ... [continue reading >>>](#)

'Free to all' IP marketing exchange makes strong start

IP Net, a three-month-old service billed as "the world's first free-to-all technology marketing system," already has over 25 universities and 50 multi-nationals as subscribers. Led by The University of Manchester Intellectual Property Limited (UMIP), IP Net brings together technology providers and seekers. It is supported by industry sponsors including BAE Systems and Unilever. James Baker, BAE Systems' ... [continue reading >>>](#)

Outside firm counsels UTRF's faculty inventors to spur start-ups

One of the most effective strategies in selecting an outside consulting firm is to study what they've done for similar organizations, and the University of Tennessee Research Foundation (UTRF) only had to look a few miles down the road to Oak Ridge to confirm its decision to retain the Center for Entrepreneurial Growth (CEG). The firm has been selected to counsel UTRF faculty members who are interested in ... [continue reading >>>](#)

IP marketers as thespians? IU brings its tech transfer efforts to the stage

For the last four years, the Center for the Business of Life Sciences at Indiana University's Kelley School of Business has organized a well-received seminar series that has brought together professionals from the research, business and legal communities to help bring potential commercialization partners together. Despite that success, however, George Telthorst, the new director of the center, says ... [continue reading >>>](#)

Two new royalty rate references focus on medical devices, trademarks and copyrights

In association with IPRA Inc. and its principal, royalty rate and valuation expert Russell Parr, 2Market Information Inc. recently added two new royalty rate references. Both are available in print or in PDF for immediate download.

Royalty Rates for Trademarks & Copyrights, 4th Edition, features 30% more transactions and benchmark rates than previous editions. Along with an unrivaled set of benchmarks and real-world rates from transactions completed through 2009, this edition also shows how to implement financial models for the derivation of royalty rates. Details are included on rules of thumb, profit differential calculations, investment rate of return analyses, and discounted cash flow analysis, along with examples that can be used as a template for your specific applications. [For details, a table of contents, sample pages, and to order, CLICK HERE.](#)

With ***Royalty Rates for Technology: Medical Devices and Diagnostics Edition***, we've created a targeted reference by deriving all medical device and diagnostics entries from the more comprehensive -- and more costly -- technology edition of this unique benchmarking series. If your interest is focused primarily on the medical device industry, you can access this valuable data at a much lower price than the larger volume. It reports all available compensation terms from scores of completed medical device license agreements, gathered from more than 20 years of Mr. Parr's research. You'll find

details on fixed royalty rates, per unit royalties, scaled royalty rates, and license fees. [CLICK HERE for more information and to order.](#)

All editions in the [series](#) provide more than just rates and data -- you get context as well. For each transaction you'll find:

- A description of the licensed technology
- Compensation terms including royalty rates and license fees
- Identity of the licensor and licensee
- Transaction background and history
- Market analysis and benefits of the licensed technology

Avoid these social media marketing mistakes

Marketing expert Judy Shapiro says that while the “bad” news of social media marketing is that it is full of pitfalls, the good news is that many of the most common errors can be avoided. Here are her recommendations for avoiding the “five typical mistakes” marketers make with social media ... [continue reading >>>](#)

“Pipeline overviews” help market IP

One of the most effective marketing vehicles being used by the TTO at the University of Colorado is a collateral piece they call their “pipeline overview.” Produced in print once a year and regularly updated electronically, the overview, which employs a grid-like format and color coding, gives potential investors and partners a status update on current technologies. For example, if a potential ... [continue reading >>>](#)

10 benefits of running Twitter polls

Lee Odden, CEO of Minneapolis-based TopRank Online Marketing, a SEO and digital marketing services firm, says that running polls on Twitter is “effective for a variety of reasons including the real-time feedback and mass, yet relevant, reach that can be achieved.” Odden enumerates the follow ten benefits for running Tweet Polls ... [continue reading >>>](#)

PR strategies to boost your 2010 marketing efforts

The winning marketing formula for 2010, according to Ellen Eason with San Francisco-based Eason Communications LLC, is to “get creative with consistent PR campaigns, integrate PR with your other marketing and e-commerce programs, and track your successes.” Due to the power of the web, she argues, “publicity is more valuable than ever.” This is especially true, she adds, for organizations with ... [continue reading >>>](#)

‘Invitation-only’ online marketplace for marketers launched

Adam Glickman, whose most recent projects include supporting launches for BBH Labs and Nike Sportswear, has launched a marketplace for marketers called The ideaLists, an invitation-only, online service that is like an “eBay” auction site for marketing strategies. Targeted to communications professionals, the website allows members to share ideas in a protected environment and only pay for the ... [continue reading >>>](#)

Words of wisdom for start-up entrepreneurs

Many scientists with promising inventions dream of launching “the next Microsoft” and reaping huge financial benefits. But as IP marketing experts will tell you, selling an idea requires an entirely different skill set than creating one. In a recent interview, serial entrepreneur Harley Finkelstein shared his advice on how to succeed as the head of a start-up company. Would-be entrepreneurs, as well as ... [continue reading >>>](#)

How to make the most of Google Buzz

The newly introduced Google Buzz has some marketing limitations, according to the Mike Volpe, VP of marketing at the blog hubspot.com, but it does have potential. “Initially, many of the limitations of Google Buzz reduce how effective a marketing tool it can be; at this point, Google Buzz is designed to be used by people more than companies,” he notes. “But, just like Facebook ended up creating Business ... [continue reading >>>](#)

The right words help win the communication ‘battle’

In marketing, “every day in every way” you find yourself on the battlefield of communication, says Debbie Mayo-Smith, marketing expert and author. “Your weapons are your words -- written, spoken, and visual,” she says. “Whether you’re talking to a prospective client, writing an e-mail, or simply conversing over dinner, wouldn’t you like to get your way more often?” She offers the following tips from ... [continue reading >>>](#)

Puerto Rico embarks on two-fold strategy to boost academic tech transfer

One of Puerto Rico’s leading advocates for the promotion of its university research candidly admits that the island’s university system has had two significant weaknesses that have kept it from achieving the success that the quality of its research merits. She adds, however, that joint public-private efforts are finally making progress towards eliminating those weaknesses. “One of our weaknesses is ... [continue reading >>>](#)

IP management goes beyond patents to market strategy

IP performance should not be simply judged by patents and applications, but also on how rights are used in the marketplace, says Zhang Ping, professor with the Intellectual Property Institute at Peking University. “The primary reason for an enterprise to acquire intellectual property rights is to position itself better in the face of competition,” she asserts, adding that one of two perspectives can be ... [continue reading >>>](#)

Cornell student fund holding second annual 'Venture Challenge'

The Johnson School of Cornell University is currently accepting entries for the 2010 BR Ventures' Cornell Venture Challenge. In 2009 the Venture Challenge replaced the Business Idea Competition that BR Ventures, the Johnson School's student-run venture capital fund, had sponsored for eight years. The winning idea will receive \$10,000 and 20 hours of free legal help through BR Legal, Cornell's ... [continue reading >>>](#)

Kauffman proposal for 'free agent' faculty draws strong reaction from TTO execs

It was the shot heard round the tech transfer world; in fact, it was interpreted by many tech transfer professionals as a shot across the bow, if not a full-force slap in the face. In a brief one-page treatise in the January/February edition of the *Harvard Business Review* that the stalwart publication cited as one of the top 10 "breakthrough ideas" of 2009, Robert E. Litan, the Kauffman Foundation's vice ... [continue reading >>>](#)

St. Louis-U to snap up Pfizer scientists

In November 2009, pharma giant Pfizer revealed it would lay off 600 of its 1,000 employees in St. Louis, MO, as part of a 15% reduction in its global work force following the \$68 billion acquisition of drug maker Wyeth. But Pfizer's loss is St. Louis University's gain. SLU plans to tap the pool of laid-off scientists to launch a research center focused on discovering drugs to treat medical problems in the ... [continue reading >>>](#)

U Missouri student entrepreneurs to get boost from club

Rob Duncan, vice chancellor for research at the University of Missouri, is challenging students to create their own careers after college instead of struggling in a slow job market, and he wants faculty members and local entrepreneurs to help. Duncan has created the Club Innovation for Missouri Business, or CLIMB, to pair innovative students with experienced mentors. He envisions a student-led ... [continue reading >>>](#)

Singapore start-up licenses high performance network traffic analysis engine

Exploit Technologies, the marketing and commercialization arm of the Singapore Agency for Science, Technology, and Research (A*STAR), has licensed a computer network traffic recognition engine developed by A*STAR's Institute for Infocomm Research (I²R) to start-up Niometrics Pte Ltd. The licensed technology, dubbed CUB4, is a high-performance, software-based traffic analysis engine. As part of the ... [continue reading >>>](#)

Johns Hopkins inks license with DxS for cancer biomarker patent

Johns Hopkins University has inked an exclusive global license allowing DxS, a wholly owned subsidiary of Netherlands holding company Qiagen N.V., to use its PI3K biomarker patent in the development of PCR-based companion diagnostics for cancer therapies. The patent for PI3K mutations in human cancers was initially filed by Johns Hopkins researchers who assessed the biomarker during their evaluation ... [continue reading >>>](#)

Fusion IP spins Progenteq out of Cardiff University

Fusion IP plc, the commercialization specialist for the U.K.'s Cardiff University, has spun out Progenteq Ltd to develop a cartilage replacement therapy for the treatment of acute knee injuries. The company is founded on the work of Charlie Archer, PhD, professor of reparative biology and tissue engineering in the connective tissue research group at Cardiff's School of Biosciences. Archer and ... [continue reading >>>](#)

Battelle, OSU extend tech commercialization effort

Two of Central Ohio's largest economic engines are collaborating on a technology initiative that could pay dividends for both. Columbus-based R&D giant Battelle has signed a two-year deal to use the Technology Entrepreneurship and Commercialization Center at Ohio State University's Fisher College of Business to assess the market potential of technology in its development pipeline. The OSU ... [continue reading >>>](#)

Dana-Farber, Sanford-Burnham Institute license flu-targeting antibodies

Dana-Farber Cancer Institute in Boston and the Sanford-Burnham Medical Research Institute in LaJolla, CA, have signed a license agreement with Genentech, a wholly owned member of the Roche group, and Roche that grants the companies exclusive rights to manufacture, develop, and market human monoclonal antibodies to treat and protect against group 1 influenza viruses. These viruses include the strains for ... [continue reading >>>](#)

NovaUCD reports seven spinoffs in 2009

NovaUCD, the TTO responsible for the commercialization of IP developed at Ireland's University College Dublin (UCD), reported 85 invention disclosures in 2009 -- a 60% increase over the 53 inventions reported in 2008. In addition, seven companies were spun out of UCD in 2009, including ... [continue reading >>>](#)

AIDS Research Alliance gains exclusive rights to Stanford technology

AIDS Research Alliance in Los Angeles has signed a licensing agreement with Stanford University for exclusive rights to a technology developed by chemistry professor Paul Wender, PhD, and colleagues. The technology, reported in 2008 in *Science*, will allow AIDS researchers to synthesize the natural compound prostratin. Early tests conducted at the National Cancer Institute and ongoing preclinical ... [continue reading >>>](#)

Heart researchers create novel photographic technique

Scientists at the University of Oxford, U.K., have developed a method to capture a high-resolution still image alongside high-speed video. By combining off-the-shelf technologies found in standard cameras and digital movie projectors, the researchers have created a tool that could transform many forms of detailed scientific imaging and provide access to high-speed video with high-resolution still ... [continue reading >>>](#)

UMinn plans active 2010, plans three spinoffs

The economy may still be in the doldrums in many parts of the country, but The University of Minnesota has good reason to be upbeat about 2010: It plans to spin off three medical technology firms this year, introducing the three unnamed start-ups to potential investors at another new venture -- its inaugural Life Sciences Showcase on March 4. The showcase will be held at the University ... [continue reading >>>](#)

Definitive guide to IRC 409A valuations released

In partnership with Business Valuation Resources, 2Market Information Inc., parent company of *IP Marketing E-News*, is offering the just-published **Guide to Valuations for IRC 409A Compliance**. This new resource, authored by expert **Neil J. Beaton**, focuses on the nuts and bolts of performing valuation and allocation analyses specifically related to Internal Revenue Code 409A. In these types of valuations, metrics and methodologies differ by the stage of investment and the availability of quantitative and qualitative data. Understanding and identifying the unique variables required to perform a valuation for an early-stage company is critical to a well-supported, and ultimately acceptable, valuation opinion. The Guide will provide readers the foundation they need to perform most of the common 409A valuations over a wide variety of economic conditions. For more details and to order, [CLICK HERE](#).

'Free media' can make up for modest marketing budget

A good, strong article in a prestigious publication can sometimes be as valuable as a big-bucks marketing campaign; just ask Medical Acoustics LLC. The company was thrilled to get a call last fall from *Popular Science* magazine, which wanted to feature its therapeutic lung flute product among the 100 Top Innovations for 2009 in its December issue ... [continue reading >>>](#)

UC Merced touts inventions, inventors in new catalogue

The Office of Technology Transfer at the University of California, Merced is seeking to reach a variety of internal and external audiences through a new publication called "Inventions of the Research Enterprise." The 50-page catalog covers inventions created between January 2007 and June 2009 (the end of the university's fiscal year.) ... [continue reading >>>](#)

Expert offers marketing tips for 2010

Whatever your marketing plans for 2010, it's important that they be grounded in certain marketing truths and strategies. Rohit Bhargava, senior vice president of digital strategy at Ogilvy Public Relations and author of "Personality Not Included," has developed several of his own, and shares them in the form of these marketing tips ... [continue reading >>>](#)

You can't always do it by yourself

A great idea may not be enough to guarantee success, as even large companies like Proctor & Gamble have learned; there is no substitute for a strong brand in the space in which you plan to market. A few years ago, researchers at P&G made a breakthrough that could revolutionize how food is wrapped and stored. But there was one problem ... [continue reading >>>](#)

You've got to admit it's creative

They may be bending the rules (if not downright breaking them), but you've got to admire the creativity of some firms that are not sponsors of the Vancouver Olympics but are seeking, nevertheless, to capitalize on the event. For example, the donut chain Tim Horton's ran ads including Olympian Sidney

Arizona Technology Enterprises partners with Japan Technology Group

Arizona State University's (ASU) technology transfer arm is partnering with Japan Technology Group (JTG) to collaborate on commercializing technologies from ASU and eight Japanese universities. Arizona Technology Enterprises (AzTE) will market Japanese IP in the United States, while JTG will do the same for ASU in Japan. The goal is to accelerate the transition of university innovations into the marketplace ... [continue reading >>>](#)

Purdue Research Foundation establishes network for angel investors

Select investors who provide capital for startups will have access to a program that provides a first look at companies commercializing technologies developed at Purdue University. The Purdue Research Foundation has established the P3 Alliance - Purdue, People, Performance - as an angel investment network that provides investment information and connects individuals to firms or technologies in which ... [continue reading >>>](#)

AURP report: Streamline federal tech transfer to create jobs

The federal government can stimulate the creation of jobs and businesses by streamlining its policies for bringing new technologies to market, according to a report from the Association of University Research Parks (AURP). The report by Brian Darmody, president of the AURP and associate vice president for research and economic development at the University of Maryland, offers a 10-point plan that ... [continue reading >>>](#)

U.S. Army looks to speed up tech transfer

Some of the U.S. Army's top science and technology leaders are changing how they think and act so they can transfer new technology solutions to soldiers more quickly. "A soldier's life is far more complex than when I was a young infantryman," says Maj. Gen. Nick Justice, commander of the Army's Research, Development and Engineering Command (RDECOM). "We have to be nimble and ... [continue reading >>>](#)

Affordable IP valuation software for TTOs

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Rhapsody Biologics licenses technology to create personalized peptide vaccine

Rhapsody Biologics (S) Pte Ltd, a Singapore-based startup launched in October 2009 using IP exclusively licensed from Singapore's Agency for Science, Technology, and Research (A*STAR), has licensed from Exploit Technologies - A*STAR's marketing and commercialization arm - a portfolio of technologies to create a personalized peptide vaccine (PPV) platform. The technologies, expected to predict and optimize ... [continue reading >>>](#)

Roswell Park, U-Buffalo take robotics around globe

A spinoff developed by New York's Roswell Park Cancer Institute and the University at Buffalo (UB) is working to train surgeons around the world in robotic surgery using technology that simulates the touch and feel of a robotic surgical system. The Robotic Surgical Simulator (RoSS) was developed over a four-year period by a Roswell surgeon and an engineering professor at UB. The duo launched Simulated ... [continue reading >>>](#)

Montana State team developing new way to fight influenza

Scientists at Montana State University (MSU) in Bozeman are exploring the use of nanomaterials to fight influenza and other viral respiratory infections. If their technology works in humans the way it does in mice, people will prepare for a respiratory viral assault by inhaling an aerosol spray containing tiny protein cages that will activate an immune response in their lungs. The activated immune state ... [continue reading >>>](#)

Water spray system reduces dust in coal mines

A mining researcher at Southern Illinois University Carbondale (SIUC) is leading an effort to reduce the huge amounts of dust created by the large machines miners use to chew coal from the veins beneath the ground. Yoginder "Paul" Chugh, PhD, professor in the department of mining and mineral resources in the College of Engineering, is perfecting a dust control system for retrofitting on continuous coal ... [continue reading >>>](#)

U-New Mexico files patent complaint against Environmental Robots

The University of New Mexico's (UNM) Science and Technology Corp. (STC) has filed a complaint in U.S. District Court for the District of New Mexico against Albuquerque-based Environmental Robots Inc. (ERI) charging patent infringement. STC claims that ERI - which manufactures and sells robotics technology worldwide - has infringed on U.S. Patent No. 6,109,852, entitled "Soft Actuators and Artificial ... [continue reading >>>](#)

Cross-channel attribution helps avoid marketing mistakes

"According to Forrester Research, about 87% of marketers and 85% of agencies misattribute credit for their marketing results: They either attribute all credit to the last touch point or have no way of attributing the credit in a meaningful manner," says Anto Chittilappilly, president, founder, and chief technology officer of Visual IQ Inc., a marketing business-intelligence company. "Marketers and their ... [continue reading >>>](#)

University TTOs urged to embrace culture shift for start-ups

Start-ups are still the best way to commercialize university IP, according to David Lerner, a serial entrepreneur, angel investor, and director of the Venture Lab at Columbia University Tech Ventures. However, university TTOs should imitate the start-up culture in their deal-making. In a post on peHUB, the public forum for private equity, Lerner recounts two business paradigms outlined by Chris Dixon, an ... [continue reading >>>](#)