



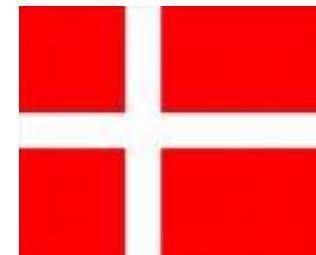
Entrepreneurship from a European Perspective

Intro

- Martin Frid-Nielsen
- Born and raised in Denmark
- Primary residence in the US since '88
- Green-holder in the US since '93
- Work history
 - Borland '84 – '94
 - NetObjects '95 – '01
 - Merant '01 – '04
 - Soonr '04 – Present



Visiting the US in '77



Early days - Borland

- Borland – ‘PC Software can be a business’
- All development originally done in Denmark
- Early employee at Borland Denmark
- Main products Sidekick and Quattro Pro
- Invented original Sync patent – reconciliation of appointments between a device and a PC
- Sold to Novel, together with WordPerfect



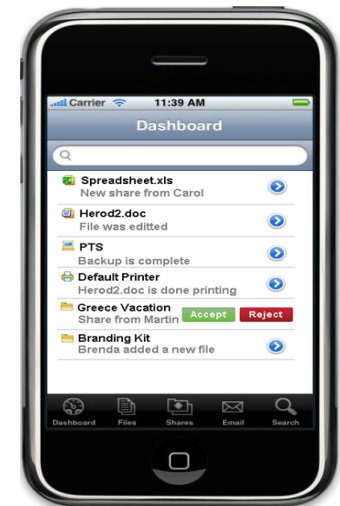
The web - NetObjects

- NetObjects – ‘The web will evolve from people having a home-page to a web-site’
- Involved since founding, ran Development org
- Initially US centric company, EU became gradually more important
- Established development office in DK
- IPO in ‘99, valuation of 1.5B, today 0
- Sold Enterprise division to Merant in ‘01



Soonr – mobile cloud

- Soonr– ‘Have it all with you’
- Global organization and sales
- Offices in US, Denmark and Slovakia
- Investors includes Intel, Cisco, Presidio and Clearstone
- Blogsphere and US eco-system key for growth
- Just launched Soonr for the iPhone – users in 47 countries in 1 week



Silicon Valley vs Europe

1. Silicon Valley is the top of the pyramid
2. Silicon is its own world
3. European creativity can't be under-estimated
4. European markets can be over-estimated
5. European markets require local Sales org.
6. 'Productivity' has different meaning in EU
7. Communication is very hard – but becoming easier
8. Little compassion for Entrepreneurs in EU
9. 'Failure' is not an asset in EU
10. The combination is a winner!