



MIT Enterprise Forum

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Captivate – The Product

- Flat panel televisions
- Delivering news and information to the business professional audience
- Media service in premier high-rise office towers across North America





Qwest 

Widely Held

	Change	Last
General Electric 	0.52	38.01
IBM 	-1.54	108.10
Johnson & Johnson 	-0.07	64.47
AOL Time Warner, Inc. 	0.34	23.90

 HyperFeed Delayed at least 20 minutes 1:00

pioneer
The one to remember™



A North American Network

- Delivering **3.6 Million viewers** a month in North America
- **1100 of TAM of 1700** office tower under exclusive distribution agreements

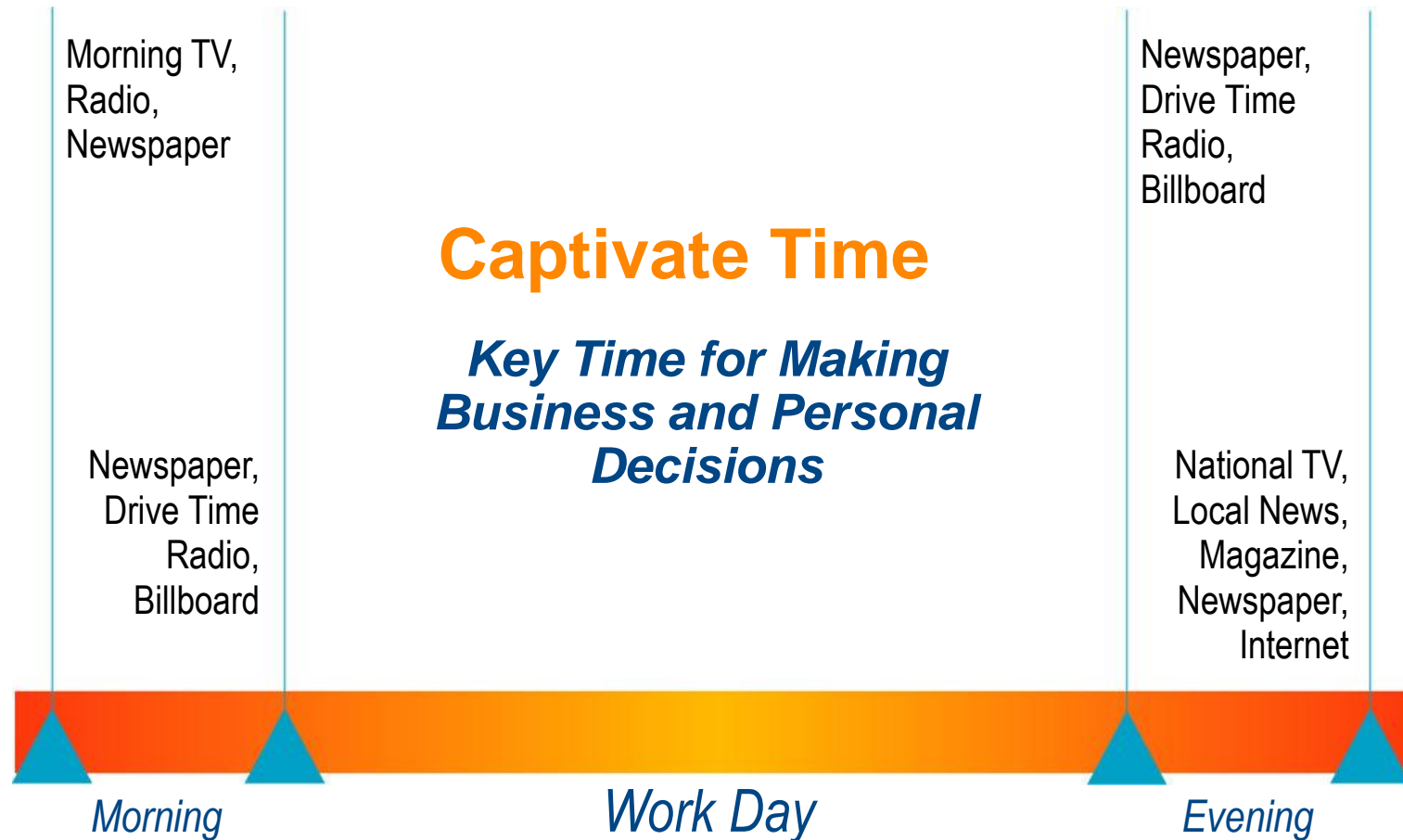


Installed Markets as of February 2002. Viewers include tenants and visitors



Value Proposition

Reach Affluent Business Professional when traditional media cannot.





The Early Days

- Great idea ...but was it a great business ?
- If you build it would they come ?
 - Viewers
 - Real Estate Owners
 - Media Companies
 - Advertisers
 - Investors
 - Elevator Manufactures
- What kind of a business are we ?
 - Tech or Media ?



Stakeholders

- Real Estate
 - Increased Customer Satisfaction
 - Improved Communications
 - Incremental Revenue

- Viewers
 - News and Information Source
 - Alleviate Elevator Discomfort



Stakeholders

- Programming Partners
 - Access to a previously inaccessible audience
 - Ability to reinforce their brand
- Advertisers (B2B and B2C)
 - Ability to reach an upscale (\$105K HHI) business professional audience during a time of day when other traditional media cannot reach them.
 - Strong ROI for advertisers
 - Very efficient against target demographic
 - 45% Recall, 55% increase in Product interest



Stakeholders

- Investors
 - Highly leveraged business
 - Potential Valuation of \$1B+ at reasonable revenues and multiples
- Elevator Manufacturers
 - New Revenue Stream (Installations)
 - Improve tenants overall satisfaction with their product



Tech or Media ?

- Original Founders – All High Tech
- Critical Hire – VP Marketing
 - What is our product ?
 - Wireless video display network or “the viewer experience” ?

Answer: We are a Media company that leverages technology to create a unique viewer experience



Why were these decisions important ?

- Media or Tech ?
 - Which investors to pursue
 - » How is this company valued
 - » Potential exit strategies
 - What were the key drivers for success
 - » Viewer reaction
 - » Reach – must hit critical mass quickly
 - » Real Estate Strategy
 - » Business Model (pay or free)



Conclusion

- Know what business you are in
 - The drill business or the business of providing precision holes
- Identify the Stakeholders in your business model and find their “wins”