

Statement of Goals and Objectives – January 31, 2005

By December of 2006 I will have graduated UNC-Chapel Hill with a Bachelor of Arts degree in Economics. I will have built Broadwick to \$3.5 million in 2006 sales with 10,000 Pro clients, 500 Pro Plus Clients, 50 Enterprise Clients, 50 Private Label Agency Clients, and 200 Agency Clients. I will have positioned Broadwick, by building a solid team and a great product backed by intelligent marketing, as a top-five provider of permission-based email marketing services to all four market segments—small business, medium sized-business, enterprise, and private label—and as a ripe acquisition target. I will have been a member of the Raleigh Chapter of the Young Entrepreneurs' Organization since the Fall of 2005.

I will have built Virante to \$500,000 in 2006 sales by establishing it as a leader in the web development, web design, web marketing, search engine optimization, cost-per click management, email newsletter campaign, and print design business. Virante will also sell my audio and videotape courses from zeromillion.com.

I will have the updated *Zero to One Million* book successfully published through Warner Books and have the book nationally distributed in all the major bookstores. I will have updated Zeromillion.com to include a Content Management System and allow authorized content publishers the ability to easily add articles. The site will have over 2500 high quality articles and thus have more and improved search engine positions and receive 60,000 unique visitors per month. I will have built the number of subscribers to the *Entrepreneurs' Chronicle* up to 40,000. I also will have won the 2005 or 2006 Global Student Entrepreneur Award and the accompanying \$10,000 prize.

I will have learned more about options and managed my investment portfolio to two consecutive years of 20%+ gains. I will own outright my own 2B/2B townhome in Chapel Hill or Durham. I will drive a leased BMW 325i or Nissan 350Z.

Following undergraduate studies, I plan to expand Broadwick and Virante further as well as start a non-profit foundation similar to that of Marc Benioff's Salesforce.com Foundation and the Gates Foundation that will work to reduce poverty and encourage human and economic development in developing nations. I hope to be named a Young Global Leader by the World Economic Forum and be able to participate annually in the World Economic Forum in Davos, Switzerland.

I hope to either sell Broadwick for \$30 to \$50 million in 2008 or 2009 or take the company public. Following the sale, I hope to pursue an MBA at Harvard Business School, during which I will build my contacts. Following the MBA, I hope to continue in business and start the company that will make me a billionaire by 40. This company may be venture-backed and will likely be formed with partners met during my business career prior to Harvard and during my schooling at Harvard. Following the MBA I also intend to leverage the contacts made at Harvard to increase opportunities for investing in early-stage private-equity deals.

By 2012, I plan to have a Harvard MBA and a positive net worth of at least \$12 million (2004 price level U.S. dollars), be building a technology start-up that has significant market-potential, and own five to ten investment properties that may include an apartment building, luxury home, or hotel. I plan to develop an expansive and diverse network of contacts and surround myself with intelligent mentors and advisors.

By 2024, I plan to have taken public the technology company begun in 2011. I will then dedicate much of the remainder of my life to social entrepreneurship and politics. I may choose to start my own foundation to encourage human and economic development in developing countries (and especially in Africa) through reducing corruption, encouraging entrepreneurship at all levels, strengthening health, education, and public infrastructure, and promoting technology development. I may choose instead or in addition to support and be active in other similar NGOs and donate money to worthwhile organizations such as the UN World Food Programme, UN Development Programme, UNICEF, Doctors Without Borders, International Red Cross, and Transparency International. I may also at some point, perhaps even earlier and instead of the Harvard degree, choose to obtain a Masters in Development at Oxford University. I plan to study in-depth the methods and teaching of Jeffrey Sachs, the Soros Foundation, the Gates Foundation, and the Institute for Liberty and Democracy in Peru.

A few years on, I may choose to continue in the business world—serving on boards, as a partner in a venture capital firm, or as CEO of technology companies—and/or enter the political arena. I may choose to run to be the Governor of North Carolina or Massachusetts and from there make a run at the Presidency of the United States around 2044.

Outside of business, I plan to marry around age 29, have two children, and adopt another. I also plan to have a white Maltese dog named Happy. Ideally, I would be able to be a great business leader, social entrepreneur, and political figure and be a good father and husband at the same time. We shall see what choices I end up making in these regards. I will always remember to be happy, relax when needed, and value my wife and children.

I also have set a goal to get at least one book on the Business Week or New York Times Best Sellers list at some point during my life. This may be *Zero to One Million 2* or it may be another one later on. I also aim to travel extensively throughout my life, see much of the world, and be exposed many differing viewpoints and cultures. I plan to make continual learning a top priority throughout my life.

I will make a point to continually serve my world and local communities, be involved with life, and aim daily to make a positive impact. I have also set a goal to assist in improving human welfare many generations beyond my own. Finally, I have set a goal to enjoy life to its fullest, to be physically active, and experience life to its greatest extent.