DEPARTMENT OF FINANCE
THE UNIVERSITY OF TEXAS AT AUSTIN

2110 Speedway, Stop B6600 • Austin, TX 78712-1276 • (512) 471-4368 • FAX (512) 471-5073

March 18, 2015

Professor Thomas Hellmann
Saïd Business School
University of Oxford
Park End Street
Oxford OX1 1HP
UK

Dear Professor Hellman:

I am writing to recommend that you invite Mark Jansen to the NBER Entrepreneurship Research Boot Camp 2015. I have known Mark since he joined our PhD program and have had frequent conversations with him about research on issues related to entrepreneurship and entrepreneurial finance.

Mark is an unusual student in that he was already a successful entrepreneur and investor when he decided to pursue an academic career. While it is not unusual for successful managers to want to become involved with a university to share their experiences with students, it is very unusual for them to go the research route, as Mark is doing. Mark is an excellent student who is absolutely committed to developing his research skills and becoming an accomplished scholar.

The number of working papers that Mark has written during the three and a half years that he has been in our PhD program is indicative of his interest in research and the skills that he is developing. While some of these papers are relatively early, at least a couple of them appear to me to be quite promising. For example, Mark is currently working on a study of how information asymmetries affect deal structures in in the sale of privately held firms. This study uses a unique database of private sales to help us better understand the determinants of contractual features such as owner financing and earn-outs and promises to help us understand financing terms in a part of the M&A market that we know relatively little about.

Mark has another study with one of his PhD student colleagues, Adam Winegar, which investigates how a firm's location affects the prices paid in private firm transactions. Using a measure of the nonfinancial desirability of a city, the authors find that this desirability is positively related to the transaction prices. In fact, the prices paid for firms in desirable cities tend to be on the order of 16 percent greater than prices paid in less desirable cities. Furthermore, the authors find that that this relation is not observed when the buyer is a public firm, suggesting that it is private buyers who appear willing to pay a

premium to acquire a company in a desirable place. These findings help us better understand the factors that affect prices we observe in a in the private segment of the M&A market.

While Mark is mainly interested in entrepreneurial finance, his interests do also reach into other areas. For example, he has a paper that provides insights on the existing evidence related to the performance of active portfolio managers. Mark's study suggests that active managers perform better in periods where returns on stocks are not highly correlated and worse in periods where these returns are highly correlated. Evidence that active managers are more successful when idiosyncratic volatility is high, relative to systematic volatility, has not been reported elsewhere.

I should also note that Mark has not only been productive on the research side, he has also volunteered to work with our advanced undergraduate students for the last three semesters as the instructor of a very successful Entrepreneurial Finance class. We don't generally allow our PhD students to teach more than a single class during the time they are in our program. However, we did so in Mark's case because he has such enthusiasm for the subject and the ability to handle teaching responsibilities while making good progress on his research.

I think that Mark would benefit greatly from having the opportunity to attend the NBER Entrepreneurship Research Boot Camp 2015. As I have already suggested, he has a good understanding of entrepreneurship and entrepreneurial finance and Mark is developing good research skills. At this point, I think that he would really get a lot out of having an opportunity to meet the successful scholars who will be speaking at the Boot Camp and hearing their thoughts on his main area of interest. I think that it would also benefit Mark greatly to meet the other PhD students who will be attending the event. While Mark has a number of colleagues at Texas who share some of his other interests, it would be good for him to meet people share his passion for entrepreneurial finance.

In summary, Mark Jansen is a promising student who I expect to become a successful scholar in the area of entrepreneurial finance. I strongly encourage you to invite him to your Boot Camp. Of course, I would be happy to discuss my assessment of Mark in more detail with you if you would find it helpful.

Sincerely,

Robert Parrino

Robert Parrino
Chair, Department of finance
Lamar Savings Centennial Professor of Finance
Director, Hicks, Muse, Tate & Furst Center for Private Equity Finance

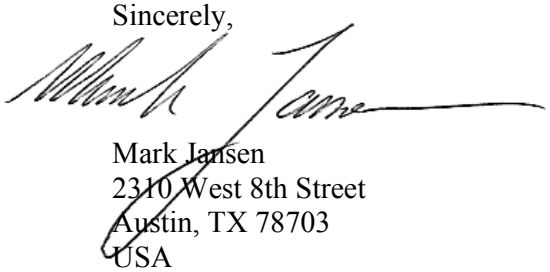
March 17, 2015

Thomas Hellmann
Saïd Business School
University of Oxford
Park End Street
Oxford OX1 1HP
United Kingdom

Dear Dr. Hellman,

I am submitting my application to the 2015 Entrepreneurship Research Boot Camp (ERBC). My application includes my CV and a two-page essay describing why I am interested in attending the ERBC. My advisor, Bob Parrino, will be submitting my recommendation letter separately.

Sincerely,



Mark Jansen
2310 West 8th Street
Austin, TX 78703
USA

MARK JANSEN

Curriculum Vitae

CONTACT INFORMATION

Name	Mark Jansen
Address	2310 West 8th Street, Austin, TX 78703
Telephone	+1-435-200-5340
Email	MarkJansen@UTexas.edu

PERSONAL INFORMATION

Place of Birth	Neubeckum, Germany
Citizenship	Germany, U.S.

EDUCATION

University of Texas — Austin, TX — 2011 - 2015

World Class Research Institute and University

- Candidate for PhD in Finance (Expected 2016)
- Masters of Science in Finance (2014)

London Business School — London, England — 1999 - 2001

World Class MBA Program

- Masters of Business Administration

Massachusetts Institute of Technology — Cambridge, MA — 1988 - 1992

World Class Research Institute and University

- Bachelor of Science in Mechanical Engineering
- Bachelor of Science in Management Science

WORKING PAPERS

Job Market Paper: "How private sellers signal the quality of their firms' prospects."

"Buying Private Benefits: Evidence from the Location of Private Company Sales" with Adam Winegar. 2015 SWFA Best Paper in Corporate Finance Track (Doctoral)

"When fund managers distinguish themselves from the herd: how stock correlations affect portfolio returns."

"Consultant or Banker? Who creates more value in LBO settings."

"Are firms with mountains of cash as risky as firms with goodwill?" with Adam Winegar

"A New Political Risk in U.S. Bond Markets"

CASE STUDIES

Case Study: "Raven & Lily" with Asif Moosani

Case Study: "Terrell Road" with Shivam Gupta

Case Study: "Jaaks"

Case Study: "La Jolla Brewing Company"

PhD COURSES

Applied Finance Research, Current Research Topics in Finance, Spec Studies: Finance Mathematics in Finance, Empirical Methods in Corporate Finance, Corporate Finance (Theory), Empirical Methods in Asset Pricing, Asset Pricing Theory, Microeconomics II, Microeconomics I, Macroeconomics I, Econometrics II, Econometrics I, Probability & Statistics, Supervisory Teaching

TEACHING EXPERIENCE

University of Texas – Assistant Instructor Austin, TX 2014-2015

- Instructor for *Entrepreneurial Finance*

University of San Francisco – Adjunct Faculty San Francisco, CA 2003- 2006

- Lecturer for MBA courses. Taught core curriculum courses in *Corporate Finance*.
- Developed curriculum for and taught new elective course – *Entrepreneurial Mergers and Acquisitions (M&A)*.

San Francisco State University – Adjunct Faculty San Francisco, CA 2003

- Taught undergraduate finance courses in *Investments.*

PROFESSIONAL EXPERIENCE

Holland Park Capital – Managing Director San Francisco, CA / Austin, TX 2001 - 2015

Private equity firm refinances and restructures distressed businesses.

LoneStar Restaurant Supply	Austin, TX	2006 - 2011
Wind Zero Ranges	San Diego, CA	2007
Joshua Tree Imports	Los Angeles, CA	2005 - 2006
Responsible Consumer Products	San Francisco, CA	2003 – 2005

Mercer Management Consulting – Associate London, England 2000

Management Consulting Company.

DuPont – Field Marketing Program Wilmington, DE 1993 – 1999

Global leader in chemical-based products.

Business Manager	Wilmington, DE	1998 – 1999

Supply Chain Manager	Richmond, VA	1996 - 1997
Manufacturing Manager	Richmond, VA	1994 - 1996
Technical Marketing Engineer	Wilmington, DE	1993 – 1994
Technical Analyst (Intern)	Uentrop, Germany	1990

Dresdner Bank – Analyst, Interest Rate Management Frankfurt, Germany 1992
Commercial Bank.

Massachusetts Institute of Technology – Research Intern Boston, MA 1990
World Class Research Institute and University

PROFESSIONAL QUALIFICATIONS

- Member of Young Presidents Organization (YPO)
- Registered Investment Advisor in California (2003). Completed NASAA Series 65 exam
- *Professional Engineer* qualification as *Engineer Intern*
- Native speaker of German and conversational French.

AWARDS & INTERESTS

- *Gold Award* for outstanding managerial and organizational skills, M.I.T.
- *Harold J. Pettegrove Award* for outstanding service, M.I.T.
- 4-time Texas State Champion in Cycling.
- 3-time Nationally-ranked Ironman Triathlete.
- 4-year *NCAA* athlete. Member of National Championship Ski Team.
- Explored over 60 countries and worked/lived in five countries

Why I would make a good candidate for the 2015 Entrepreneurship Research Boot Camp

I am interested in attending the 2015 Entrepreneurship Research Boot Camp (ERBC) to facilitate my interests and career aspirations of conducting research in entrepreneurial finance. The ERBC is a good fit for me personally and professionally. I believe that my professional background and experience may bring a valuable perspective to the boot camp. While my professional background in private equity and entrepreneurship provides me with an uncommon research perspective, I recognize that I have much to learn about conducting research in this field. I recognize the attending faculty's academic reputation and trust that I could develop relationships that could lead to future collaboration. Sheridan Titman, with whom I have discussed my research, suggested that the boot camp would be a good fit with my current research interests. I have also discussed the ERBC at some length with Nicholas Crain, an alumnus of the program, who shared that this would be a logical progression for my current and future research agenda. As a fourth-year student at the University of Texas at Austin, I will be entering the job market next year.

My current research topic relates to information asymmetries that exist in private firm M&A transactions. In this paper, I develop a model that explores a two-sided information asymmetry in the sale of a private firm to a private buyer. The model has several interesting empirical predictions related to the method of payment and the transaction price. I test these predictions using a novel dataset that I acquired through my contacts in the private equity industry. I expect that the ERBC will not only improve my understanding of how this topic fits into the literature, but may also provide insights on how to extend this topic and the use of the data set in future papers.

Another reason why the ERBC would be valuable for me is the potential for meeting other researchers in this field. While my professional background has been valuable for developing my own research agenda, I particularly enjoy developing research ideas with colleagues. An example of a recent collaborative effort is a paper that was developed with Adam Winegar. Our paper, "Buying Private Benefits: Evidence from the Location of Private Company Sales", explores how the price of private firms is affected by the non-financial amenities that CEO's enjoy. The paper was recently recognized at the SWFA conference as a Best Paper in Corporate Finance Track (Doctoral).

Another research topic that I am currently investigating is a collaborative effort in which my co-authors and I investigate how the presence of exit opportunities foster start-ups and the growth of

emerging companies. As part of the study, we intend to assess the value of benefits that entrepreneurs associate with several non-monetary channels. Our empirical methodology will include the use of survey data that I am acquiring through my membership in Young Presidents Organization (YPO), a global network of entrepreneurs.

I expect entrepreneurial finance to be a rich source of future research topics due to the differences between how entrepreneurs finance early stage ventures and family businesses and how CEO's finance large corporations. I hope to translate my anecdotal observations and connections with practitioners into a future research agenda in entrepreneurial finance.

While my professional background is not directly related to my interest in the ERBC, I thought it might be valuable for me to expand on how this helps with my research. My professional experience was initially developed at the Field Marketing Program at DuPont which provided me with experiences ranging from manufacturing and supply chain management to business leadership. The constantly changing assignments and work environments provided me with a breadth of perspective, matched with an understanding of the value chain and inner workings of manufacturers. I left DuPont to pursue an MBA at London Business School, where I chose an emphasis on finance.

Upon completion of my MBA, I chose a path of entrepreneurship by starting a private equity firm in San Francisco. My experiences in private equity allowed me to learn many details related to deal structuring and the entrepreneurial choices related to sources of capital. The due diligence process involved in the acquisition and financing of private companies highlighted the high levels of information asymmetry that exist in the private sector. My current research work seeks to connect these areas.

My interest in this topic is also evidenced by teaching Entrepreneurial Finance at the University of Texas for the last three semesters. Several years ago, I also developed and taught an MBA course on Entrepreneurial Mergers & Acquisitions at the University of San Francisco. I am personally committed to continuous learning and have cleared my calendar this summer to focus on entrepreneurial research. I am available to discuss this matter further and thank you for your consideration. I hope that you will recognize my potential contribution to the field and will welcome me in the program.

MARK JANSEN, +1-435-200-5340, MarkJansen@utexas.edu