



HIGH TECH NEWS

A PUBLICATION OF THE NEW HAMPSHIRE HIGH TECHNOLOGY COUNCIL

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NHHTC's Product of the Year is Just Around the Corner

Want to learn about the latest and greatest tech products and services that are being rolled out in our own back yard? Then attending the 2011 Product of the Year (POY) event is a must! Mark your calendars for November 14th and come to the 6th annual Product of the Year event.



Each year, the Council reaches out to companies across the state to learn what new innovations are rolling out. In mid-October, a panel of judges reviews the applications and up to five finalists are selected and awarded the Product of the Year Judges' Award. These Finalist Judges' Award Winners will present their products in a trade show format that includes a seven-minute presentation to the entire banquet audience of over 300 people on the night of November 14th at the Radisson Hotel-Center of NH in Manchester.

At the event, the audience is actively engaged and helps select the winner. After the presentations, the attendees vote for their top product. The audience vote counts towards 50% of the final tabulation and the initial judge's vote counts for the remaining 50%. The winner will be announced at the conclusion of the event and will earn the prestigious NHHTC Product of the Year crystal trophy, which was designed for the Council by Pepi Herrmann. The trophy and the finalist's winning product will be put on display at the Greater Manchester Boston Regional Airport.

Companies that have won the Product of the Year award over the past five years were Nanocomp Technologies, UltraVision, InsightTech Gear, Holase and Sky-Skan. To date, several prominent organizations are sponsoring this year's POY event. They include Dyn, Inc., Fairpoint, Cook, Little, Rosenblatt, & Manson PLLC, and the Sadler Insurance Agency.

The event is also one of the top networking opportunities of the year for those in the technology industry, which is a major driver of the New Hampshire economy. Event registration is now open, and additional high visibility sponsorships are available. To register or learn more, go to NHHTC.org or e-mail info@NHHTC.org. ■

The DevOps Culture Movement – How about AllOps?

For those in the software engineering, system administrator, and generalist IT fields, you may have heard about a culture shift known as "DevOps." DevOps is designed to break down the inter-departmental barriers that exist between business technology divisions at strategic and tactical levels. The tactics behind DevOps bring together traditionally partitioned IT resources, such as software engineering and development, with IT operations, including system administration and infrastructure by enhancing communication, collaboration, and integration. The long-term strategy yields a more productive IT organization that is able to deliver more business value throughout the company.



Tom Daly
NHHTC Chairman

For too long, IT organizations have been plagued with the blame game. Engineering develops products to run on systems and something goes wrong, so the systems folks point fingers at the engineers for too many bugs in the software. The systems team cannot move data around the network fast enough, so they blame the network/infrastructure group for delays with data backups. The network/infrastructure team cannot grow the infrastructure fast enough due to budget and/or time constraints, and cite the business team for the constraints. These problems have ripple effects throughout the organization until someone steps in, setting up "business processes" to streamline communication among departments through formalized interfaces (ticketing systems, PMO, etc.). Over time, the relationship among these

Thank you to our Corporate Sponsor Program participants



Continued on page 3



Positive Tech News from N.H. and N.E.

(or....some companies and colleges bucking the stagnant economy)

Fred Kocher,
NHHTC President

With all the negative economic news, it's worth knowing that there is some good news coming out of the tech sector in New Hampshire and New England that will be key to an eventual economic upturn. Here is some of it.

- Dartmouth College receives an \$11M grant from the National Institutes of Health to establish a research center focused on ways that genes and the environment work together to trigger and prevent diseases.
- NH Innovation Commercialization Center at Pease awarded a \$300,000 federal grant to support its mission to help high-tech startup companies grow beyond the first stage.
- FIRST – the robotics and science competition program – names the Chairman and CEO of Time Warner Cable to its board of directors.
- U.S. Dept. of Energy approves partial guarantee for a \$168M loan for a 99 megawatt wind generation project in Coos County. It will create 200 construction jobs and power 20,000 homes when operational.
- Granite State College offers new Master of Science in Project Management Degree for those looking for a career change, and for those project managers who want to advance in the profession.
- A NH Commission on Business Regulation, created by the NH Legislature, is soliciting information from NH businesses on burdensome regulations at the state level, especially labor and environmental regulations. The NHHTC, BIA, chambers of commerce, and other NH business groups are surveying their members for examples. A report with recommendations will be created for the next session of the Legislature.
- Sampson Manufacturing Corp. of Whately, MA, plans to relocate to Keene and create 25 new jobs with the help of a \$500,000 Community Development Block Grant. Sampson makes gun parts and sells to the U.S. Military.
- Nanocomp Technologies of Concord reports its carbon nanotube-based sheet material was used by NASA in the Juno Spacecraft launched this summer.
- Tufts University researchers create the world's smallest electric engine – 1 nanometer across. Applications will include advanced sensors and medical test equipment.
- University of NH Space Science Center wins \$303,000 federal contract to help develop a portable instrument that identifies contraband radioactive material (or dirty bomb) from a distance.
- Five NH firms to get State of NH Job Training Grants to train nearly 200 workers. The firms include PIXELMedia and RecordsForce of Portsmouth, WorldCom Exchange in Salem, Ferrite Microwave Technologies of Nashua, and Tybrin Corp. of Nashua.
- NH's Community College System awarded a \$19.9M federal grant to develop training programs to support NH's advanced manufacturing industry. The training will be focused on those out of work.
- University of NH and Dartmouth College were among New England's largest NSF grant recipients in 2010. UNH received 65 grants totaling \$12.2M, and Dartmouth received 65 grants totaling \$12.9M. MIT was the top recipient with 250 grants totaling \$75.3M.
- Babson College in Wellesley, MA, just recognized by *Entrepreneur Magazine* and the Princeton Review as having the nation's top graduate program for entrepreneurship. Its undergraduate program in entrepreneurship ranks second to that at the University of Houston. Northeastern University ranked 9th for its undergrad program. MIT and Harvard weren't in the top ten. ■

Besides serving as President of the Council, Fred Kocher is also the host of "NH's Business" on WMUR-TV.

departments degrades due to the processes in place (a.k.a “throwing the problem over a wall” syndrome) and culture degrades. The logjam among departments continues, eventually impacting non-IT departments, who are simply looking at IT to help them be more efficient in their work.

The worst part about a scenario such as this is that each part of the organization could mitigate the effects of the problem at their respective layer simply by communicating with the adjacent group. If the network/infrastructure team cannot grow the network fast enough, they should talk to the systems and software engineering teams about better tuning systems or streamlining code to reduce load on the network. In fact, the network/infrastructure team, experts in their domain of knowledge, could probably make specific recommendations to other teams on how to accomplish this, reducing time spent on researching a solution.

In cultures with DevOps, these scenarios don’t happen (as much), because teams no longer rally around protecting their own departmental goals and initiatives, but rather relate everything to the larger business-enabling picture. Teams no longer get “requests” or “tickets” from others in the organization, and instead are given information about the business impact or efficiency enabled by getting something done. This gives all stakeholders a common vision, goal, and reason to get something done, without putting up false barriers. In fact, DevOps goes further to enable non-technical individuals in the organization to do more technically oriented actions with proper support systems, enabling enhanced levels of delegation and increased productivity.

Having experienced these scenarios as my own organization grows to nearly 100 full-time staff, I

conjecture the idea of “AllOps.” AllOps is a culture movement at the C-suite, VP, and director levels in an organization to break down the traditional barriers to communication among departments. The concept relies on various levels of the organization to assemble as a cross-functional team, and as a team themselves, not as “representatives from various portions of the organization.” The cross-functional team is charged with a business objective and leaders from various portions of the organization are empowered to look broadly for resources across the organization. For example, directors are charged with developing and deploying business tactics throughout a company. Directors are responsible for the day-to-day business operations and workings of the company, and to do so, function as a management team, holistically. In the AllOps model, the team sets common business goals and utilizes the required resources throughout the organization to complete objectives. This enhances information flow greatly among departments, with common vision shared among all stakeholders.

If your business is feeling the effects of the traditional top-down, hierarchy-driven management model, you might want to consider the AllOps strategy. Organize your teams around levels of management and greater business objectives, not specific department or team objectives. Take the time to look at the DevOps model (Google for “DevOps”) and think about how to expand AllOps throughout your company. By sharing vision and goals between departments, barriers to communication get lowered, and the logjam gets cleared. Alignment is created, and success is realized. So far, it is working at my company, and I’d be interested in getting your thoughts on the concept – so please, as always, give me a call – 603-296-1537. ■

Welcome to Food for Thought

a new breakfast series to help businesses do business better

The NH HighTech Council and abi Innovation Hub (abi Hub) are collaborating on a new series of briefings over breakfast geared to help businesses do business better. The new Food ForThought (fft) breakfast series was launched on September 29th and featured Ryan Barton of MainstayTechnologies, who discussed “the seven keys to technology that managers need to know.”

“Through the fft series, our goal is to provide practical and meaningful information with a tech flair that will enable attendees to go to work afterwards and report back with something of true substance that can be immediately applied to their business or operations,” said Matt Cookson, Executive Director of the HighTech Council. “We’re excited about this new program and to partner with the abi Hub to make it a free offering that can help advance innovation across the state.”

The next event will be held on November 29th and feature David Liddell from SKYE Business Solutions who will talk about leveraging technology to optimize

leadership capabilities. The series will run every other month through June, for a total of five per year. While the event will be free and includes a light breakfast, individuals will need to register at info@NHHTC.org. The abi Hub will host the events. It is located at 33 S. Commercial Street in Manchester.

Presenters are members of the Council and will cover a topic of broad interest but with a technological angle to it. The program will be marketed to NHHTC member companies and abi Hub residents first, with any remaining slots filled by others on an as available basis.

Michele Petersen, abi Hub Vice President of Operations adds, “We’re taking the lead on building an entrepreneurial community and providing the place and resources for abi Hub residents and other businesses in the greater business community who share our spirit of innovation and entrepreneurship. This partnership helps us support that goal.” ■

Announcing Tech Leaders: Business Training for the State's Top Techies

The HighTech Council will be launching a new business education program – Tech Leaders – and is now accepting applications. Tech Leaders will provide leadership training to the top technical staff at the State's leading technology companies. The Council partnered with the Southern New Hampshire University (SNHU) School of Business to present the novel business program and regularly bring in educators from other institutions and companies to provide a well-rounded program.

Tech Leaders will provide basic training in essential business disciplines for engineers and technical personnel who are or will be taking on more management responsibility; being asked to collaborate more with their peers in other departments; or moving into management and general business positions within their companies.

"Through continuous discussion with Council member companies, we've identified a gap in available training targeted at engineering and technical professionals who require additional development of core business skills related to finance, marketing, and sales to succeed in their growing job roles," said NHHTC Chair Tom Daly. "Tech Leaders is an opportunity for businesses to enroll top technical and engineering staff into an intense training program specifically

designed to broaden the expertise of the typical knowledge worker."

Bill Gillett, Dean of the SNHU School of Business, added, "Our faculty is committed to emphasizing applications of theory and knowledge in the real world, with teaching as our first priority. When the Council approached us about helping with Tech Leaders, it is a natural and logical extension for us. We are able to leverage our teaching strengths in the classroom and apply them to help local businesses and the State's economy."

Tech Leaders classes will include established and emerging leaders that have professional technology-oriented responsibilities within their company or organization. Applications will be accepted through Monday, October 31, 2011.

The program will run from December 2011 through June 2012. The program begins with an evening reception in December 2011 and includes five all-day sessions which will take place on weekdays at SNHU in Manchester from January through June 2012. Program days will run from 8 am – 5 pm. The cost of the five-month program is only \$1,200 for individuals employed by NHHTC member companies and \$1,500 for non-members. Learn more by going to NHHTC.org or e-mailing info@NHHTC.org ■



Mosaic Storage Systems, Inc. and MMIS, Inc. Make Business Pitches at October Entrepreneur Forum

Companies looking to grow photo storage and web-based business collaboration businesses

Two New Hampshire companies offering web-based services, Mosaic Storage Systems, Inc. and MMIS, Inc., will be featured at the next NHHTC Entrepreneur Forum on Wednesday, October 19, 2011. The companies present their products to a panel of experts and a live audience to gain feedback and insight on marketability and finance strategies. The event will be held at the FIRST headquarters located at 200 Bedford Street, Manchester, NH, from 5:20 pm to 8:30 pm.

Mosaic is a Nashua-based startup that helps serious photographers manage, store, and access their photographs safely from anywhere. MMIS, Inc. offers businesses secure and private web-based environments to successfully run meetings, conferences, webinars, as well as for sharing large files and confidential data.

The HighTech Council produces a series of educational programs to support entrepreneurship and provide high-level resources to rapidly growing companies. At the Entrepreneur Forum, companies present their business challenges to a panel of industry experts and receive board-level and executive advice on how best to address their challenges, all in front of a live audience.

The Forum includes a cocktail hour with hors d'oeuvres and networking opportunities, as well as a "sky dive pitch" from one or two early-stage companies or a non-profit or student-driven entity that focuses on a specific challenge or opportunity they are facing. The cost for the event is only \$25 for NHHTC members, \$30 for non-members, and only \$10 for students. Individuals can register at NHHTC.org ■

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Manchester

175 Canal Street
Manchester, NH 03101
Tel: 603.668.1400
Fax: 603.668.8567
iplaw@hayes-soloway.com

Tucson

130 W. Cushing Street
Tucson, AZ 85701
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Fax: 520.882.7643
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TECHNO GOLF

The 2nd Annual Techno Golf Tourney, held on September 26th, was another great success! Golfers showed up on a beautiful sunny day to enjoy the scramble tournament at Stonebridge Country Club and see how low they could make their golf scores go by using a variety of score-enhancing tools. Beyond the illegal golf balls, no-spin tees, strings, and mulligans, some other tools, including a lacrosse stick and a 10-foot golf club, were spotted as the golfers hit through their 18 holes.

The winning team from Dyn, Inc. (also the event sponsor), came through with a record-breaking 57, besting last year's low of 59. Participants enjoyed a buffet lunch after and a raffle that featured a giveaway of a one-year membership at Stonebridge, among many other prizes. All raffle proceeds are being donated to support the Kocher Scholarship program, which helps New Hampshire students attend a NH college in a technology-related field of study.

Thank you to our participants, sponsors, and volunteers for making this event a success. ■



(Yes, that's a golf club!)



It's clear a good time was had by all, as the photos demonstrate. To see or download more photos, go to <http://photobucket.com/2011TechnoGolf>



First Place



***Congratulations to
Team Dyn***





Bob Robbins, CPM®
Senior Vice President -
Wealth Management
Financial Advisor

Should I Sell My Company?

Every business owner has an exit plan, whether they know it or not. The question then becomes “is it my plan, or is it being forced on me?”

You’re not alone. Millions of business owners will be exiting their businesses. Some will die, others will get too sick to run the business, and others may transition to family.

First Steps, First

Don’t stop running the business. Start by interviewing the best exit planning professionals you can find. But where do you start? The choices are staggering: Exit Planning Advisors, M&A Attorneys, Evaluation Accountants, Business Advisors, Investment Bankers, Business Brokers. One area that is not often considered is a wealth manager specializing in owners exiting their businesses.

Your First Exit Planning Advisor – The Wealth Manager

Using a wealth manager specializing in business owners in your industry starts you off on the most important issues - you (and your family) and your financial well-being before and after the exit.

By using a well-defined discovery process, this type of advisor will learn about your values, goals, interests, relationships, your present advisors, and all your assets. Because most wealth managers build long-term relationships and are compensated in proportion to the financial assets under management, their goals can be in sync with yours.

For many owners, their businesses are intertwined with their lives. It is their passion, their preoccupation, and often their largest asset.

The discovery process leads with the all-important first step—determining the financial needs of the business owner and the owner’s family. The second step is to determine the after tax value after transferring the business. The American Family Business Survey taken in 2007 shows that 30% of owners plan to sell to a 3rd party buyer, 30% plan to sell to a member of the family, and 18% plan to transfer the business to the employees or to the management. The wealth manager can develop a comprehensive plan for your post-exit lives and understands the mentality and the emotions involved.

With a focus on business owners transitioning their businesses, this type of wealth manager is in regular contact with competent advisors who can collaborate to generate and implement your exit plan.

Without a firm idea of the family’s financial needs, values, and goals, it may be difficult to move forward. That is why we strongly promote finding and working with a wealth advisor who focuses on exit planning

Your Second Exit Planning Advisor – The Merger and Acquisition Valuation Specialist

Once you know what you are going to need from the sale of the business, the next step is to get a valuation of the business. Business owners don’t typically know how to find potential buyers, what buyers are willing to pay, or how to increase the value of the business. They may not know what drives valuations in their business and how to take steps to increase value. Unfortunately, most or maybe all, of the business owner’s operational advisors-- controller, outside accountant, business attorney, or banker— don’t understand valuation or the subtle differences of value as a stand-alone business or its value to a strategic buyer.

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The evaluation should start with the business as a stand-alone business unless there are some unique and valuable intellectual properties or other intangible values. "Fair Market Value" is defined by the IRS as "the price at which the property would change hands between a willing buyer and a willing seller ...[where] both parties having reasonable knowledge of the relevant facts." The M&A Valuation Specialist can also look at the value of the business to a strategic buyer. The strategic buyer may have other synergistic reasons for the purchase: intellectual property, market niche, access to certain key customers, and markets or geographical presence.

If the stand-alone or strategic value is in line with the owner's wealth plan, going forward is simple. If not, work has to be done.

Due Diligence Advisors

Every buyer will have to do what is called "Due Diligence." To prepare, the seller should have three years of audited financial statements. The earlier the seller can get started on this process, the better. In addition to an auditor, the seller should also retain an M&A attorney to ensure that there are no outstanding or hidden legal issues that can possibly come up. We all work hard and believe we are doing the right thing legally, but it takes an expert familiar with the professional buyer's processes to clean up all legal details.

Merger and Acquisition Advisors

The sale process may take years. The next step is to prepare a business plan leading to an offering memorandum. The business should be analyzed with the buyer in mind. Most businesses need a thorough review of the businesses: strategic and tactical. Identify strengths, weaknesses, opportunities, and threats and develop a plan. Often the wealth manager or the valuation specialist can lead you to the most effective business coaches in your area. In parallel, you need an advisor to help prepare the offering memorandum containing the company description (major product lines, manufacturing capabilities and capacity, technology, sales and marketing, management, financial statements, and ownership structure), market analysis and pro-forma, and anticipated deal structure.

Business Broker or Investment Banker

Once the offering memorandum is complete, it is time to interview the investment bankers. At this point, the wealth advisor and the M&A attorney can bring in up to three investment bankers to interview. Even if the business is sold to the management team, to family members, or to an Employee Stock Ownership Plan, the investment banker can be invaluable in locating and defining the sources of capital for the buyers. The investment banker can offer guidance and review strategic opportunities. The experience and the knowledge of the investment banker should not be overlooked as too costly.

Conclusion

Before an exit, most privately-held company owners have most of their wealth concentrated in a single private company—their own. For many owners, building their company is the main focus of their lives. The new life and the "business" of running and managing the new assets is a whole new career. At this stage, the wealth manager changes hats and becomes the wealth advisor, helping to manage and coordinate the new relationships of advisors to preserve and protect the new wealth, as well as coordinate the wealth transfer and charitable giving, if so inclined. ■

Bob Robbins, CPM, The Robbins Farley Group at Morgan Stanley Smith Barney

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*Where young
people dream of
becoming science
and technology
heroes.*



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NHHTC Website — Photos Needed!

Shortly, we will be re-launching our website with a fresh, new and simplified look, as well as new features designed to increase engagement and improve navigation. We also want the website to reflect what our members do. As a result, we are putting out a call for photos of member companies in action. If you have quality images (jpeg) you would like to share that demonstrate your technology or service in action, please send them to info@NHHTC.org.

NHHTC.org

Welcome to Our New Members

Harvard Pilgrim Health Care

160 South River Rd., Suite 201, Bedford, NH 03110
Beth Roberts, 603-656-9527, harvardpilgrim.org
Harvard Pilgrim is a full-service health benefits company serving members throughout Massachusetts, New Hampshire, Maine and beyond. Our mission is to improve the health of the people we serve and the health of society.

TriNet

243 Drakeside Road, Unit 14, Hampton, NH 03842
Andrea Phillips, 781-965-0677, trinet.com
Provide HR outsourcing for small to medium size companies and by aggregating our 100,000 employees we are able to provide significant savings in employee costs and streamline HR.

Chartworth, LLC

36 Lowell Street, Manchester, NH 03101
Susan Woods, 603-647-0478, chartworth.com
Provides high-value-added corporate finance, investment banking, business development and management consulting services to entrepreneurial companies. We bring together senior investment banking, business strategy and operating experience to accelerate our clients' success.

CommonPlaces e-Solutions, Inc.

2 Village Green Road, Hampstead, NH 03841
Benjamin Bassi, 603-329-6760, commonplaces.com
CommonPlaces plans, develops, markets & supports successful and customized web solutions to help you achieve your online goals. We combine first-class open source technologies with our strategic planning experience to enhance your brand, capture and retain a customer base, and deliver the results you need.

PAETEC

1000 Elm Street, 2nd Floor, Manchester, NH 03101
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James Farrelly, 888-850-9400, protectorgroup.com
Protector Group Insurance is one of New England's largest independent insurance agencies specializing in providing employee benefit programs, property and casualty insurance, workers' compensation, and financial services to clients.

Pfizer

235 East 42nd Street, New York, NY 10017
Molly Williams, 518-286-1731, Pfizer.com
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170 West Road, Portsmouth, NH 03801
Karen Gellatly, 603-436-2809, novocure.com
Novocure is dedicated to the development of tumor treating fields therapy, a new weapon for patients & physicians in the battle against cancer. TTF therapy is a breakthrough anti-mitotic treatment that attempts to slow or reverse tumor progression by inducing tumor cell death prior to division.

Thriving Business Partners

156 Summit View Road, New London, NH 03257
Hardy Hasenfuss, 603-763-9770
thrivingbusinesspartners.com
Thriving Business Partners help build positive relationships among business partners. This includes owners who are in crisis mode with their partners, and those who recognize the need for ongoing work to enhance the relationship. We also assist entrepreneurs in identifying and building relationships with their ideal future business partners.

Robbins Farley Group at Morgan Stanley Smith Barney
1155 Elm Street, 4th Floor, Manchester, NH 03105
Robert Robbins, 603-656-7432
fa.smithbarney.com
Financial Advisers

WorldWide Computer Solutions, Inc.

117 Main Street, Keene, NH 03431
Suzanne Stevens, 603-358-6776, wwcs.com
WWCS provides technology and IT support services, including software development, application integration and management, network design & integration, network firewall & security, data storage/backup, remote network monitoring & management, wireless connectivity and security, remote office connection, etc.

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1 Pine Street Extension, Nashua, NH 03060
Aaron Bagshaw, 603-883-7758, whbagshaw.com
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Member News

Alexander Technology Group is among New Hampshire's 10 fastest growing companies for a second straight year according to *BNH Magazine*.

Northeastern University's Gordon Engineering Leadership Program is now actively seeking NH companies to participate in its 2012/2013 development programs. To learn more, visit northeastern.edu/visitnortheastern.edu/gordonleadership or email gordonleadership@neu.edu.

Devine Millimet, one of the largest full-service law firms in northern New England, announces that Kimberly A.W. Peaslee, Esq., has joined the firm as an associate in the Manchester office. Attorney Peaslee will join the firm's Patent, Trademark, and Licensing practice group.

The State of NH maintains a purchasing web site, where virtually all procurement activity is posted: admin.state.nh.us/purchasing/vendorresources.asp

Bids and RFPs for products and services are posted on this site. The NH Dept of Information Technology maintains a list of vendors and each time an IT related RFP is posted, they send a notification to the vendors on their list so they are aware of the solicitation. If you are interested in being added to the list, please send the contact name, company name, and e-mail address to info@NHHTC.org. We will compile a list and provide it to the NH IT office.

TRUSTEES and Committees

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2011 NHHTC Calendar

NHHTC Entrepreneur Forum

Oct 19 FIRST, Manchester 5:20-8:30 pm

HR Exchange

Nov 16 *"Employee privacy in the age of cubicles, nannycams and iPhones: Can you see what I see?"*
Sheehan Phinney Bass + Green, Manchester 8:00-9:30 am

2011 Product of the Year Event

Nov 14 Center of NH, Radisson Hotel, Manchester 5:30-8:30 pm

Food For Thought

Nov 29 abi Hub, Manchester, NH 8:00-9:30 am

For more information - 603-935-8951 or info@NHHTC.org

Sponsorships Available!

OUR MISSION

Founded in 1983, the New Hampshire High Technology Council's mission is to encourage the development and success of technology-based businesses in New Hampshire.

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For more information:

NHHTC
36 Lowell Street, Suite 202,
Manchester, NH 03101
Tel: 603-935-8951
e-mail: info@NHHTC.org
NHHTC.org

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