

Ann Arbor-Ypsilanti Smart Zone Local Development Finance Authority MINUTES for October 14, 2014 – REGULAR BOARD MEETING

Ann Arbor City Hall Council Chambers 301 E. Huron Street, Ann Arbor, MI 48104

Members Present: Caryn Charter, Vince Chmielewski, Carrie Leahy, Stephen Rapundalo, Sally Petersen, Ned Staebler, Tom Crawford – Ex-officio, Skip Simms-Accelerator Ex-officio, Paula Sorrell-MEDC Ex-officio

Members Excused: Richard Beedon, Eric Jacobson, Bilal Saeed,

Others Present: Ken Bogan - City of Ann Arbor, Kurt Riegger-Business Engines,

Representatives of SPARK

I. CALL TO ORDER:

Chair Leahy called the meeting to order at 8:27 am. A quorum was present.

II. PUBLIC COMMENT:

None.

III. APPROVAL OF THE AGENDA:

Added to VII. Reports from Service Providers item b. Integrated Marketing Plan. Petersen moved to approve the agenda with this change, seconded by Rapundalo. Motion approved unanimously.

IV. MOTIONS & RESOLUTIONS:

Minutes of the September 16, 2014 Regular Board Meeting:

Charter moved, seconded by Rapundalo, to approve the minutes of the meeting in the form presented at this meeting. Motion approved unanimously.

V. LDFA CHAIR'S REPORT:

Chair Leahy delivered the Chair's report, which included a briefing on the TIF extension plan. It was noted that to remain on schedule for Council approval of the revised TIF plan a special meeting of the LDFA Board would be required to officially approve the revised TIF plan. The Board agreed to schedule a special meeting on Wednesday, November 12, 2014 at 8:15am.

VI. LDFA TREASURER'S REPORT:

Treasurer Rapundalo presented the Treasurer's report for the 1st quarter of FY2015. It was noted the audit of the SPARK contract concluded with no material concerns.

VII. REPORTS FROM SERVICE PROVIDERS:

- a. SPARK Report 1st quarter FY2015 Simms presented the report.
- **b. Integrated Marketing Plan -** Donna Doleman, SPARK presented the SPARK Integrated Marketing Plan. A copy of the Integrated Marketing Plan is attached.

VIII. OTHER BUSINESS:

a. LDFA TIF extension update – Discussed during Chair's Report.

IX. ADJOURNMENT:

Petersen moved to adjourn the meeting, seconded by Chmielewski. Motion approved unanimously. Meeting was adjourned at 9:44 am.

Respectfully Submitted,

Ken Bogan, for Recording Secretary Tom Crawford



LDFA Board Meeting

October 14, 2014 8:15 am to 10:15 am City of Ann Arbor

301 E. Huron Street, Ann Arbor, MI 48104



- I. Call to Order
- II. Public Comment

Public comment shall be allowed at all meetings. An individual may speak for up to three (3) minutes on any item listed on the Agenda. The Chair may extend an individual's speaking time in his/her discretion. Public comment on non-agenda items may be limited in the Chair's discretion.

- III. Approval of the Agenda
- IV. Approval of the Minutes
 - a. September 16, 2014 Regular Board Meeting
- V. LDFA Chair's Report
- VI. LDFA Treasurer's Report
 - a. LDFA Financial Report 1st quarter FY2015
- VII. Reports from Service Providers
 - a. SPARK Report 1st quarter FY2015
- VIII. Other Business
 - a. LDFA TIF extension update
- IX. Motion to Adjourn



Ann Arbor-Ypsilanti Smart Zone Local Development Finance Authority MINUTES for September 16, 2014 – REGULAR BOARD MEETING

Ann Arbor City Hall Council Chambers 301 E. Huron Street, Ann Arbor, MI 48104

Members Present: Carrie Leahy, Eric Jacobson, Stephen Rapundalo, Sally Petersen, Caryn Charter, Tom Crawford – Ex-officio, Skip Simms-Accelerator Ex-officio

Members Excused: Richard Beedon, Vince Chmielewski, Bilal Saeed, Ned Staebler,

Paula Sorrell-MEDC Ex-officio

Others Present: Representatives of SPARK

I. CALL TO ORDER:

Chair Leahy called the meeting to order at 8:29 am. A quorum was present.

II. PUBLIC COMMENT:

There was no public comment.

III. APPROVAL OF THE AGENDA:

Rapundalo moved, seconded by Jacobson, to approve the agenda for this meeting in the form presented at this meeting. Motion approved unanimously.

IV. MOTIONS & RESOLUTIONS:

Minutes of the June 17, 2014 Regular Board Meeting, July15, 2014 Regular Board Meeting, and August 21, 2014 Special Board Meeting:

Rapundalo moved, seconded by Charter, to approve the minutes of the meetings in the form presented at this meeting. Motion approved unanimously.

V. LDFA CHAIR'S REPORT:

Discussed with board the recent actions by Ann Arbor and Ypsilanti City Council's to approve a satellite Smartzone agreement; thereby meeting a qualification for a 15 year extension of the Ann Arbor/Ypsilanti SmartZone LDFA. The Board also discussed the comments provided to Chair & Treasurer at the September 8, 2014 Council Working Session for the City of Ann Arbor.

VI. LDFA TREASURER'S REPORT:

Treasurer Jacobson reviewed the 4th Quarter FY2014 LDFA Financial Report.

VII. REPORTS FROM SERVICE PROVIDERS:

Ex-Officio Simms reviewed the SPARK 4^{th} quarter 2014 report and the Annual Report for FY2014.

VIII. OTHER BUSINESS:

- a. **Election of officers for FY2014** Jacobson nominated Carrie Leahy as Chair, seconded by Charter. Motion approved unanimously. Leahy nominated Charter as Vice-chair, seconded by Rapundalo. Motion approved unanimously. Jacobson nominated Rapundalo as Treasurer, seconded by Charter. Motion approved unanimously.
- b. **Committee Appointments –** The committee positions are as follows:
 - Audit Rapundalo (chair), Jacobson, Chemielewski, Crawford
 - Budget/Contract Rapundalo (chair), Leahy, Petersen, Jacobson, Simms
 - Metric Beedon (chair), Staebler, Saeed, Crawford, Simms, Sorrell
 - Strategic Planning Staebler (chair), Saeed, Chmielewski, Crawford, Simms, Beedon

IX. ADJOURNMENT:

Meeting was adjourned at 10:00 am.

Respectfully Submitted, Tom Crawford, Secretary

Smart Zone LDFA

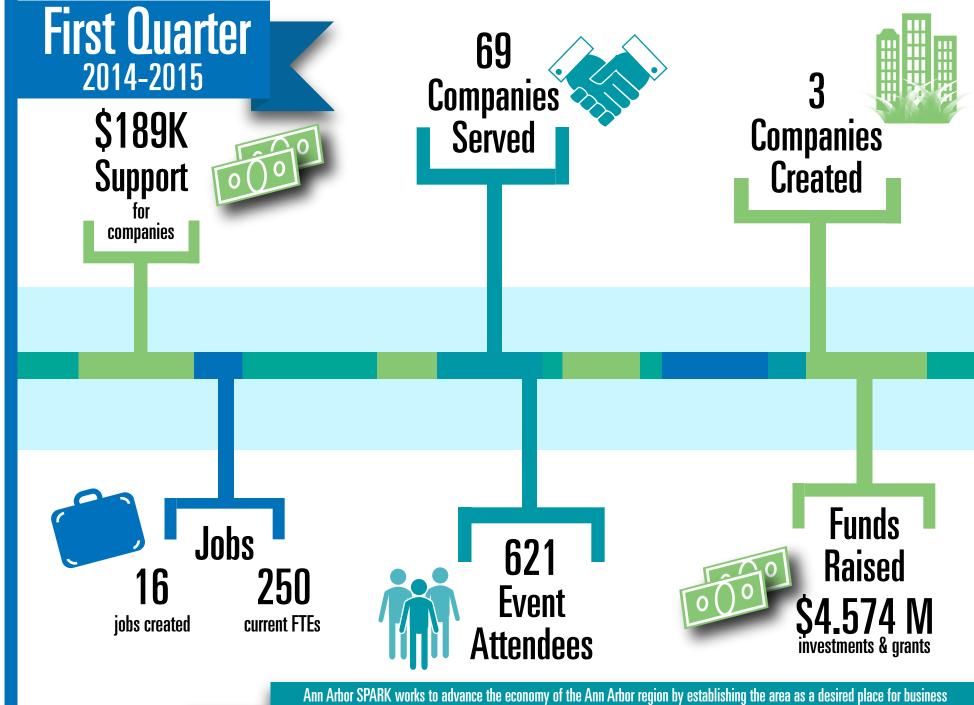
FY 2015 FINANCIAL SUMMARY

September 30, 2014

BUDGET

	ACTUAL	Estimate	Estimate	Estimate				orecast Budget
	Q1	Q2	Q3	Q4	Full Year	Amount	Go	od/(Bad)
INCOME STATEMENT								
Revenues:								
Tax Revenue	\$1,352,180	\$ 102,910	\$ 514,548	\$ 138,798	\$2,108,436	\$2,058,192	\$	50,244
Miscellaneous	- · · · · · -	- ·	- ·	· · · · · · · · ·	-	-	\$	-
Investment Income	3,229	4,726	3,637	3,657	15,249	12,940	\$	2,309
Total Revenues	\$1,355,409	\$ 107,635	\$ 518,185	\$ 142,456	\$2,123,685	\$2,071,132	\$	52,553
Expenditures:								
Contracted Services								
SPARK BA Direct Staffing	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 420,000	\$ 420,000	\$	-
Phase II (Due Diligence)	4,200	6,933	6,933	6,933	25,000	25,000	\$	-
Phase III (Intensive Service)	125,850	141,383	141,383	141,383	550,000	550,000	\$	-
Phase IV (Accelerating Opportunities)	26,775	16,075	16,075	16,075	75,000	75,000	\$	-
Business Networking Events	11,430	9,523	9,523	9,523	40,000	40,000	\$	_
Entrepreneurial Education	2,907	19,864	19,864	19,864	62,500	62,500	\$	_
Entrepreneurs Bootcamp	12,500	12,500	12,500	12,500	50,000	50,000	\$	_
Internship Support & Talent Training	36,650	54,450	54,450	54,450	200,000	200,000	\$	_
Business Software for Clients	5,247	4,918	4,918	4,918	20,000	20,000	\$	-
Total Contracted Services	330,558	370,647	370,647	370,647	1,442,500	\$1,442,500	\$	-
SPARK Indirect Services								
SPARK Central Business Incubator	47,557	50,814	50,814	50,814	200,000	\$ 200,000	\$	_
SPARK Central Incubator Expansion	-	15,000	15,000	-	30,000	\$ 30,000	\$	_
SPARK Accounting	17,125	17,125	17,125	17,125	68,500	68,500	\$	0
SPARK Marketing	17,866	44,045	44,045	44,045	150,000	150,000	\$	-
	82,548	126,984	126,984	111,984	448,500	\$ 448,500	\$	0
City of Ann Arbor Services								
Legal & Admin. Support	12,774	32,774	12,774	23,406	81,728	89,271	\$	7,543
Total Expenditures	\$ 425,881	\$ 530,405	\$ 510,405	\$ 506,037	\$1,972,728	\$1,980,271	\$	7,543
Net Increase/Decrease	\$ 929,528	\$ (422,770)	\$ 7,780	\$ (363,582)	\$ 150,957	\$ 90,861	\$	60,096
Memo:								
Fund Balance (6/30/2014)	\$ 905,766							
Fund Balance (0/30/2014) Fund Balance - Operations (Qtr End)	\$ 1,835,294	\$ 1,412,524	\$ 1,420,305	\$ 1,056,723	\$ 1,056,723	\$ 996,627		
Microloan: available to be loaned	\$ 237,245	\$ 248,285	\$ 237,374	\$ 164,849	ψ 1,000,120	¥ 000,021		

		F	iscal Y	'ear			
		Inc	urred	Billed	Measureable		
Category	Mo.	Qtr	Year	Qtr	Unit Descrip.	Number	Amount
SPARK BA Direct Staffing	July	1	2014	1	Direct Staff		\$ 35,000.00
Phase II (Due Diligence)	July	1	2014	1	Hours	32.00	\$ 3,200.00
Phase III (Intensive Service)	July	1	2014	1	Hours	296.15	\$ 29,727.50
Phase IV (Accelerating Opportunit	i July	1	2014	1	Hours	250.00	\$ 25,000.00
SPARK Central Business Incubato	July	1	2014	1	Facility Exp		\$ 12,786.44
SPARK Accounting	July	1	2014	1	Accting Svc		\$ 5,708.33
SPARK Marketing	July	1	2014	1	Marketing		\$ 3,138.76
Entrepreneurial Education	July	1	2014	1	Events		\$ 448.00
Business Networking Events	July	1	2014	1	Events		\$ 4,085.61
Internship Support & Talent Training	July	1	2014	1			\$ 14,016.23
Legal & Admin. Support	July	1	2014	1	Legal - TIF extension		\$ 1,770.00
SPARK BA Direct Staffing	Aug	1	2014	1	Direct Staff		\$ 35,000.00
Phase II (Due Diligence)	Aug	1	2014	1	Hours	32.00	\$ 1,000.00
Phase III (Intensive Service)	Aug	1	2014	1	Hours	296.15	\$ 82,038.58
Phase IV (Accelerating Opportunit	i Aug	1	2014	1	Hours	250.00	\$ 675.00
SPARK Central Business Incubato		1	2014	1	Facility Exp		\$ 18,080.50
SPARK Accounting	Aug	1	2014	1	Accting Svc		\$ 5,708.33
SPARK Marketing	Aug	1	2014	1	Marketing		\$ 4,845.79
Entrepreneurial Education	Aug	1	2014	1	Events		\$ 349.00
Business Networking Events	Aug	1	2014	1	Events		\$ 3,668.98
Internship Support & Talent Trainii	Aug	1	2014	1			\$ 13,697.38
Business Software for Clients	Aug	1	2014	1			\$ 1,497.00
Legal & Admin. Support	Aug	1	2014	1	Legal - TIF extension		\$ 2,925.00
SPARK BA Direct Staffing	Sept	1	2014	2	Direct Staff		\$ 35,000.00
Phase III (Intensive Service)	Sept	1	2014	2	Hours	132.65	\$ 14,083.75
Phase IV (Accelerating Opportunit	i Sept	1	2014	2	Hours	11.00	\$ 1,100.00
SPARK Central Business Incubato	Sept	1	2014	2	Facility Exp		\$ 16,690.35
SPARK Accounting	Sept	1	2014	2	Accting Svc		\$ 5,708.33
SPARK Marketing	Sept	1	2014	2	Marketing		\$ 9,881.65
Entrepreneurial Education	Sept	1	2014	2	Events		\$ 2,110.00
Business Networking Events	Sept	1	2014	2	Events		\$ 3,675.04
Internship Support & Talent Trainii		1	2014	2			\$ 8,936.01
Entrepreneurs Bootcamp	Sept	1	2014	2			\$ 12,500.00
Business Software for Clients	Sept	1	2014	2			\$ 3,750.00
Legal & Admin. Support	Sept	1	2014	1	Legal: Adrian-Techumseh aç	3.75	\$ 1,125.00



Ann Arbor SPARK works to advance the economy of the Ann Arbor region by establishing the area as a desired place for business expansion and location... by identifying and meeting the needs of business at every stage, from those that are established to those working to successfully commercialize innovations.

For more information visit: www.annarborusa.org

Ann Arbor-Ypsilanti Smart Zone Local Development Finance Authority

Ann Arbor SPARK Quarterly Report • July 1, 2014 - September 30, 2014

Companies Created

The following companies were created as a result of our involvement per the definition listed in the glossary.

Uniq ID	Company Description
7219	Nano-sensor technology applied to the hog farm vertical.
7216	Web based electronic service that assists dental offices to send and receive files in a secure & HIPAA compliant manner.
7223	Online service highlighting current Investment opportunities looking for funding.

Boot Camp

Ann Arbor SPARK held the kickoff of its 25th Entrepreneur Boot Camp September 16th. The actual event will take place October 8th and 9th at The Kensington Court in Ann Arbor. Boot Camp integrates the Lean Startup Methodology into its curriculum to help our early stage companies assess and validate the feasibility of their business concept, build their business model, and find beta customers. Companies are guided by a "drill instructor" and are matched with mentors to assist with their pressing start-up needs and to share resources in their industries.

Uniq ID	Company Description
7253	Accounting software.
6775#	Student loan marketplace and clearinghouse for best deals.
7251#*	Mental health and wellness mobile phone application.
7240	Integrated Supermarket purchasing and ordering app.
3118#	Joint venture to develop foams using non-petroleum sources, particularly in life science industry.
7223#^	Online service highlighting current Investment opportunities looking for funding.
7241#	Legal e-billing and matter management system.
7224	Adhesive medical strips to organize and hold surgical equipment.
7208	App that allows users to order food and drinks within a business.
6670	Smartphone integrated video doorbell.
7238#*	Comprehensive map and donation mobile app platform for museums.
7252	Smart helmet designer.

^{*}University of Michigan Technology

[#]Received LDFA funding

[^]Company Created

Work Accomplished

Number and identity of companies in each phase, plus relevant aspects of commercialization

Seven Phase I companies were referred out due to their location or not meeting business type criteria; three were located outside the Ann Arbor City limits.

The following companies received Phase II Due Diligence assistance this quarter:

Uniq ID	Company Description	FTE	Billed Support
6589	FDA-approved light therapy device to treat pain.	2	\$200.00
6867	Workstation with waste grinder and proprietary high-pressure waste micronizer, reducing the particle size of food waste making it highly digestible to bacteria.	1	\$1,000.00
7202	Sports fandom competition, tracking and social media integration smart phone app.	3	\$1,000.00
7154	Software to manage the capture and remote analysis of retinal images to diagnose eye diseases.	2	\$1,000.00
4115	Predictive transportation algorithm company developing SaaS products and integrable web services for transportation and logistics industries.	3.5	\$1,000.00
	Grand Totals (5 records)	11.5	\$4,200.00

The following companies received Phase III level support:

Company Description	Project Description	FTE	Billed Support
Uniq ID: 4132		4	\$2,750.00
A medical device for the field of histology that automates a process used in tissue diagnostics.	File two US Patents and two responses to office actions.		\$2,750.00
Uniq ID: 4791		8	\$32,750.00
Consolidated event planning and	Financial Modeling for BE analysis & revenue share targets. Negotiate terms of strategic partnership.		\$6,000.00
	Re-design and development of user experience and user interface, new logo and rebrand. Develop forecast methodology, operations plan, pricing model, investor pitch deck, and product development road map.		\$7,000.00
management software platform.			\$5,750.00
			\$7,000.00
			\$7,000.00
Uniq ID: 6355		1	\$7,590.00
Innovative Marketing platform.	Financial modeling, investor pitch, funding strategy.		\$3,940.00
-			\$3,650.00
Uniq ID: 6356		1	\$4,000.00

Company Description	Project Description	FTE	Billed Support
A new marketing-based, platform- agnostic, real-time media alert solution.	Develop social filtering concept, business model, product positioning, support creation of pre seed fund application, roadmap and development		\$3,050.00
	planning.		\$950.00
Uniq ID: 6358*		3	\$5,495.00
Developer of a smart phone case that retracts and stores a user's headphones/ear buds within a slim profile case.	Design Specifications and tolerance consulting for manufacturing preparation.		\$5,495.00
Uniq ID: 6518*		2	\$187.50
Creator of an eye drop assist device.	Corporate entity creation, negotiation and reassignment of IP from UM, create NDAs.		\$187.50
Uniq ID: 6621		2	\$825.00
A platform for tool owners to lease their tools to nearby renters in their area.	Secure municipal beta-testers; develop pipeline and advisor network, search for state and federal funding.		\$825.00
Uniq ID: 6775		2	\$550.00
Student loan marketplace and clearinghouse for best deals.	Research viability of platform, identify beta testers, and assist with pitch to targets.		\$550.00
Uniq ID: 6778		3	\$7,275.00
On-line seeker-solver network that allows Start-up Teams (Seekers) to access crowd-sourced Product-Market	Redesign homepage and corporate logo.		\$1,905.00
Fit Solutions.			\$5,370.00
Uniq ID: 6804		2	\$22,918.75
Supply Chain Decision Making platform that can visualize and compare supply chain ideas in real-	Design and implementation of user access, model and scenario navigation, data interaction methods for reference data sets, interactions with excel, quick actions within webpage.		\$20,000.00
time.	Marketing and promotional video production.		\$1,918.75
	Graphic design for website and presentation materials.		\$1,000.00
Uniq ID: 6834*		1	\$10,100.00
Developer and manufacturer of high- resolution sensors used for near real-	Fundraising, development plan, pitch deck.		\$4,235.00
time diagnostics in Food pathogen testing.	J. 1 71		\$5,865.00
Uniq ID: 6859		4.5	\$11,793.58
			\$4,890.00
Proprietary learning platform to sell	Videos animation website development		\$2,433.58
professional development training courses.	Videos, animation, website development.		\$1,770.00
			\$2,700.00
			\$2,840.00
Uniq ID: 6919		4	\$3,500.00

Company Description	Project Description	FTE	Billed Support
Internet-based program to manage stress.	Assessment of key opportunities based on		\$2,000.00
stress.	external audit and competitive assessment.		\$1,500.00
Uniq ID: 7032		2	\$5,800.00
	Market research, segmentation analysis, profile		\$2,700.00
Technology to isolate cells from	market dynamics.		\$1,100.00
complex mixtures.	Consultation and assistance regarding capitalization table, operating agreement, strategic partnerships, and NDAs.		\$2,000.00
Uniq ID: 7117		1	\$3,500.00
Novel data processing algorithms and curated genetic database. Software as a service.	Corporate formation including resolutions, bylaws, stockholder agreement, and capital structure.		\$3,500.00
Uniq ID: 7147		10	\$4,690.00
Extreme sport and arena creator.	Go-to-market assistance involving determination of market size, segmentation, target market, develop strategy for distributor network.		\$1,810.00
	Funding strategy, investor pitch, venture capital		\$1,190.00
	networking.		\$1,690.00
Grand Totals (35 records)		50.5	\$123,724.83

^{*}Denotes University of Michigan technology or UM Student Team

The following companies received Phase IV support:

Project Description	Company Description	FTE	Billed Support
Uniq ID: 2338		35	\$25,000.00
Architectural Services relating to the company's new office space as well as various coordination and permitting issues.	Software development and mobile application development company, also in embedded systems.	35	\$25,000.00
Uniq ID: 7098		12	\$1,775.00
Implement Entrepreneurial Operating System; redefine company story, strategic marketing plan, tactical communications & marketing materials, HR policies and procedures to support existing employees and growth.	Provides commerce and web- based solutions. Complex web development and ERP integration.	12	\$675.00
		12	\$1,100.00
Grand Totals (3 records)		47	\$26,775.00

SPARK Central Incubator

Stage One - Ground Floor

Incubator clients are charged a license fee per seat, or person(s) using the space. Total number of seated clients (those in a cubicle with secure space and full privileges) in the Lower Level of SPARK Central include five companies with nine seats occupied, 64% of capacity (14 seats) at the highest peak during this quarter. During this quarter, one company graduated from the incubator by moving into market rate office space in Ann Arbor. Currently, SPARK is pursuing aggressive strategies to restore the incubator to full occupancy.

Uniq ID	Company Description	Start Date	Exit Date	Incubator Seats	FTE
428*	Alternate energy from tidal currents.	1/1/14	12/31/14	1	5
4243	Website for building construction project, repair and supply bids.	7/18/11	9/30/14	1	1
5091	Field survey and data collection software.	9/9/13	9/15/14	4	11
6816	Cloud based SaaS that provides hourly operational instructions to energy system operators.	10/4/13	9/30/14	2	7
7070	Web and mobile platform that allows individuals to find their impact on public health outcomes from fossil fuel pollution.	5/16/14	3/31/15	1	1
	Grand Totals (5 records)			9	25

^{*}Denotes University of Michigan technology or UM Student Team

Stage Two - Third Floor

There were three companies that occupied the shared space of the Stage Two Incubator during Quarter one, accounting for 16 seats.

Uniq ID	Company Description	Start Date	Exit Date	Incubator Seats	FTE
4472*	An online platform that empowers college students to showcase their work and skills to startups.	10/17/13	12/31/14	8	16
4547	Advanced nanofabrication methods and a novel three dimensional (3D) approach to sensor assembly.	2/1/14	1/31/15	4	7
4791	Consolidated event planning and management software platform.	9/26/13	9/30/14	4	8
	Grand Totals (3 records)			16	32

^{*}Denotes University of Michigan technology or UM Student Team

Virtual Clients

Uniq ID	Company Description	Start Date	Exit Date	FTE
271	Risk Management- IT security company.	7/1/10	12/31/14	3
338	Information and news aggregator and filter.	7/1/10	12/31/14	1
386	Vision Technology w/ Sports applications.	8/1/13	2/1/15	6
1282*	Developer of technologies that enable integrated and standardized assessments of blood damage, particularly for red blood cells.	7/1/10	12/31/14	4
2550	Patent adviser.	7/1/10	12/31/14	1
2821	A firmware application for collecting/analyzing multiple patient parameters in an ICU in real time.	9/1/10	1/31/15	2
2854	Michigan state incubator association.	6/7/11	1/6/15	0.5
3060*	Minimally Invasive Surgical (MIS) tools that provide the surgeon with greater control and intuition.	7/1/14	12/31/14	3
3221	Provider of advanced software solutions for sewer modeling to municipalities and engineering consultants.	3/1/12	12/31/14	4
3637	Therapeutic for treatment of retinal diseases.	8/1/13	1/31/15	2
4227	Engineering services, including advanced FEA, CAD, and high-end design solutions.	5/13/11	1/12/15	2.5
4431*	Assistive technology to allow people with fine motor disabilities to interact with the mobile and touch screen.	8/1/12	8/31/14	1
4566	Provides mobile applications for large travel destinations.	5/10/12	10/31/14	1
4965	Host for technology companies that focus on improving the quality of life.	7/1/14	8/31/14	4
5557	Digital Marketing Intelligence.	7/1/12	12/31/14	3
6245	Magnetic motor that is more efficient than current technologies.	5/1/13	12/31/14	2
6260	Photonics industry association.	10/19/13	2/18/15	3
6356	A new marketing-based, platform-agnostic, real-time media alert solution.	2/1/13	4/30/15	1
6357	Gives musicians the opportunity to compete against one another and book gigs, while increasing their fan base.	9/3/13	3/31/15	3
6358*	Developer of a smart phone case that retracts and stores a user's headphones/ear buds within a slim profile case.	5/1/14	9/30/14	3
6545	Software platform applies predictive analytics to strategic decisions regarding intellectual property management.	2/1/14	1/31/15	2
6589	FDA-approved light therapy device to treat pain.	8/21/13	9/30/14	2
6600	Medical device for vision enhancement in persons with partial loss of sight.	6/1/13	2/28/15	2
6778	On-line seeker-solver network that allows Start-up Teams (Seekers) to access crowd-sourced Product-Market Fit Solutions.	6/10/14	12/10/14	3
6899	A Content Management (CM) solution that allows editing and publishing content.	2/1/14	7/31/14	1
6941	Super-oxygenation system for wastewater. It accelerates the growth of the bacteria that consumes organic waste.	2/1/14	12/31/14	2.5

Uniq ID	Company Description	Start Date	Exit Date	FTE
7046	Electronics based metering and power line communication.	4/1/14	9/30/14	1
7153	Brain Imaging Service to assist in the development of medications or medical devices for the central nervous system.	7/1/14	6/30/15	1
	Grand Totals (28 records)			64.5

^{*}Denotes University of Michigan technology or UM Student Team

Hosted Networking and Educational Events

		Place of	Approx. # of att	endees		Live-	Archived
Event Name	Date	Event	Entrepreneurs	Total	Purpose of Event	Streaming Views	Views
Careers Over Coffee	6/26/2014, 4/29/2014	Mighty Good Coffee	1	41	<u>Description:</u> Careers Over Coffee is an event for talent seeking opportunities for themselves.	NA	NA
Ann Arbor OpenCoffee	9/9/2014, 7/8/2014, 8/12/2014	SPARK - Central	59	96	Description: This is a networking event for entrepreneurs, investors and those who work with innovative businesses. Come mingle with fellow community members while enjoying a bagel and coffee. Whether you are looking to meet potential employers, employees, new business partners, or just simply want to expand your networks, this event fosters connections on all levels. OpenCoffee is held monthly on the second Tuesday at SPARK Central.	NA	NA
Michigan Marketing Minds	9/9/2014, 7/8/2014, 8/12/2014	SPARK - Central	39	83	Speakers: Chris Kochmanski, DesignHub (Moderator); Shawn Crowley, Atomic Object and Vi Kellersohn, PTC. / Description: This is a monthly panel discussion and networking event to facilitate collaboration and networking among practitioners, policy makers, investors and professionals.	3	9
Michigan Energy Forum Planning Meeting	08/13/14	SPARK - Central	6	13	Speakers (none)/Description: Annual Board and Planning Meeting of the Michigan Energy Forum whose mission is to facilitate collaboration and networking among practitioners, policy makers, investors and talent.	NA	NA

		Place of	Approx. # of att	endees		Live-	Archived
Event Name	Date	Event	Entrepreneurs	Total	Purpose of Event	Streaming Views	Views
Michigan Energy Forum	09/11/14	SPARK - Central	21	78	Speakers: Nicholas Cucinelli, Tech Transfer Talent Network (Moderator); Jarett Diamond, Green Brewery Project; Rene Greff, Arbor Brewing Company + Corner Brewery; Shawn and Aaron Grose, Windmill Pointe Brewing Company; Todd Hasselbeck, PurposeEnergy, Inc. and Kris Spaulding, Brewery Vivant. /Description: This is a monthly panel discussion and networking event to facilitate collaboration and networking among practitioners, policy makers, investors and professionals.	2	0
Business Law & Order	07/21/14	SPARK - Central	10	20	Speakers: Speakers: Russ Brown, RD Brown PLC; Mark Malven, Dykema Gossett PLLC; Jeremy D. Bisdorf, Jaffee, Raitt Heuer & Weiss, P.C.; Joseph R. Morrison, Jr., Honigman Miller Schwartz and Cohn LLP; Andrew Bossory, Lorandos Joshi; Erane Washington, Erane C. Washington-Kendrick, PLLC and Carrie Leahy, Bodman LLP /Description: Business Law & Order Series will give entrepreneurs insight into some of the most important legal issues they must consider during business formation.	NA	NA
BioArbor	09/18/14	NCRC - Building 10	40	79	Speaker: Carol Gallagher, PharmD Former CEO of Calistoga Pharmaceuticals. /Description: BioArbor hosts educational networking events for the life sciences industry in the Greater Ann Arbor Area. Each meeting features a networking session and an invited speaker(s) followed by a Q&A session.	NA	0
BA Consultants Meeting	9/19/2014, 8/15/2014	SPARK - Central	17	31	<u>Description:</u> Monthly Business Accelerator Consultants meeting to update consultants on SPARK and review projects.	NA	NA
IT Leader's Council	08/18/14	Barracuda Networks	0	48	Description: A select invitation list of IT leaders around the Ann Arbor area including SPARK tenants and Business Development companies gathered to work together to ensure the region continues to generate the talent to help the companies grow.	NA	NA
Mingling with the Masters	08/26/14	SPARK - Central	15	49	<u>Description:</u> This evening is a unique opportunity for the area's business and local community leaders to mingle	NA	NA

		Place of	Approx. # of att	endees		Live-	Archived
Event Name	Date	Event	Entrepreneurs	Total	Purpose of Event	Streaming Views	Views
					with the University's next generations of entrepreneurs.		
Ornicept Incubator Tenant Graduation	09/19/14	SPARK - Central	16	22	<u>Description:</u> Ornicept moved to its new office at 35 Research Drive, Suite 400, Ann Arbor, MI 48103 as of Monday, September 15, 2014. SPARK held a Graduation Pizza Party at 11:30am.	NA	NA
Mingle 'n' Match	09/17/14	SPARK - Central	26	61	Description: Mingle with other entrepreneurial-minded students and community members and find team members. The event begins with informal mingling, followed by a series of one-minute pitches by those interested in finding team members.	NA	NA
Totals			250	621		5	9

Microloans

Accurate as of 9/30/14

Micro Loans Given Out	\$(1,118,461.00)
Repayments	\$342,415.00
Misc. expenses	\$(19,343.00)
Bank Balance	\$ 193,308.00

Number of	Total Value of	# Of Loans	# Of Loans	Value of Loans	Loans Paid	Partial Payments of Loans	Loan Amount Repaid
Loans to	Loans Provided to	Written Off	Partially	Written Off –	Back in		to Date – Including
Date	Date	in Full	Written Off	Including Interest	Full		Interest
35	\$1,118,460	4	2	\$130,429	6	5	\$342,415

Microloan Notes:

- Total loans due is \$883,635, including interest accrued through 12/31/2013.
- Amount available to lend is \$198,308.
- Total current FTE for microloan companies: 133.
- Jobs retained during the term of the loans: 74, jobs created: 56.
- During this contract quarter, there were 2 applicants; 0 were approved for a loan.

Internship & Entrepreneur-In-Residence Programs

Entrepreneur-In-Residence Program

Four companies are currently engaged in the entrepreneur-in-residence program. This program is designed to attract and retain C-level individuals to add substantial value to our companies, as well as provide to an introduction mechanism to help them achieve significant milestones.

Uniq ID	Company Description	Billed Support	FTE
428*	Alternate energy from tidal currents.	\$6,100.00	5
6621	A platform for tool owners to lease their tools to nearby renters in their area.	\$5,412.50	2
6897	Software for transforming a group of manuscript files	\$7,175.00	1
6834*	Developer and manufacturer of high resolution sensors used for near real-time diagnostics in Food pathogen testing	\$3,800.00	1
	Grand Totals (4 records)	\$22,487.50	9

^{*}Denotes University of Michigan technology

Intern Program

The Ann Arbor SPARK internship program provides up to \$3000 of matching funds to a qualified, growing company to assist with the short-term costs of bringing on additional staff. This provides a de-risked way to try out a potential permanent addition to the team- an opportunity that is invaluable during the pivotal period of initial hires. Often the talent is retained at the company after the culmination of the program. Billed support includes direct salary support, but not including additional employment expenses.

Uniq ID	Company Description	Matching Amount	Billed Support	Current FTE Jobs
4791	Consolidated event planning and management software platform.	\$3,000	\$3,000	8
3476*	High quality, solid-state lighting combining organic and inorganic materials that mimics sunlight; lower cost than other LEDs.	\$3,000	\$2,098	5
6867	Workstation with waste grinder and proprietary high-pressure waste micronizer, reducing the particle size of food waste making it highly digestible to bacteria.	\$3,000	\$2,500	1
4519	Platform giving independent app publishers technology for serving customized native ads and a digital marketplace that connects their apps with advertisers.	\$3,000	\$1,556	6
6621	A platform for tool owners to lease their tools to nearby renters in their area.	\$3,000	\$435	2
6358*	Developer of a smart phone case that retracts and stores a user's headphones/ear buds within a slim profile case.	\$1,500	\$1,500	3
6358*	Developer of a smart phone case that retracts and stores a user's headphones/ear buds within a slim profile case.	\$1,500	\$1,500	3
	Grand Totals (7 records)	\$18,000	\$12,589	25

^{*}Denotes University of Michigan technology

Funds raised

Uniq ID	Туре	Source	Total Amount (\$)
6621	Grant	Code for America	\$25,000.00
4519	Private Equity	PSF 2.0	\$25,000.00
6894	Private Equity	HRV, First Step, and others	\$660,000.00
7216	Debt	DASA	\$100,000.00
1852	Private Equity	SMS Investment XII	\$1,500,000.00
4076	Debt	Convertible debt bridge round	\$500,000.00
4076	Grant	Phase II SBIR	\$1,625,000.00
6834	Debt	Marquette Ventures, Convertible Debt	\$100,000.00
4185	Grant	MIIE	\$39,000.00
	Grand Totals (9 records)		\$4,574,000.00

^{*}Denotes University of Michigan technology

Quarterly Marketing Metrics

Metric	Quarter 1	Yearly Goal	Percent Toward Goal	Rationale
Newsletter Open Rate	29%	20%	NA	Exceed industry standard (18%) by 2%.
Entrepreneurial Services Webpage Views	37,626	53,211	71%	Increase Page Views to ES by 3,000 annually above 2013-2014 fiscal year.
Webpage Visits by Ann Arbor Residents	16,463	64,072	26%	Increase visits to the website from Ann Arbor overall by 5,000 annually over 2013-2014 fiscal year.
Social Media Referrals	1,070	3,297	32%	Increase visits from Ann Arbor to website from social media by 500 visits above 2013-2014 fiscal year.
Video Views	657	4,506	15%	Increase video plays from Michigan by 500 annually above 2013-2014 fiscal year.
PR Placements	2	NA	NA	Increased mentions of Ann Arbor startups in local, regional, and national news publications.
National PR	1	6	17%	Mention of City of Ann Arbor startups in 6 national news publications.

Software

During this quarter, the software line in our budget was used to subscribe to two different services as iterated below.

- 1. **Salesforce**: \$720– Yearly payment. Online CRM used to manage operations, collection and storage of data, and generation of metrics.
- 2. **In4Grants**: \$3,750 Quarterly payment. Grant research, application, and coordination platform available to all incubator and accelerator clients for free.

Glossary

In an effort to reduce redundancy and unnecessary complication, SPARK and the LDFA keep definitions of terms consistent as between the LDFA and Michigan Economic Development Corporation. Included for clarity and reference are applicable definitions provided by the Michigan Economic Development Corporation:

Companies Served

The number of TECH companies that contractor provided intensive services to; including accelerator grants, incubator space, mentoring, consulting, training, etc.

Full-Time Equivalent

FTEs may or may not be paid and may be working for deferred compensation in cash or stock. They do not include interns or independent contractors.

Jobs Created

Number of jobs created by the companies that contractor served or are incubator clients; does not include contract positions.

Jobs Retained

Number of jobs retained by the companies that contractor served or are incubator clients; does not include contract positions. Basically includes the number of positions or employees at the companies that have been retained because of the funding from the incubator or because of the services that the incubator provided.

New Companies Created

Number of new companies created as a result of contractor's involvement. Companies can be defined as sole proprietorship, LLC, Corp, etc. Involvement can mean: 1) contractor provided services or funding to the company, 2) the company is located in contractor's incubator, 3) the company is a university spin-out, 4) contractor spoke with the newly formed company and provided them help with the next steps in building his/her company for example other resources, training classes, etc., or 5) contractor spoke with the CEO/CTO prior to the company formation.

Tech Company

A business in which research and development brings forth an innovative product or process. The innovation typically involves intellectual property that contributes to a strong competitive advantage in the marketplace, and serves as a foundation for a high rate of growth.

Ann Arbor-Ypsilanti SmartZone Local Development Finance **Authority (LDFA)**

Integrated Marketing Plan

Ann Arbor-Ypsilanti SmartZone Local Development Finance Authority (LDFA)

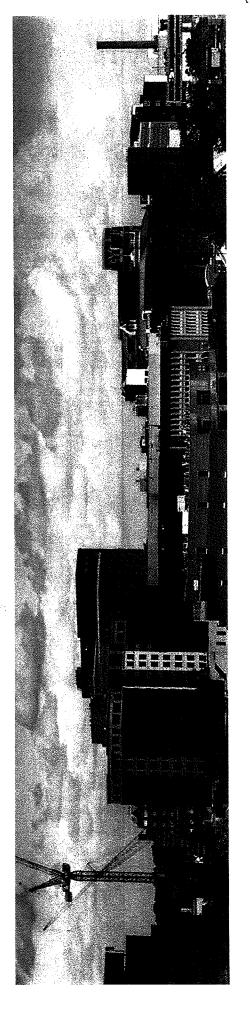
produces a successful ecosystem of companies that will deliver resources to create and grow innovative early further grow the economy of the City of Ann Arbor The purpose of the LDFA is to create a platform to stage and start-up companies. Sustained growth

DEA Narketing Plan

City of Ann Arbor as a destination for Entrepreneurship and Innovation

The core messages of the marketing plan are:

- Accelerating start-up business formation within the geographic boundary of the City of Ann Arbor.
- Promoting company creation, growth, success, and its impact on the city of Ann Arbor's economic health
- Promoting the State's investment in the City of Ann Arbor's economy through the LDFA
 - Educating the public on the resources in the entrepreneurial ecosystem in Ann Arbor where quality of life, culture and livability create a place where companies can grow and thrive.



LOFA Marketing

programs to accelerate the growth of startups in the City of Ann Arbor. The services SPARK's sustained marketing efforts over a 3-year period will support the LDFA's supported by the LDFA contract include:



Business Accelerator Services



Biannual Entrepreneur Boot Camp Program



Business formation training



Educational and networking events



Start-up business resources, including consulting and business incubators



Microloan program



Programs designed to attract local talent and retain talent in Ann Arbor



Target Audience

Target Audiences:

Entrepreneurs

SPARK Incubator Tenants University Entrepreneurs University Technology Tech-enabled Innovations

Tech Talent Job Seekers

Secondary Audiences:

- Area Employers

- General Public

Professional investors

- Angel investors

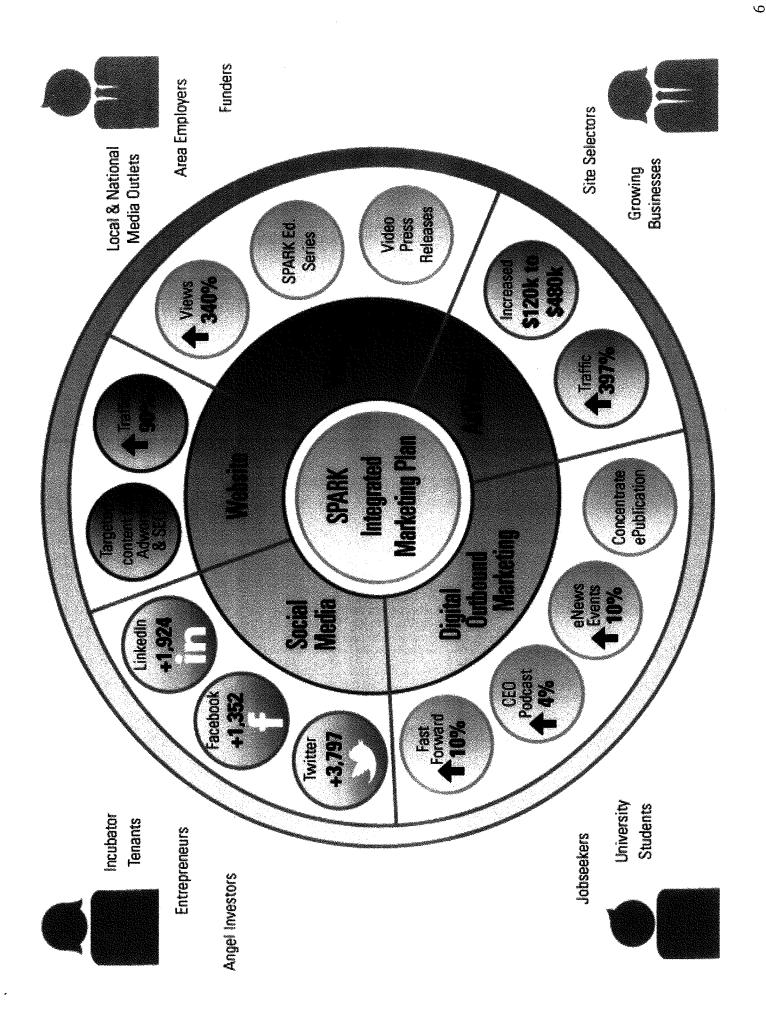
- User groups

- National & Local

Media Outlets

- Service providers

(e.g., law firms, banks)



_

VER Arbor SPARK Marketing

national model for innovative economic development, year over year. The Ann Arbor SPARK Warketing plan has been recognized as a

ろ う ろ ろ

SPARK's Annual Report awarded 1st Place at the Michigan **Economic Developers Association Annual Marketing** Competition



SPARK's Annual Report and E-newsletters awarded 1st Place at the Michigan Economic Developers Association Annual Marketing Competition

EXOELENOE NECONOMIC DEVELOPMENT

> SPARK awarded Gold International Economic Development Council (IEDC) Excellence Award for new media marketing

SPARK's Integrated Marketing Strategy took first place at the Michigan Economic Developers Associations Marketing Competition for populations above 500,000





nitiatives

Concentrate Custom Publication

partnership with local media outlet, Issue Media Group. A top location for readers of this publication is Feature entrepreneurial companies supported by LDFA and SPARK's custom online publication in Ann Arbor.

PR Efforts

Pitching LDFA-related successes to local, regional, and national news outlets

Series Events

SPARK continues to host and promote the entrepreneurial events series for area start-ups. SPARK cultivate a vast library of event video archives to be used as a resource for the local entrepreneurial community of start ups and early stage companies.

SPARK Talent and Events Newsletters

SPARK produces two weekly newsletters that support entrepreneurship, education and talent attraction: Talent and Events.









Initiatives Continued

Ann Arbor SPARK Website

With over 35,000 visits a month the SPARK website has become the go-to resource for connecting entrepreneurs with information and services.

Social Media

SPARK currently promotes the companies supported by LDFA through postings via Twitter, LinkedIn, Facebook and AnnArborUSA-blog.

Podcasts

Early stage companies have an opportunity to share their success stories in a podcast format. We promote the podcasts through newsletter blasts, social media, blog, the SPARK website, and feature articles in MLive-Ann Arbor.

Vidoo

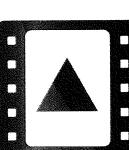
SPARK produces videos highlighting the success of Ann Arbor Companies, as well as promoting the services and resources that the business accelerator offers.

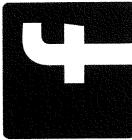
SPARK AdWords Campaign

SPARK drives traffic to the entrepreneurial services and events portions of the website via Google Ads as part of our monthly AdWords Grant from Google.









Front Warketing Dan Resc.

New Media		
Total Website Visits 256,805	05 326,254	. 393,818
Total Entrepreneur Page Views 89,096	6 110,139	187,621
		-

Ann Arbor, Michigan Location Specific			
Ann Arbor Website Visits	62,386	90,709	.06,596
Ann Arbor Website Traffic From Social Media	1,581	1,834	2,267
Video Views (Michigan)	117	1,328	2,856
PR Placements	1	•	77
Ann Arbor Entrepreneur Services Landing Page	3,306	3,847	4,098

Tew Warkering Recommendations

Digital and Print Promotion

Spark will continue to promote company results and successes achieved through use of LDFA awareness of accelerator services, grants, Ioans, job openings, networking and educational promotional activities will be geographically targeted to the City of Ann Arbor that create resources to support the entrepreneurial ecosystem in Ann Arbor. New digital and print



a non-paid Facebook post averages around 200 impressions. This is an A recent Facebook promotion resulted in 5,876 impressions, whereas increase of 2,800%, or 5,678 additional impressions.



SPARK recently posted a LinkedIn promotion which resulted in **more than double** the impressions, clicks, and engagement.



SPARK's Non-Profit Google Grant. Google Ads traffic is the top referral source SPARK currently runs ads featuring Entrepreneurial Services, paid for by of traffic to the Entrepreneurial Services portion of SPARK's website, accounting for **over 85% percent** of the traffic this past month.

Expected Outcornes

Engagement.

- Increased awareness of LDFA, its purpose and importance, as well as the value of an entrepreneurial ecosystem to Ann Arbor's economic health.
- Increased awareness of LDFA resources and the culture and sense of place to help startups in the City of Ann Arbor
- Increase open rate of SPARK events newsletter to 2% above industry average

News and Pr

- Increased mentions of City of Ann Arbor startups in local, regional, and national news publications
- Mention of City of Ann Arbor startups in six national news publications
- 30 additional placements for LDFA initiatives and incubator clients from SPARK's media pitching efforts

Website and New Media

- Increase page views to entrepreneur services portion of the website by 3,000 annually above 2013-2014 fiscal year
- Increase visits from Ann Arbor to the website by 5,000 annually above 2013-2014 fiscal year
- Increase visits from Ann Arbor from social media channels by **500** annually above 2013-2014
- Increase video plays from Michigan by 500 annually above 2013-2014 fiscal year

Google Adwords

- Google AdWords is the single most effective tool we have to drive targeted traffic to the website, currently accounting for over 85% of total traffic.
- With AdWords, we can geographically target the city of Ann Arbor to promote LDFA programs and services.
- In June of 2014, Ann Arbor SPARK applied for and was awarded Google Grants Pro AdWords campaigns that meet strict criteria, and requires dedicated staff for Status by Google. This status is only awarded to high performing nonprofit oversight and support.

JOORIE Adwords Increas

increase. With the help of a Google Adwords Consultant, we would like to further target We've already seen significant traffic increases to portions of our website since the and manage the ads to increase views to the LDFA pages from our target audience.

START HERE

Entrepreneurial Support

SHOLDENESELS

GROW HERE

Expand & Relocate

May: 9,609 Pageviews

Aug: 17,151 Pageviews

+7,542 Pageviews

May: 613 Pageviews

Aug: 10,097 Pageviews +9,484 Pageviews

May: 3,664 Pageviews

July: 8,563 Pageviews

+4,899 Pageviews

WORK HERE

Talent Services

May: 6,860 Pageviews

Aug: 9,012 Pageviews

+2,152 Pageviews

May: 32,509 Pageviews

Aug: 34,594 Pageviews

+2,085 Pageviews

SEOD DIEMOLSSBIROLA

Expected Outcome: Increase open rate of SPARK events newsletter to 20%



We have already increased the events newsletter open rate to 20%, which is the industry standard of 18%.

SEOS SOJEWOLSSOJE

services portion of the website to 53,000 views annually Expected Outcome: Increase page views to entrepreneur

The mission of the Ann Arbor SPARK Business Accelerator program is to create a dynamic environment of entrepreneur-driven innovation within the Ann Arbor region by facilitating the commercialization of technology-based products and sequines.

SPARK Business Accelerator services enable companies to move quickly through their lifecycle. From an initial idea to business formation, proof of concept, marketability and commercialization, SPARK's team is there through all stages of start-up development.



reneutal Support Services

or SPARK Entrepreneurial Toam offers select business acceleration services that drive the sources, and any acceptance to attract capital, customers out the surves.

look for in entrepreneurs we support:

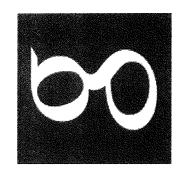
 - Within 1 year, the company reasonably oxpects to have sales revenue, raise outside nd/or have partnered with a larger company
 - British - The entrepreneurs accept and incorporate feedback/Feam - At least 2 co-founds

is -- The company has targeted mitestones that SPARK naby help them achieve

sonaby help then acheve the game - The entrepreneurs are personally financially In the startain otential — The business could reasonably grow to \$10 million nus within 5 years

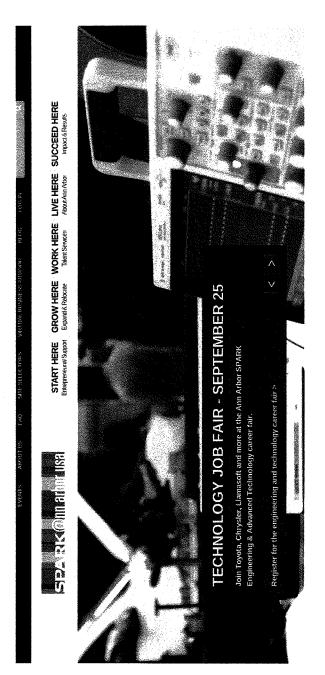


With the help of Google AdWords, The ES page has since July, towards our goal 53,000 views already received over

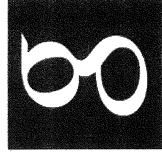


Progress Towards Goals

Expected Outcome: Increase visits to the Ann Arbor SPARK website from Ann Arbor viewers to 64,000 annually



visits from Ann Arbor, and are see of the way Since July, we've already received over towards our goal of 64,000 Ann Arbor visits.

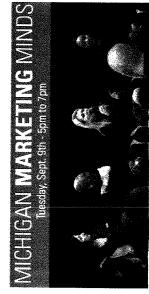


Progress Towards Goals

Expected Outcome: Increase visits from Ann Arbor from social media channels to 3,300 annually.

SEBARK Ann Arbor SPARK Stephen is link.

There are 3 keys to modern #marketing: content, a content! Learn how our expert panelists have used innovative content marketing to strengthen brands and increase customers. Register now!



Michigan Marketing Minds - Expressing Thought Leadership; Your Content Strategy with VI...



SPAIR Ann Arbor SPARK

Join us next Tuesday for coffee, bagels, and networking! Register now to mingle with other entrepreneurs and investors.

ANN ARBOR OPEN COFFEE



and are of the way towards our goal of 3,300 With the help of social media ads, we've already received visits from Ann Arbor.

Achievements since July

Increased Series Event Attendance through Social Media Advertising

SEGRIK Ann Arbor SPARK shareo a link sessiana Poscod by Arbo a Romkena 11 - Segitember 2 (2)

Need help with #sales? Register now for next week's Selling Smart Workshop at SPARK Central, and learn how to create an impactful pitch!

SPARK Ann Arbor SPARK strated as link.

There are 3 keys to modern #marketing: content, content, & content! Learn how our expert panelists have used innovative content marketing to strengthen brands and increase customers. Register now!

SELLING S Seed help Wednesday, Sept. 10th Order work

Need help financing your #startup? Don't miss October's Business Law & Otto Order workshoo. Register now!



HIGAN MARKETING MINDS were september over to busin the state of the base of the state of the sta

Expressing Thought Leadership. Your Content

registrations to our series events. For example, Facebook registrations accounted for and of attendees at the July With the help of social media ads, we've increased

Business Law and Order.

Progress Towards Goals

Expected Outcome: 30 additional placements for LDFA initiatives and incubator clients from SPARK's media

pitching efforts

Data management startup leaves Ann Arbor SPARK incubator for new office

Seed money raised, Ann Arbor firm vies for market share in native ads for mobile

158 158 158

Better late than never.

AdAdapted Inc., an Ann Arbor firm that helps devices, has finished raising its seed-stage companies build ads designed for mobile round of funding of \$725,000.

The company was expected to announce the originally planned to finish raising capital. news on July 7 — many months after it



Changing careers in the startup lane



L to R Terry Ryan Kane and Russell Conrad at Ornicept's office at Ann

In the surface Terry Rvan Kane doesn't neafly fit the

So far, we've been able to secure media placements for City of Ann Arbor startup companies

SIEOS ROMAROS GOALS

Impact from Press Coverage



"The coverage of our recent graduation [from Ann through our current Series A fundraising office of our own provided valuable exposure for Arbor SPARK] and subsequent move to a larger communication. As a result, Ornicept has Cornell worked with us to devise a strategy gained credibility that will carry us our growing organization. Jenn that set the tone for the entire ". TO E D O L

Kristen Phipps Chief Operating Officer Ornicept, Inc.

Progress Towards Goals

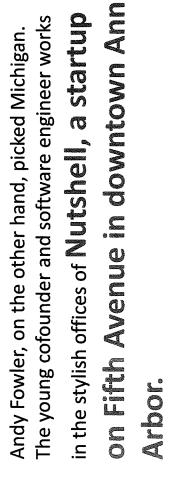
Recent Press & Placements







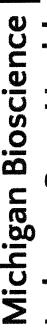
COULD MICHIGAN REALLY BE AN ENTREPRENUERIAL POWERHOUSE?



Nutshell in the Valley, but picked They could have decided to locate

Ann Arbor for its quality of life and much lower

cost of living.

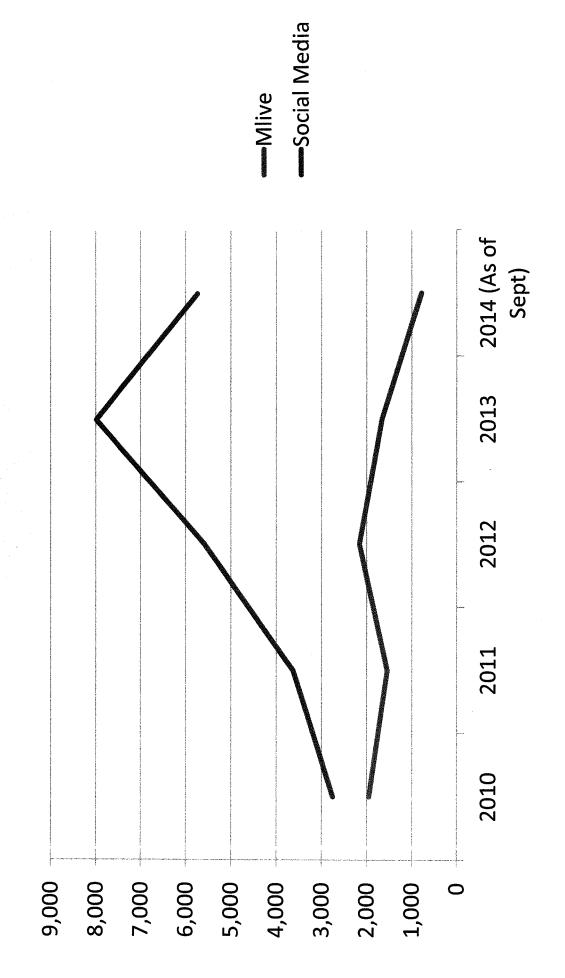


Growth as State Recovers Industry Sees Healthy

to these businesses as well as a Simms says Ann Arbor offers talent catalyst for growth.

along with investors, wet lab space, and a strong accelerators, like SPARK Central and SPARK East, "The Ann Arbor region offers incubators and network of experienced professionals in the industry."

Website Referral Traffic Vs. Social

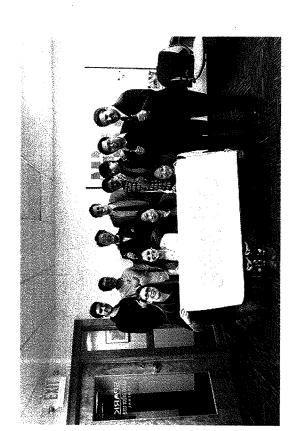


Seello Video Metrics

Since launch in June:

900 × 100 ×

an average 15 years 218 years version 218



INNOVATION ECOSYSTEM ANN ARBOR

KEY CONNECTING RESOURCES FOR EARLY/GROWTH TECH

TO USE THIS TOOL, FIND YOUR

STAGE (1) FIND YOUR

SOURCE (2) , THEN CONTACT (3) THE ORGS YOU NEED.

1. STAGE



DISCOVERY / FORMATION

- · Customer identified



LAUNCH

- · Market validated

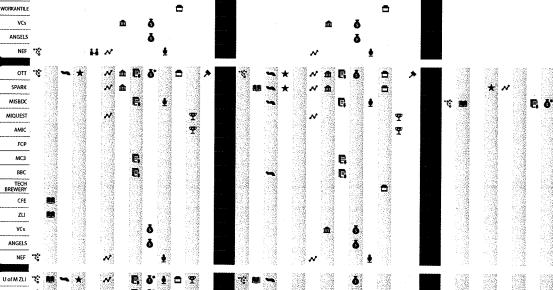


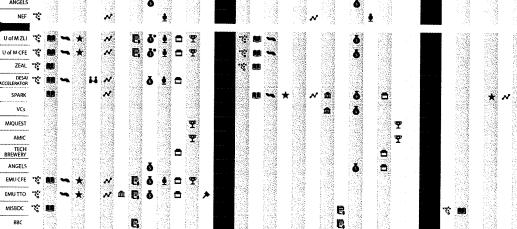
EARLY GROWTH

- Scaling of operations
 Scaling of revenue
 Scaling employees

3. CONTACT







E 6 ۶

E 6.

WCC CEE

SOURCE