

SPARK Overview



LDFA Board Meeting April 21, 2015

SPARK@uiuc.edu

Mission Statement

“Ann Arbor SPARK will 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.”



Member of
IASP International Association of Science Parks
and Areas of Innovation

INTERNATIONAL ECONOMIC
DEVELOPMENT COUNCIL



Accredited Economic Development Organization

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What SPARK Does



**business
development**











LOCAL BUSINESS EXPANSION • BUSINESS RETENTION • SITE SEARCHES • ACCESS TO INCENTIVES • KEY BUSINESS INTRODUCTIONS



**entrepreneurial
services**











PROVIDE OFFICE SPACE • PROVIDE EXPERT COUNSEL • ACCESS TO FUNDING • EDUCATIONAL EVENTS • NETWORKING OPPORTUNITES



**marketing
the region**









NATIONAL & INTERNATIONAL AWARENESS • MARKET WORLD CLASS TALENT • PROMOTE ANN ARBOR AS INNOVATION DESTINATION



Ann Arbor SPARK Regional Results 2006-2014



Ann Arbor SPARK City of Ann Arbor Results 2006 -2014





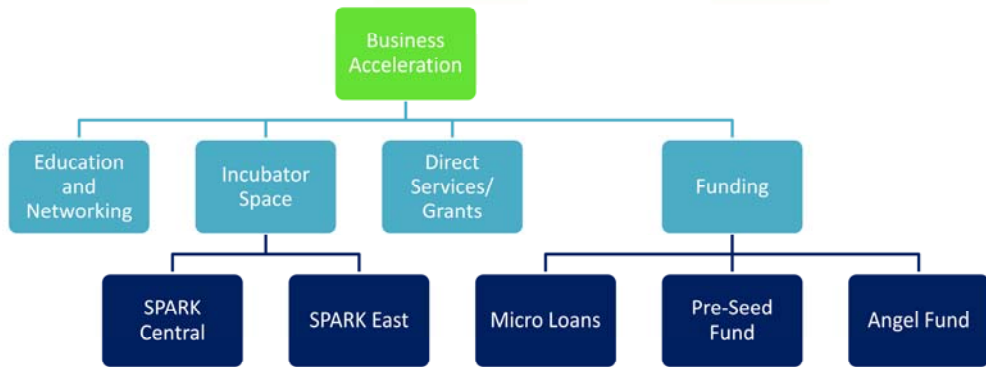
Business Acceleration



Entrepreneurial Services

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Entrepreneurial Services



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Who Does What in Our Region?

Offerings	SPARK	Bus. Plan Comps	SBDC	MICH Bio	Edu's	NEF	BBC	Desai/CHL*
Grants	X				X			
Loans	X							
Equity	X				X			X
Consulting	X					X	X	
Prize Money		X						
Talent Recruitment	X			X	X			
Networking	X	X		X	X	X		X
Training/Education	X		X		X	X	X	X
Mentoring	X		X		X	X	X	X
Marketing	X			X				
Research	X		X	X			X	
Incubator Services	X							X
Micro loans	X							
IP Licensing Assistance	X				X			
Business Critical Introductions	X				X			

*CHL=Coolhouse Labs

What are the options for entrepreneurs? Case Study: Seelio

- Seelio's co-founders dreamt of a way to help students tell their stories and see a better return on investment in their college educations.
- In late 2011, Moses Lee, David Jsa, and Jerry Wang founded the company.
- With only 3 employees, the co-founders needed guidance to find funding, office space, and opportunities for partnerships.



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Where can entrepreneurs find office space?

Case Study: Seelio

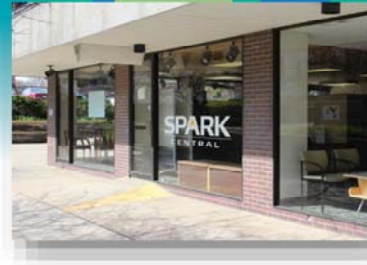
Seelio needed affordable office space for the growing team.



“Ann Arbor is an amazing place to build a company and attract talent.” – Moses Lee, co-founder

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Physical Infrastructure Spark Central



- First Floor
 - 100% capacity for all the desks and the side office
- Third Floor
 - Bursting at the seams with three companies who are all adding full time employees and interns monthly
 - Message Blocks, AMF Nano, and Seelio
- Fourth Floor
 - Further expansion opportunities for rapidly growing companies

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Ypsilanti & SPARK East

- 10 cubes
- 100% full capacity
- Capacity will be increasing
 - Two additional cubes next month
 - Six more cubes (all cubes from SPARK Central as they do their renovations) in the 3rd quarter of 2015
 - Increase capacity to a total of 18 companies/individuals/cubes.
- Common space for virtual tenants and walk-ins
- Three meeting rooms



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What funding opportunities are available for entrepreneurs?

Case Study: Seelio

- Seelio needed access to funding opportunities to grow the company.
- The co-founders were interested in partnerships and were looking for support.



seelio

It's your story. We help you tell it.

LDFA Microloans

LDFA Funds received	\$950,000
Micro Loans Given Out	\$(1,253,461)
Repayments	\$377,394
Misc. Expenses	\$(6,048)
Bank Balance	\$67,885

- Total current FTE for microloan companies: 146.5
- Jobs retained during the term of the loans: 76
- Jobs created: 63

Number of Loans to Date	Total Value of Loans Provided to Date	Loans Written Off in Full	Loans Partially Written Off	Value of Loans Written Off – Including Interest	Loans Paid Back in Full	Partial Payments of Loans	Loan Amount Repaid to Date – Including Interest
37	\$1,253,461	5	3	\$181,177	6	4	\$377,394

Michigan Pre-Seed Fund 2.0 2015 YTD & 2015 Goal

	2015 Year To Date	2015 Goal
Ann Arbor Applications	6	24
Ann Arbor Funded	4	10
Invested Amount	\$275,000	\$1,000,000
Ann Arbor % of total	50%	50%
Leverage	\$1,650,000	\$8,000,000
Annual Revenue	\$266,000	\$4,000,000
Retained Jobs	26	72
Created Jobs	1	40

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Where can entrepreneurs find talented workers?

Case Study: Seelio

- Seelio was in need of talented, knowledgeable workers to join their team.
- They needed people who shared Seelio's values:
 - Students
 - Honesty
 - Selflessness
 - Courage
 - Impact
 - Passion
 - Judgment
 - Communication
 - Curiosity
 - Innovation



Talent Services

Companies

- Recruiting services to candidates through targeted job postings
- Workforce availability and compensation research
- Access to pool of CXO candidates

Entrepreneurs

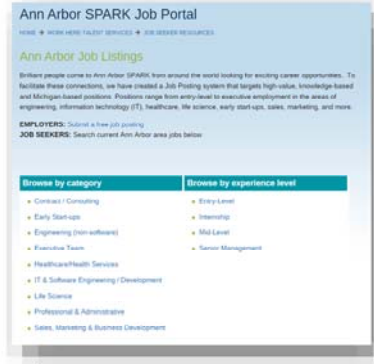
- Job/Co-founder/Advisory Board members
- Training programs
- Access to pool of CXO candidates

Opportunity Seekers

- Job postings and opportunities
- Career Change Boot Camps
- Networking events

Community

- Strategic workforce research and planning
- University graduate talent attraction and retention programs



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December 2014 Dashboard Talent Services

Activity/Outcome	YTD	2014 Goal	% Toward Goal
Active Jobs Posted	2148	1200	179%
Placement Percentage	49%	50%	
Talent Page Views	Page Views: 333,887 Unique Page Views: 256,057	Unique Page Views: 240,000	107%
Views of Jobs on Talent Portal	98,481	108,000	92%
Clicks on Jobs on Talent Portal	12,426	12,000	104%
Talent Event Attendance	346	180	192%

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Education & Events

Types of Events:

- **Series:** Annual Meeting, SPARK Event Series, Michigan Energy Forum, Michigan Marketing Minds, Selling Smart Workshops
- **Networking and Mentorship**
- **Sponsorships:** Hackathons, Startup High School, Startup Career Fair

Approach

- Increase series event attendance through **social media** advertising
- **Promotion** to area startups via weekly event e-newsletter, website event calendar and social media tool
- **Education Resource:** Maintain Video Library for entrepreneurs and early stage companies

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Events Calendar

April 2015

« Prev Next »

Calendar Legend

Item	Key
Area Events	
Business Training	
For Entrepreneurs	
For Job Seekers	
Marketing	
Networking	
SPARK Events	

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1 Certified Penetration Testing Engineer (CPTÉ)	2 Mentoring for Success: Mentoring Round Table Informational session	3 Michigan Energy Forum - Balancing BEMS (Building Energy Management Systems)	4
			Selling Smart Workshop - People Buy Emotionally, Justify Intellectually			
			E-Marketing: Effective Email Marketing			
			Business Workshop: How to Start a Small Business			
5	6	7	8	9 A2 Tech Connect - Job Fair	10 "Where's It Hanging"? Art Marketing Workshop	11
12 E-Marketing: Google Analytics	13 Ann Arbor OpenCoffee	14 Mentoring Moments: How to Make Them, How to Maintain Them Workshop	15 Webinar: Commercialization Planning for NSF SBIR/STTR Proposals	16 Webinar: ABC's of SBIR/STTR Funding	17 Starting Your Own Business	18
	Michigan Marketing Minds - Creating Customers	Do You Wanna Start a Nonprofit? Workshop	Culinary Arts and Hospitality Career Fair	New Enterprise Forum		
		LLamasoft Recruiting Mixer				
		SCORE Networking Event (SCORE provides free business counseling/mentors)				



Entrepreneur Survey

2014 Survey Highlights

- 563 Entrepreneurs surveyed, 122 (21%) completed.
- Average opinion of SPARK was 4.29/5.

Company Information

- 76% have city of Ann Arbor as primary business location.
- 26% of companies have patents issued, 47% have patents pending.
- 26% of companies have licensed intellectual property.

Employment

- 40% hired in 2013, an average of 2 FTEs per company.
- 55% plan to hire in 2014, an average of 3.3 FTEs per company.
- 73% plan to hire in 2015, an average of 4.4 FTEs per company.
- Average wage is \$65,200 per year, median wage \$60,000.
- Employees are, on average, 38.5 years old.

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Entrepreneur Survey

Entrepreneur Needs: Successes and continuous improvement themes identified in survey comments

- **Collaboration**
 - *Between ecosystem partners and with UM – 9 comments*
 - “Keep working with our resource and service providers across the state of MI and better connect/collaborate/share what you are doing with shared startup clients.”
- **Talent Services & Networking**
 - *Opportunities for matchmaking and networking – 22 comments*
 - “More activities that are focused on developers, designers, and attracting young talent.”
 - “Increase networking opportunities to bring entrepreneurs and professionals together.”
- **Business Accelerator**
 - *More and broader resources available and increased efficiency– 28 comments*
 - “I would welcome even more “how-to” classes like those currently provided”
 - “Continue to streamline/accelerate the approval process.”
 - “Continue providing expert consulting services”
- **Incubator**
 - *Space and amenities – 3 comments*
 - “Adding additional physical space would enhance SPARKs ability to support new entrepreneurs.”

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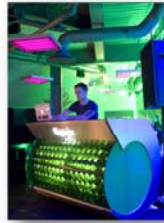
Entrepreneurial Success Stories

Algal Scientific Corporation



- Wins AMIC 1st place in November 2012
- \$3 million series A raised in 2014

Estrakon, Inc.



- Raised \$2.3 million in 2006
- \$250k PSF investment with \$160k Angel match in 2011

Atterocor, Inc.



- \$16 million series A raised in 2012
- Clinical trials of adrenal cancer drug in June 2013

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Entrepreneurial Success Stories

Hygieia, Inc.



- \$1.5 million raised in 2001, Oakwood Medical Investors
- \$1.5 million raised in 2011, VC Convertible note Angel Investors Convertible
- Insulin Guidance System approved for European use in October 2012

Ornicept, Inc.



- SPARK Incubator client 2012-2014.
- Occupied a cubicle all the way through the suite
- Graduated to market office space in Ann Arbor
- \$900k raised in May 2014, Angel round

SPARK@in.ann.arbor.usa

Entrepreneurial Success Stories

Pixel Velocity, Inc.



- Over \$6.7 million raised in 2009
- \$250k Pre-Seed Fund raised in March 2007
- Over \$800k Angels, \$1.5 million in Series A in 2007
- \$385k, \$2.5k, and \$4.1k from Angels, \$18.9 from founders & employees in 2011

RetroSense Therapeutics, LLC



- Granted Orphan Drug Designation for Lead Product RST – 001 for Retinitis Pigmentosa in October 2014
- \$6 million Series A: Nerveda, Blue Water Angels, SDL Ventures, Tech Coast Angels, MEDC in 2015

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Seelio Succeeds

Seelio has joined the PlattForm family, allowing the company to expand, impact more students, and obtain more partnerships with universities.



"Seelio is an exciting example of the entrepreneurial ecosystem at work. Thanks to the support that's available here in this region, the Seelio founders were able to develop a technology, receive support from the university, graduate, and find a home in the SPARK Central incubator where they refined their business plan and product."

- Paul Krutko, president and CEO of Ann Arbor SPARK

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Entrepreneurial Ecosystem in Ann Arbor

*Talent, Capital, Acceleration, Incubation
Everything a business needs to start up and grow –
Available in Ann Arbor*

Video

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3 Year LDFA Marketing Plan

City of Ann Arbor as a destination for
Entrepreneurship and Innovation



Why Marketing?

- Brand Awareness: Promote LDFA services and reinforce position as destination for entrepreneurship
 - Boot Camp
 - Start up resources, loan programs
 - Educational & networking events
 - Talent attraction
- Promote Ann Arbor successes: Local, regional and global visibility
- Creates a platform for growth: Customers and Talent!
- Reach broad audiences: leverage traditional media and emerging new marketing tools

marketing
SocialMedia • Twitter
podcasts blog Facebook
email SPARK
AnnArbor PressReleases
AdWords eNewsletters

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Effective Marketing Tools



- **Website**

- In US, we conduct **12 Billion online** searches per month



- **Google Adwords**

- **7 out of 10 marketers** increasing PPC budget. Adwords 73% market



- **Social Media**

- **74%** of online users and is a top activity across all age groups



- **PR & Media**

- PR Newswire distributes to over 200K media points and 10,000 news outlets

- Increase visibility 552% with videos, photos and infographics



- **Video**

- More than 1 billion users. 300 hours uploaded every minute.



- **Digital Outbound**

- At least **91%** of consumers check their email everyday

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Striving for Marketing Excellence

Ann Arbor SPARK Marketing recognized for innovative marketing

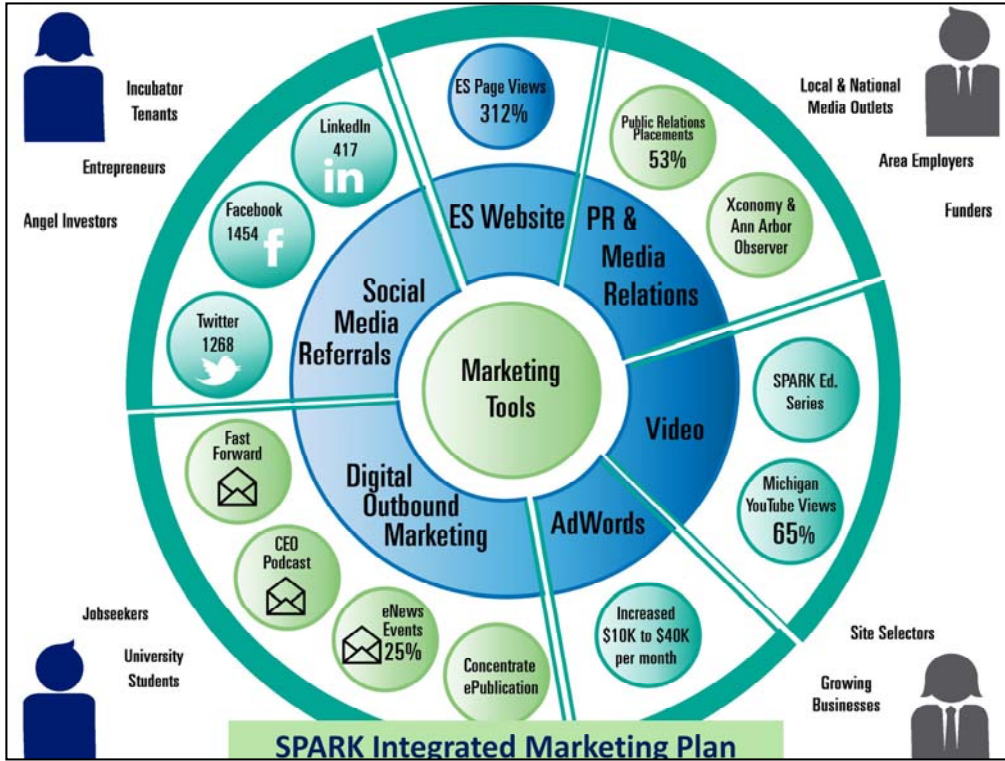


- Integrated Marketing Strategy MEDA
- Annual Report MEDA
- eNewsletters MEDA
- New Media Marketing IEDC



MEDC Best Practices Entrepreneurial PR





Website



SMART Goals:

- Increase **website visits from Ann Arbor** by 5,000 annually above 2013-2014FY
- Increase **ES webpage views** by 3,000 annually above 2013-2014FY

Approach:

- Drive traffic to ES pages of SPARK website
- Integrate social media, video and PR to increase referrals
- Email communication linking to ES web pages- events, talent newsletters.

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Website: Entrepreneur Services Page

The screenshot displays the SPARK@mm.utoronto.ca website. The main navigation bar includes: START HERE (Entrepreneurial Support), GROW HERE (Support & Resources), WORK HERE (Market Outreach), LIVE HERE (Workshops & Events), and SUCCEED HERE (Support & Results). The page title is "Business Accelerator - Begin the Process".

Business Accelerator - Begin the Process

HOME → START HERE → ENTREPRENEURIAL SUPPORT → BUSINESS ACCELERATOR SERVICES

1. Submit your business idea. You will receive a confirmation e-mail upon submission. A SPARK team member will contact you within 3-5 business days.

2. A SPARK team member will determine if we or a partnering organization have the resources necessary to accelerate an innovation-based business. SPARK Business Accelerator engagement resources may include:

- Business plan development assistance
- Entrepreneurial education programs
- Intellectual property advice
- Patent acquisition
- Marketing and business development assistance
- Assistance in locating potential financing sources
- Referrals to qualified service providers
- Management coaching
- Access to the SPARK Regional Incubator Network
- Connections to executive and technical talent
- Business networking opportunities

If necessary, a more comprehensive business assessment of business Accelerator engagement is applicable.

A SPARK Business Accelerator engagement is a contractual entity. Along with a mutually agreed upon consultant, project due will be agreed upon by both parties.

Submit Your Business Idea

HOME → START HERE → ENTREPRENEURIAL SUPPORT → BUSINESS ACCELERATOR SERVICES

Please submit the following information. * indicates a required field.

Basic Information

First Name *

Last Name *

Company *

Phone *

Mobile Phone

Email Address *

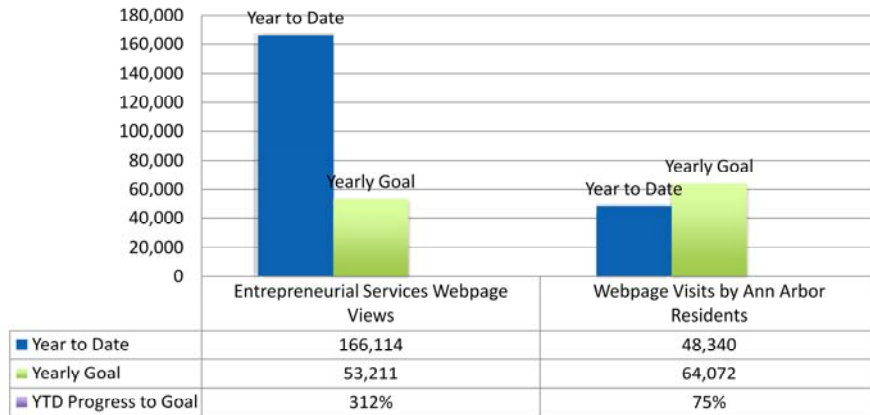
Website URL

Online Applications

- Submit Business Idea
- Apply for Boot Camp
- Microloan Application
- Incubator Application

Website: Progress Toward Goals

Exceeding goal 3Q by 300%



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Google AdWords



Strategy:

- Drive large volumes of targeted traffic - entrepreneurs and job seekers to ES pages of website
- Promote bootcamp, educational, talent and networking events

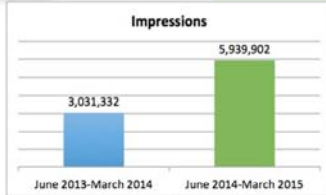
Approach:

- June 2014, applied for/awarded Google Grants Pro Status*
Increased spend from \$10k to \$40k.
- Geographically target the city of Ann Arbor to promote LDFA activities, using half of SPARK's grant dollars.

**This status awarded to high performing nonprofit AdWords campaigns that meet strict criteria, and requires dedicated staff for oversight and support.*

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Highest Google Search Ranking Paid and Organic



**New AdWords accounts for 61%
of website traffic, compared to
35% before the grant.**

Entrepreneur Ann Arbor

Web News Images Shopping Maps More Search tools

About 407,000 results (0.46 seconds)

Ann arbor entrepreneurs - We Have Money, You Have Ideas
<http://www.annarborusa.org/>
Let's Trade. Visit Us Today!
Contact Us Entrepreneur Services
Job Portal Business Development

Entrepreneur Boot Camp | Ann Arbor SPARK
www.annarborusa.org/start-here/entrepreneur-education.../boot-camp
Boot Camp teaches you an efficient way to validate your business concept. The program is designed for entrepreneurs who are prepared to assess and validate ...

SPARK Ann Arbor, Michigan - Business, Entrepreneurial ...
www.annarborusa.org/
Start here for business expansion, location data, entrepreneurial support, workforce ...
Ann Arbor SPARK Featured Funder McKinley Business Growth. Featured ...

Silicon Valley entrepreneur says go to Ann Arbor to start ...
michiganradio.org/.../silicon-valley-entrepreneur-says-go... Michigan Radio
Mar 8, 2013 - In a post he wrote in 2011, "What's Missing For Entrepreneurs In Ann Arbor, Mich.," he described the climate as the sound of "one hand ...



#Social Media



Results

SMART Goals:

- Increase awareness of LDFA activities, company successes, talent opportunities in start up companies.
- Increase visits from Ann Arbor from social media by 500 annually above 2013-2014FY.

Approach:

- New LinkedIn and Facebook ads
- SM posts: Press releases, events, video links and stories featuring entrepreneurs in Ann Arbor postings



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#Social Media: New Facebook Ads

Ann Arbor SPARK
Posted by Andria Romkema 171 · July 16, 2014 · 49

There is still time to register for free #legal office hours at the SPARK Central Incubator next week! Learn more and sign up: <http://bit.ly/1mzFJyx>

Business Law & Order
July 21st from 5:00pm to 7:00pm

Network with our legal experts

6,444 people reached

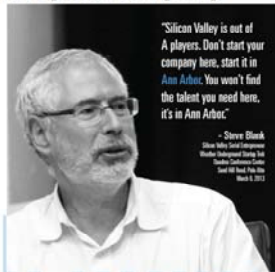
Boosted

Business Law & Order

- Most successful FB post at 10x impressions, clicks & engagement
- Facebook registrations accounted for 27% of attendees



Silicon Valley entrepreneur says go to Ann Arbor to start your company



PR & New Media



SMART Goals:

- Ann Arbor mention in six local, regional, or national news media
- Achieve 30 additional placements for LDFA activities/accelerator clients

Approach:

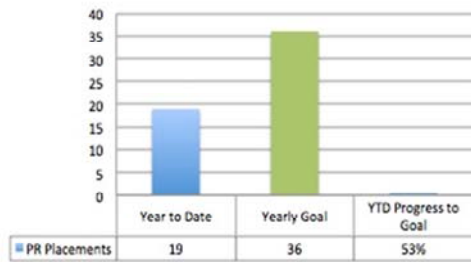
- Pitch LDFA-related successes to local, regional and national news outlets
- New media outlets: Xconomy, Innovation Daily, Michigan Radio, Crain's Radio, Ann Arbor Observer



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PR & Media

PR Placements



“We help them walk through having an idea for a business to talking about the real steps they are going to take to build a valuable, revenue-positive business.”



– Bill Mayer, Entrepreneurial Services



Investors see downtown Ann Arbor as a hub for tech startups

CRAIN'S DETROIT BUSINESS



“Its driving goal is to support our local entrepreneurs and help Ann Arbor's startup ecosystem grow and gain national visibility.”

– Guy Suter, Nutshell cofounder



Video

SMART Goal:

- Increase video plays from Michigan by 500 annually above 2013-2014FY.

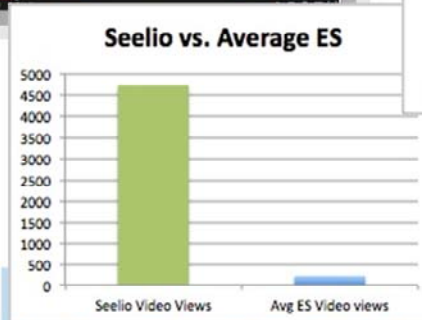
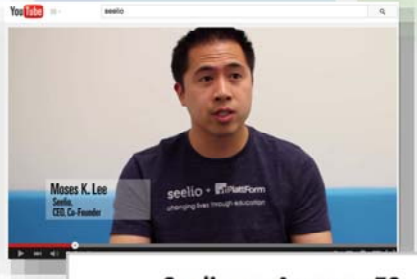
Approach:

- Highlight the success of Ann Arbor companies
- Promote new SPARK ED series
- Promote business accelerator programs – 25th bootcamp.



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New YouTube Channel: Progress Toward Goal



Digital Outbound Marketing



SMART Goal:

- Increase open rate of events newsletter to 2% above industry average of 18%

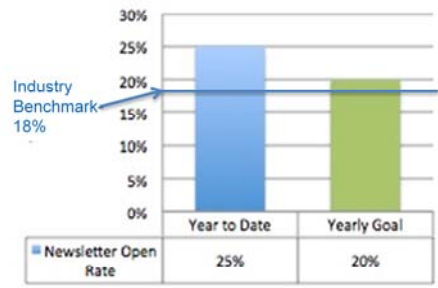
Approach:

- Digital outbound Quarterly, Talent & Events Newsletters

Results:

- Exceeding industry average by 7%

Event Newsletter Open Rate



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Digital Outbound Marketing

SPARK CEO podcasts
CONVERSATIONS ON ECONOMIC OPPORTUNITY @ann arbor usa

Rich Sheridan
Author of Joy, Inc.
President, CEO, and co-founder of Menlo Innovations
Member of the Ann Arbor SPARK Board of Directors

Rich Sheridan, CEO and chief storyteller at Menlo Innovations, recently released his first book Joy, Inc.: How We Built a Workplace People Love.

In his conversation with Paul Krutko, president and CEO of Ann Arbor SPARK, Rich discusses why Joy is a cultural intention at Menlo, and how that translates into business results. Rich also talks about how Menlo's virtual



SPARK@ann arbor usa Event Update
LOCAL EVENT NEWS FROM ANN ARBOR SPARK



Ann Arbor Area Events - April 10, 2015

Join Us for Networking and Knowledge!
Ann Arbor OpenCoffee - **القاء**
This is strictly a networking event for entrepreneurs, investors, and those who work with innovation businesses. Come mingle with fellow community members while enjoying a hot beverage.

Spotlight Events

SPARK@ann arbor usa FAST FORWARD
BREAKING NEWS FROM ANN ARBOR SPARK
a connected region. global success.



Ann Arbor SPARK Wins Eastern Michigan University Nonprofit of the Year

April 10th, 2015
Today, College of Business students from Eastern Michigan University awarded Ann Arbor SPARK Nonprofit of the Year at its 2015 Business of the Year Award Luncheon.

"The (award) process exposed the students to the elements of a successful business," said Michael Towell, dean of the EMU College of Business. "Business strategy, financial performance and social responsibility were some of the elements used to select the nominees and winners."



SPARK works to connect with EMU students through entrepreneurial programming and the SPARK East business incubator in downtown Ypsilanti.

"Increased engagement with Eastern Michigan

SPARK@ann arbor usa Talent Connection
JOB SEEKER NEWS FROM ANN ARBOR SPARK



SPARK Talent News - March 20, 2015

Creating Your Own Job Search Luck
In the season of shamrocks and pots of gold at the end of the rainbow, job seekers often ask what role luck plays in the job search process. Bottom line: finding your next job takes careful planning and hard work, but you can increase your chances of success by seizing opportunities as they're presented to you, effectively creating your own good fortune.



As they say, luck is most often the result of careful planning, prioritization and execution. Take these three tips and create your own job search luck.

CEO podcasts
Kim Kowalski
Managing Director, NWP
SmartSource



Recruiting
Light appears while working with the Llamasoft & via
soft is a rapidly-growing chain design solutions firm. We are always on the go for talented individuals to make an impact in a exciting and growing field.

SLAM: Raw, Real, Unhinged - 4/9/15
SLAM, the business blog competition, is set to be back in full power. Ann Arbor at Mighty Good. Come check out the site and feel which

Low cost high reach maintain open rates with relevant content

New Marketing: Talent Recruitment and Attraction



BLAKE NICHOLSON
VP OF DATA & PRODUCT
INSIGHTS



“There are so many good options in terms of neighborhoods and schools. In Ann Arbor, we can afford to live in a house in a safe neighborhood with good schools and a reasonable commute. In the San Francisco Bay Area, we would have to sacrifice at least one of those. I love that we can eat dinner as a family every night now.”

SPARK@umichigan.edu

**New Marketing:
Ann Arbor's
Entrepreneur
Community
Tech Trek**

June 2015

SPARK



Tech Trek June 2015



More than 2,300 Information Technology/Software employees work in Downtown Ann Arbor

In 2014, the SPARK Incubator created more than 27 companies.

SCALE:



Each dot size is proportional to the number of employees

Downtown Ann Arbor



bor usa

Summary of Marketing Results

Description	Year to Date	Yearly Goal	YTD Progress to Goal
Newsletter Open Rate*	25%	20%	Exceeded by 5%
Entrepreneurial Services Webpage Views	166,114	53,211	312%
Webpage Visits by Ann Arbor Residents	48,340	64,072	75%
Social Media Referrals	3,075	3,297	93%
Video Views	2,912	4,506	65%
PR Placements	19	36	53%

Talent, Capital, Acceleration, Incubation

Everything a business needs to start up and grow – Available in Ann Arbor

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How Does SPARK's Marketing Compare?

	SPARK	JumpStart	Tech Colum.
Full-Time Staff	20	47	27
Marketing Staff	3	7	3
Social Media			
Facebook	X	X	X
Twitter	X	X	X
LinkedIn	X	X	X
Pinterest		X	
Digital Media			
Podcasts	X	X	
Flickr	X	X	
YouTube	X	X	
SlideShare	X	X	X
Blog	X	X	X
Posts per Month	3	5	6
Authors	1	36	4
Newsletters	X	X	X
# of Newsletters	6	6	1



Ann Arbor SPARK
Ann Arbor, MI



JumpStart, Inc.
Cleveland, OH



TechColumbus
(now called Rev1 Ventures)
Columbus, OH

ann.arbor.usa

How Does SPARK's Marketing Compare?

	SPARK	JumpStart	Tech Colum.
Job Portal			
Statewide	X	X	
Nationwide		X	
Press Releases	X	X	X
Events	X	X	X
Host	X	X	X
Sponsor	X	X	X
Interactive Calendar	X		
Mktg Support for Entrepreneurs			
Write/Edit PR		X	
Media Relations Training		X	
Social Media		X	
Collateral Design		X	
Website Design		X	
Content Marketing		X	
Entrepreneurial Network			
Separate Website		X	
Separate Social Media		X	



JumpStart Partners With Innovation America To Sponsor The innovationDaily Newsletter



Provides marketing services

Thank You!

Ann Arbor SPARK

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Ann Arbor, MI 48104
AnnArborUSA.org

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