

Date: August 12, 2019

To: Members of the Innovation Hub Steering Committee, Sheboygan County Economic Development

From: Della G. Rucker, AICP CEcD, on behalf of the Econogy

Re: Draft Pathways to Sheboygan County Innovation Hub

Thank you for all of your hard work. In this document, you will find *drafted* Innovation Hub Pathways and complementary details for your review and feedback.

Note: Our process to generate the final pathways proposal requires additional data and time to fully integrate stakeholder feedback. *Please send us your initial comments before sharing with your colleagues.*

Draft Summary

We are facilitating a process to design an Innovation Hub that will catalyze the FreshTech Innovation District and innovation efforts throughout Sheboygan County. Our drafted Pathways are distinct options generating stakeholder feedback that hones a final program design, maximizing impact and support.

- **Strategy:** We have developed four potential Pathways for your consideration, based on our feedback from you and additional research. The Draft Pathways Are:
 - **Talent:** Focused on Expanding The Talent Pipeline
 - **Entrepreneurship:** Focused on Growing Startups and Startup culture in Sheboygan County
 - **Innovation:** Focused on Building a Culture of Innovation
 - **Corporate Engagement:** Focused on Accelerating Corporate Innovation
- **Investment:** we anticipate a total investment range of \$12-18M over a 3-year funding period, pending selection of final Pathway and approval of detailed budget.
- **Term:** initial term of 3 years, with annual review by funders and stakeholders.
- **Ask:**
 - Feedback about which Pathway represents your firm's highest priorities
 - An indication of your firm's level of interest in being a founding funding partner by the end of August.
- **Launch:** Pending approval from SCEDC, we would like to make a public announcement of the plans for the Innovation Hub and founding partners at the SCEDC annual meeting on November 13, 2019.

Pathways to Sheboygan County Innovation Hub

- Draft

Aim

Determine the optimal Pathway to the Innovation Hub, which is being designed to catalyze and accelerate innovative thinking and action for the emerging FreshTech Innovation District and the larger Sheboygan County community.

Situation

The FreshTech Innovation District was conceived by the Sheboygan County Economic Development Corporate (“SCEDC”) to address a confluence of corporate and community needs. With diverse stakeholders aiming to maximize impact on various opportunities (including employee recruitment/ retention, quality of life, competitiveness, and others), the SEDC recruited Econogy to develop an Innovation Hub as the first major catalyst for the District.

As part of the Feasibility Study, our team is concluding a “Discovery” process that enables us to clarify the current situation and to develop targeted results. This process has been guided by the SCEDC Steering Committee and programming Task Forces to study the community’s efforts to date, to interview diverse community members and stakeholders, and to analyze substantial data regarding current activities in the county. Based on what we have learned, we are proposing four potential Pathways, or alternative strategies, for the Innovation Hub.

With your feedback, we will adjust and refine Pathway options to gather additional insights from other key stakeholders in the community. Then, we will facilitate a process to select a preferred pathway or to design a preferred, new pathway, according to feedback. Our aim is to have a broadly supported plan of action and initial funding commitments in place by November 2019.

Plan

Our Plan is to design a model for a Sheboygan County Innovation Hub based on the elements included below:

- Key Assumptions;
- The Pathways Development Model; and
- Four recommended Pathways

Key Assumptions

- **Innovation District As Catalyst.** The Innovation Hub has strong potential to be a catalyze the Innovation District and Sheboygan County's long term sustainability, given feedback from diverse sources including:
 - FreshTech development materials
 - SCEDC's Task Force Subcommittees planning initiatives on collaboration, entrepreneurship and professional development,
 - Red Raider Manufacturing,
 - Etude Group's plans for a Makerspace,
 - Other recent community initiatives
- **Buy-In is Critical.** To maximize potential impact, the Innovation Hub must be designed for and with diverse community stakeholders. A successful approach requires an intentional, intensive and ongoing process of agile adaptation - testing, listening and incorporating feedback.
- **Host and Connector.** The Innovation Hub is not the only place where Sheboygan County is making strides - its purpose is largely to support and catalyze dozens of current and future efforts, including: SCEDC Task Forces, Visit Sheboygan, and the development of the Internet of Things Council. Our model will be designed to collaborate, support and connect initiatives from any sector, for everyone's benefit.
- **Funding Term.** We are planning on seeking a minimum 3-year funding commitment, incorporating an annual, evidence-based review process and lean systems for continuous improvement . Our experience with initiatives nationwide indicates that three years is the minimum necessary to generate optimal impact and to fairly assess the Hub's impact on the Sheboygan County and the FreshTech District.
- **Funding Amount.** Each of the Pathways would require a total three-year funding range of \$12M to \$18M. Based on the four-year, \$4.5M total funding of the Red Raider Manufacturing initiative (which represents one of the 16 potential Participant / Opportunity elements in our Pathway analysis), this is a conservative investment that leverages economies of scale and integration benefits.
- **Governance:** The Innovation Hub's governance structure will be determined after the preferred Pathway is selected. It will be based on best practices and specific needs for Sheboygan County, and will be designed to facilitate broad engagement and appropriate transparency to the community.

- **Launch Date:** To build on existing momentum, we would like to announce the founding partners' commitment and the launch of the Innovation Hub at the Sheboygan County Economic Development Corporation's annual meeting on November 13, 2019.
- **Innovation and Entrepreneurship.** From our perspective, "Innovation" is any work that creates new value, whether that value is incremental, expansionary or revolutionary. A person can innovate by improving a reporting process used on the manufacturing line, or by designing a new product for a new market, or by creating a system that helps people work together more constructively. Entrepreneurship, on the other hand, focuses on taking some kind of risk in order to make a profit or gain a benefit. Someone who starts a business is obviously doing entrepreneurship, but a more established company that takes a risk to expand its market or offer a new product is also being entrepreneurial.

How the Pathways were Created

Pathways are design options intended to generate stakeholder feedback and to focus our efforts. We think of the composition of each Pathway as an integrated portfolio of impact-oriented investments and programs. As we refine our plans, we expect the composition of these Portfolios to shift, as we learn how to better align them with the community’s interests.

The four drafted Pathways are built from information gathered in our Discovery process. In order to systematically analyze what these Pathways should include, we categorized what we had learned into four types of Participants and four types of Opportunities:

Participants

1. Startups and Micro Establishments
2. Small Businesses
3. Corporations
4. Community

Opportunities

1. Diverse/ Inclusion-powered Innovation
2. Future-Ready Employees
3. Building the Talent Pipeline
4. Growing an Innovation Culture

There are 16 different possible combinations between Participants and Opportunities to account for, such as “how will Growing an Innovation Culture impact Small Businesses?”

In the rest of this document, one of the ways that we will summarize each Pathway’s unique approach to addressing these Participants and the Opportunities is using a matrix like this:

		OPPORTUNITIES			
PARTICIPANTS		Diversity & Inclusion	Future Ready Employees	Talent Pipeline	Innovation Culture
Startups / Micro					
Small business					
Corporate					
Community					

In each Pathways description, you will see percentages in the matrix cells, indicating how resources would be allocated to meet the Pathway's stated priorities, while also making sure all of the Participants and Opportunities are addressed to some degree.

In most cases, certain Opportunities or Participants will benefit from other work that is being prioritized. For example, we anticipate that the Community's innovation culture will increase if Corporate employees are increasing their skills in that area. In some of those cases, we marked the percentages in red, to indicate that they would get more benefit than the percentages might indicate (this process will be completed in the final draft to enhance financial estimates).

Our Current Ask

Of course, having more than one Pathway in front of us means that we intend to select one of them to pursue, or to design an alternative. We want to understand how these possibilities align with your own priorities and aim to learn which Pathways, or which elements of different Pathways, best align with your strategic plans and funding goals.

On the next pages you will find a summary of the purpose, strategy and anticipated impact of each of these four Pathways. As we learn more about your interests, we are looking forward to the possibility of revising or developing a similar Pathway that more closely aligns with your priorities.

Pathways Framework

As we noted, we have developed four Pathways based on what we have learned from the community to date:

- **Talent:** Focused on Expanding The Talent Pipeline
- **Entrepreneurship:** Focused on Growing Startups and Startup culture in Sheboygan County
- **Innovation:** Focused on Building a Culture of Innovation
- **Corporate Engagement:** Focused on Accelerating Corporate Innovation

Each of the Pathways addresses four key **Participants** in the Sheboygan County Innovation Hub landscape. We introduced them before; here is a little more explanation of what we mean for the three business categories (“Community, as the name implies, includes all people, businesses and organizations who want to participate).

- **Start-Up / Micro Establishments.** Newly launched or developing in any industry or type of business, from high technology to Main Street-style retail or service. Common characteristics:
 - Typically fewer than 10 people.
 - Less structure and fewer resources than small businesses and corporations
 - Led by its founder/s, either solo or as part of a small leadership team
 - Still discovering market opportunities, products, etc. Strategies change regularly.
 - Flexible work roles - one person may have multiple areas of responsibility.
 - Few formalized internal procedures - may lack asset management processes, written hiring and firing procedures, etc.
- **Small Business.** Businesses in this category are more established, and may be on a high-growth track or maintaining stable income. They may be in retail, service, or manufacturing, and they may be B2B or B2C. Common characteristics:
 - Size: Generally between 10 and 100 employees
 - Business is led by an owner or founder or a small team of the same, who may or may not have formal training or experience in company management.
 - Work roles are more specialized than in the first category, but employees may be expected to help in areas outside of their formal job description regularly.
 - Business has some formalized internal processes, such as audit-ready bookkeeping and workplace policies, but most are being implemented by non-experts in that field (HR, workplace safety, etc).
- **Corporation** Businesses in this category have likely been in operations for more than 10 years and are either incorporated or a subsidiary/ branch of an incorporated entity. They may be in retail, service, or manufacturing, and they may be B2B or B2C. Common characteristics are:
 - Size: more than 100 employees
 - Led by persons with training and experience in business management disciplines, including business administration, financial management, human resources management, legal, etc.

- Work roles are specialized and employees are generally not encouraged to participate in tasks outside their area of expertise.
- Business process are fully formalized and managed by specialists with training in each specific field.

Based on what we have learned, we also perceive four key **Opportunities** for innovation growth:

- **Empowering Diverse and Inclusive Innovation.** Sheboygan County has more potential to benefit from its diversity than people may realize, and doing so will make businesses and the community more appealing and better equipped to succeed long-term.
- **Future-Ready Employees.** Sheboygan County employees have impressive technical skill sets, but people across the community have identified a broad need to build certain capacities necessary for modern and future business growth, including problem-solving, collaborating with diverse teams, and taking intelligent risks.
- **Building a Robust Talent Pipeline.** Sheboygan businesses of all types need a strong supply of potential new employees with high quality skills. Some of the Pipeline comes directly from high school, some comes from technical college or university. Some were born and raised in Sheboygan County, others may come here from school because of the potential. But all of them need to have not only technical skills, but the right business skills to succeed -- to be proactive, collaborative, and ready to work in changing fast-paced environments.
- **Growing an Innovation Culture.** Whether in businesses or in community organizations, young or old, new or long-timer, Sheboygan County will thrive when people from all walks of life have the mindset, the skills and the experience to solve challenging problems in new ways.

Each of the possible Pathways is based on a different mix of priorities among these Participants and these Opportunities.

Some of the Pathways focus on one Participant, while others focus more on one of the Opportunities. Each of these Pathways includes all of the Participants and all of the Opportunities, but they are designed to lean more heavily into one larger area of priority, such as entrepreneurship or innovation culture growth. We did this to help visualize some of the different ways that the Innovation Hub could operate.

Pathway 1 - Talent

Expanding The Talent Pipeline

Purpose and Impact

Transform thinking across the community by helping the next generation become the innovators we all need. Increase qualified candidates and placement rates to fill jobs and to join new ventures.

We have learned that Sheboygan County has untapped resources: many of its young people do not envision a satisfactory future for themselves in the County, and believe that they have to build their careers elsewhere. Perhaps more notably, as one education professional said, “We have plenty of people in the County to fill the open positions. But those students need to have the knowledge and the opportunity to fill them.”

When Sheboygan County’s young people - in high school, college and technical school - have the skills they need to fully participate in a future-ready workforce - *and* they can see how they can apply those skills right here in Sheboygan County - then more young people will be ready to make their impact on Sheboygan County’s businesses and community.

And when more of Sheboygan County’s young people believe in their potential for a bright future in Sheboygan County, then more young people from across the region will see the potential of building their future in Sheboygan, too.

What will Success Look Like?

- **Diverse, high-impact, real-world teams** doing important work in the community.
- **A robust talent pipeline** that enables businesses from all over the community and students from all over the region to work together and try each other on for size.
- **Innovation thinking** and problem-solving, in a way that engages the rest of the community - from youngest to oldest - in finding new ways to do good work.
- **Stronger connections** between students and education institutions, and businesses, giving students more exposure and more opportunity to build their future in Sheboygan County.

This Pathway’s portfolio of resources and activities is allocated according to the matrix below. Note that this Pathway would equally engage all of the Participants, from Startup/Micro to the Community, but allocate 60% of the resources to Talent Pipeline Opportunity. This allocation will also positively impact the other Opportunities, particularly the Future-Ready Employee Opportunity, with certain economies of scale and leverage effects.

Pathway -1: Expanding the Talent Pipeline					Resources:	60.00%
OPPORTUNITIES						
PARTICIPANTS	Diversity & Inclusion	Future Ready Employees	Talent Pipeline	Innovation Culture	Total	
Startups / Micro	3.33%	3.33%	15.00%	3.33%	25.00%	
Small business	3.33%	3.33%	15.00%	3.33%	25.00%	
Corporate	3.33%	3.33%	15.00%	3.33%	25.00%	
Community	3.33%	3.33%	15.00%	3.33%	25.00%	
TOTAL	13.33%	13.33%	60.00%	13.33%	100.00%	

What will we do to achieve this?

There are many ways that we and others nationwide have attempted to address these issues. Based on our experience, research and listening, these are the primary solutions we would use:

- Student-run businesses engaging multiple schools
- Youth /college startup accelerator programs
- Student-powered problem-solving teams deployed on emerging business issues

In addition, several other programs would help reinforce these objectives:

- Pipeline of student placement in short term business roles
- Events oriented towards engaging young people from outside Sheboygan County, such as hackathons and summits.
- “Homecoming” initiatives to reconnect young people to Sheboygan County opportunities.
- Partnership or re-application of successful initiatives that retain and engage young people, similar to efforts led by NEWaukee.

Metrics for Success

This pathway will achieve four main metrics of success, reflecting the priorities that we have heard from the community around these issues:

1. Increase the number of students in and around Sheboygan County who report a **positive perception** of Sheboygan County employment and lifestyle opportunities.
2. Increase the number of students who **stay in Sheboygan County** and / or return to the county after graduation.
3. Increase the level of self-reported and employer-reported levels of **workforce readiness** and ability to contribute
4. Decrease the number of students in the Sheboygan Area School District who do not report having a **career or education plan** at graduation.

Risks and Mitigation

Risk

Too few students participate
Number staying does not increase
Skills do not increase

Mitigation

Re-evaluate and reposition marketing
Increase exit interviewing and report feedback
Investigate and redesign

Potential partners

We have had initial engagements with these organizations, who are supportive of this effort. If this Pathway is selected, we will engage with them to incorporate their work into the plan of action.

- Lakeshore Technical College
- Lakeland University
- Sheboygan Area School District
- Etude Group
- INSPIRE Sheboygan County
- Blue & Gold Ventures, Milwaukee
- Upward regional student run business hub, Milwaukee
- NEWaukee

Resources /Examples

- Student run businesses:
 - Student Run Business Association <https://srbassociation.org>
 - Blue & Gold Ventures <https://bluegoldventures.org/>
- Student-Powered accelerators
 - Eagle Incubator
- Student-powered problem-solving teams : <https://econogy.co>
- Hackathons
 - Chattanooga adaptive toys hackathon:
<https://www.eventbrite.com/e/adaptive-toy-hackathon-at-nomcon-2019-tickets-59236634368#>
- Summits
 - 2018 Blockchain Summit, Milwaukee
<https://urbanmilwaukee.com/pressrelease/marquette-and-northwestern-mutua-to-host-2018-milwaukee-blockchain-conference-nov-30/>
- NEWaukee YP-oriented events: <https://www.newaukee.com/>
- “Homecoming” initiatives:
<https://www.citylab.com/equity/2017/10/the-other-side-of-brain-drain/542835/>

Pathway 2 - Entrepreneurship

Focused on Growing Sheboygan County Entrepreneurship

Purpose and Impact

Catalyze substantial growth in new businesses of all kinds, and fully equip potential entrepreneurs to take calculated and intelligent time and money risks.

Sheboygan County has a unique opportunity to leverage its corporate presence to catalyze the growth of new companies that both build the County's overall talent competitiveness and provide goods and services that both new and established residents are seeking.

What will Success Look Like?

- **More ability to create new products and services**, whether they are ultimately launched by a new business or supported by an established corporation.
- **More diverse entrepreneurs of many types**, reflecting the community's growing range of options and experiences
- **More goods and services** that appear to a broader cross-section of existing and potential residents
- that enables businesses from all over the community and students from all over the region to work together and try each other on for size.
- **Innovation thinking** and problem-solving, in a way that engages the rest of the community - from youngest to oldest - in finding new ways to do good work.
- **Stronger connections** between students and education institutions, and businesses, giving students more exposure and more opportunity to build their future in Sheboygan County.
- **More lifestyle opportunities** for people who do not pursue corporate employment, such as trailing spouses
- **Create a culture** of understanding and acceptance of calculated risk-taking to counterbalance more traditional cultural norms

This Pathway's portfolio of resources and activities would be allocated according to the matrix below. Note that this Pathway would focus the majority of its allocation to the Startup/Micro and Small Business Participants, but would give equal attention to all of the Opportunities. This allocation also recognized that doing this will also impact the other Participants, particularly the Corporate segment. The red on white cells indicate additional leveraging of shared resources.

Pathway -2: Growing Sheboygan County's Entrepreneurship					Resources:	70.00%
OPPORTUNITIES						
PARTICIPANTS	Diversity & Inclusion	Future Ready Employees	Talent Pipeline	Innovation Culture	Total	
Startups / Micro	10.00%	10.00%	10.00%	10.00%	40.00%	
Small business	7.50%	7.50%	7.50%	7.50%	30.00%	
Corporate	3.75%	3.75%	3.75%	3.75%	15.00%	
Community	3.75%	3.75%	3.75%	3.75%	15.00%	
TOTAL	25.00%	25.00%	25.00%	25.00%	100.00%	

What will we do to achieve this?

There are many ways that we and others nationwide have attempted to address these issues. Based on our experience, research and listening, these are the primary solutions we would use:

- Specialized accelerator programs for different types of businesses and entrepreneurs, including women, students/young people, Latino, retirees, etc.
- Intensive coaching, especially for unconventional innovators (women, people of color, etc)
- Co-working space to support collaboration and entrepreneurial community

In addition, several others would help reinforce these objectives:

- Startup challenges and hackathons (short-term events designed to seed small business concepts and teams)
- Local Business showcases , particularly focused on introducing new businesses and business concepts seeking support
- Startup seed funding to prepared new businesses
- Reverse Pitch or Corporation/startup mixer events
- Startup Wisconsin Week

Metrics of Success

- Increase the number of new business starts, particularly among
 - Women and historically underrepresented populations
 - Businesses that add goods and services desired by new residents
 - Businesses that support the ongoing success of the corporate sector by providing new sources of necessary supplies and services
- Increase the average longevity of new businesses
- Decrease the time to positive cash flow among new business
- Increase the percentage of small businesses that adopt and execute a scale strategy appropriate to their market

Risks and Mitigation:

Risk

Too few potential entrepreneurs

Mitigation

Shift emphasis to entrepreneurial mindset training and exposure to examples

Business failures generate negative publicity

Increase popular visibility of entrepreneur failure stories to shift expectations

Communitywide innovation culture does not advance because of over-emphasis on new business

Shift attention to innovation mindset and skills for period of time and re-evaluate

Potential partners

We have had initial engagements with these organizations, who are supportive of this effort. If this Pathway is selected, we will engage with them to incorporate their work into the plan of action.

- Entrepreneurship committee of FreshTech Task Force
- Gener8tor - <https://www.gener8tor.com/>
- Eagle Incubator, Milwaukee
- Partner Badger Fund of Funds - <https://www.crunchbase.com/organization/badger-fund-of-funds>
- Activ8 and SOUP initiative - <http://active8sheboygan.com/>
- American Independent Business Alliance (AMIBA) - <https://www.amiba.net/>
- Startup Wisconsin - <https://startupwi.org/>
- WiSys - <https://www.wisys.org/>

Resources /Examples

Women -focused accelerator: <https://aviatraaccelerators.org/>

Entrepreneurial network development : Startup Champions Network

<http://www.startupchampions.co/>

Entrepreneurial showcases: Established <https://www.established.us/>

Coaching and seed funding for historically disadvantaged entrepreneurs: Greater Cincinnati

MicroEnterprise initiative, <http://www.gcmi.org/>

Pathway 3 - Innovation

Building a Culture of Innovation

Purpose and Impact

Equip people from all walks of life in Sheboygan County with the skills, the mindset and the experiences they will need for future-ready problem-solving, whether at work or in the community.

Sheboygan County has expressed a unique understanding of emerging economic and cultural trends and has the potential to evolve a broad communitywide mindset away from passive approaches and toward more collaborative and proactive stances - the kind that enable new solutions and new ways of working more effectively.

What will Success Look Like?

- **Increased community-wide capability** to react to local needs and external threats in a future-ready, forward-thinking way.
- **Increased collective ability** to collaboratively problem-solve, whether they are addressing a specific business concern or addressing communitywide challenges, such as response to conflicts.
- **Local and regional brand** as a unique and compelling place to live and work because you will also grow.
- **Increased new business and product development** in many sectors resulting from a supportive environment for taking prudent risks and pursuing new ideas.

This Pathway's portfolio of resources and activities would be allocated according to the matrix below. Note that this Pathway would focus the majority of its allocation to Innovation Culture Opportunity, but would give equal attention to all of the Participants. This allocation also recognized that doing this will also impact the other Opportunities. The red on white cells indicate additional leveraging of shared resources.

Pathway 3: Growing Innovation Culture					Resources:	60.00%
PARTICIPANTS	OPPORTUNITIES				Total	
	Diversity & Inclusion	Future Ready Employees	Talent Pipeline	Innovation Culture		
Startups / Micro	3.33%	3.33%	3.33%	15.00%	25.00%	
Small business	3.33%	3.33%	3.33%	15.00%	25.00%	
Corporate	3.33%	3.33%	3.33%	15.00%	25.00%	
Community	3.33%	3.33%	3.33%	15.00%	25.00%	
TOTAL	13.33%	13.33%	13.33%	60.00%	100.00%	

What will we do to achieve this?

There are many ways that we and others nationwide have attempted to address these issues. Based on our experience, research and listening, these are the primary solutions we would use:

- Specialized training and experiential learning opportunities to demonstrate and help participants internalize innovation-focused mindsets and skills, designed for various age groups and backgrounds.
- Ideation and creative problem-solving events open to broad range of the public
- Co-working space to support collaboration and entrepreneurial community

In addition, several others would help reinforce these objectives:

- Speakers and hands-on events focusing on emerging trends in technology, economic competition, social issues, etc.
- Startup challenges/hackathons (short-term events designed to catalyze new solutions and teams)

Metrics of Success

- Increase the self-reported level and quality of innovation mindset, particularly among
 - Women and historically underrepresented populations
 - Students and members of the talent pipeline
 - Small business owners
- Increase the self-reported level and quality of innovation mindset, particularly among
 - Women and historically underrepresented populations
 - Students and members of the talent pipeline

- Small business owners
- Increase in the self-reported and observed quality of community problem-solving
- Media coverage of initiative at regional and national level

Risks and Mitigation

Risk

Too little measurable impact

Perception of being fluffy, not serious or unimportant

Communitywide innovation culture does not advance because of over-emphasis on new business

Mitigation

Shift emphasis to entrepreneurial mindset training and exposure to examples

Publicize direct connections to corporate and community innovation; shift to more direct applications

Shift attention to Talent Pipeline or other specific Participant for a period of time and re-evaluate impact

Potential partners

- Lakeland University and faculty
- Lakeshore Tech College and faculty
- Marquette University and faculty
- Other state faculty with research interests in mindset change

Resources /Examples

- Human innovation training: <https://www.joulewatt.com/>
- Ice House Entrepreneurial Mindset training program
<https://elimindset.com/entrepreneurship-programs/ice-house-entrepreneurship-program/>

Pathway 4 - Corporate Engagement

Accelerating Corporate Innovation

Purpose and Impact

Support Sheboygan County’s corporate employees as they increase their capability to solve internal problems, prepare for external challenges, and launch new opportunities. Particularly support Sheboygan County corporations’ ability to generate new products and services internally or successfully source them from suppliers.

Sheboygan County has an exceptionally robust corporate culture that has a powerful impact on every aspect of the community, whether economic, cultural or social. Supporting corporations in improving workforce effectiveness and employee appeal will have a profound impact, both on company growth and health, but also on the broader community’s capability.

What will Success Look Like?

- **Enhanced competitiveness** as staff has the ability to be more responsive to changing markets, more capable of identifying and executing opportunities for improvement, develop breakthrough products and services, etc.
- **Increased corporate innovation and intrapreneurship** due to training, support, cross-company networking, and help finding and collaborating with external innovators and suppliers.
- **Increased talent retention** based on the availability of robust opportunities for personal and professional continuous growth.
- **Increased communitywide ability** to develop new solutions, work collaboratively, etc. by building these skills into the work life of employees, who will then have those skills to apply to other contexts.

This Pathway’s portfolio of resources and activities would be allocated according to the matrix below. Note that this Pathway would focus the majority of its allocation to the Corporate Segment, but would give equal attention to all of the Opportunities. This allocation also recognized that doing this will also benefit the other Segments, particularly the Small Business and Community sectors. The red on white cells indicate the additional leveraging of shared resources.

Pathway 4: Accelerating Corporate Innovation					Resources:	60.00%
OPPORTUNITIES						
PARTICIPANTS	Diversity & Inclusion	Future Ready Employees	Talent Pipeline	Innovation Culture	Total	
Startups / Micro	3.33%	3.33%	3.33%	3.33%	13.33%	
Small business	3.33%	3.33%	3.33%	3.33%	13.33%	
Corporate	15.00%	15.00%	15.00%	15.00%	60.00%	
Community	3.33%	3.33%	3.33%	3.33%	13.33%	
TOTAL	25.00%	25.00%	25.00%	25.00%	100.00%	

What will we do to achieve this?

There are many ways that we and others nationwide have attempted to address these issues. Based on our experience, research and listening, these are the primary solutions we would use:

- Human innovation training, customized to role and responsibility
- Facilitated and structured roundtables for employees for cross-learning and connection among employees by role /profession
- Targeted advising / coaching for intrapreneurial teams and employees with key responsibilities or growth potential
- Training and advising on developing organizational structures that facilitate or support desired actions

In addition, several others would help reinforce these objectives:

- Internal and external challenges to address corporate needs, including Reverse Pitch and small business / corporation discovery programs
- Speakers and hands-on events focusing on emerging trends in technology, economic competition, social issues, etc.
- Startup challenges, hackathons -- short-term events designed to test and act on small
- Local Business showcases , particularly focused on introducing new businesses and business concepts seeking support
- Co-working space availability
- Startup Wisconsin Week

Metrics for Success

- Increase in self-reported and manager-reported skills in collaboration, critical thinking, problem-solving, etc.
- Increase in number of challenges within organizations being addressed effectively on the front line, rather than through hierarchy,
- Increase in new product and service development, both through supporting intrapreneurs and facilitating corporations' access to external providers of potentially valuable innovations.
- Decrease in turnover of high-quality employees due to availability of employment that enables them to grow, personally and professionally.
- Increase in self-reported employee satisfaction

Risks and Mitigation

Risk

Corporations may struggle to make time for skills development, given production demands

Innovation skills increases could threaten more traditional managers or conflict with traditional systems

Smaller businesses and community members may feel alienated from or excluded from the Innovation Hub because of the corporate focus

Mitigation

Work with corporations to develop strategy that fits

Support system improvement to align with desired innovation skills

Emphasize opportunities for small businesses and others to benefit from and work with corporations

Resources /Examples

- Cintrifuse <https://www.cintrifuse.com/>
- Procter & Gamble Connect + Develop <https://hbr.org/2006/03/connect-and-develop-inside-procter-gambles-new-model-for-innovation>
- Idea Connection Systems <https://www.ideaconnectionsystems.com>