

Preliminary Business Plan Sheboygan County Innovation Hub

October 25, 2019



With



ENGAGEMENT & EXPERIENCE DESIGN

and



Recommendations for Business Plan Use

This business plan was initially designed for delivery through Econogy's proprietary Innovate2 model, which was designed to leverage Econogy's expertise in developing and applying student-powered innovation strategies. The business plan was specifically designed to develop what we perceived as the best possible strategy to activate the kind of cumulative, self-reinforcing, regionally and nationally-recognizable impact that many Sheboygan stakeholders have said that they want to achieve.

As a result, the contents of this plan, from the market assessment to the strategic assessment to the Impact Avenues and operational strategy, are designed around that model. This is not to say that the items within this Business Plan cannot be executed in any way *other* than through this model, but it is to say that implementing these strategies through a more incremental strategy will require a different process and generate different results. Just as the strength and efficiency of a train engine plays a crucial role in determining how fast the individual train cars can move, so the type and level of support put behind the whole of Sheboygan County's innovation initiatives will determine how fast each individual program can move - and how much impact they can make together.

As Sheboygan County's stakeholders move forward, we encourage you to give attention not only to the Impact Avenues, but also to the train's engine -- the behind-the-scenes strategies that will be necessary to keep these initiatives operating sustainably and at a level of quality that reinforces the vision and brand that the community wants to project. This will make all the difference between a scattered collection of small events, and a broad initiative that changes how existing and potential Sheboygan County employees and entrepreneurs envision their future in the community.

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Executive Summary

Overview

The Innovation Hub is a critical mass of interdependent, mutually-reinforcing initiatives that engage the broadest possible cross-section of Sheboygan County in creating the future. Hub participants are

- designing new products and businesses,
- learning future-ready skills,
- inventing new ways to solve tough problems,
- changing how Sheboygan County sees itself, and showing how Sheboygan County accelerates growth for talented people from any background.

The Innovation Hub helps make Sheboygan County a one-of-a-kind destination for people who want to be part of creating the future. Few other places in the country intentionally cultivate human innovation, but a broad cross-section of community leadership understands that these skills and capabilities will shape Sheboygan County's future - and they are not leaving that to chance. And this investment in human innovation gives newcomers and lifelong residents alike some of the best reasons they could want for investing themselves in this community.

The Innovation Hub is not a charity. The Hub thrives by providing high-value solutions for large and small businesses, community organizations and individuals. It does that through a platform business model - one that works by connecting previously-unconnected and overlooked resources to enable something bigger than any one of them could build on their own.

Market Demand/Rationale

The Innovation Hub is intentionally designed to address one of the core challenges facing the long-term viability of Sheboygan County's businesses and communities: **the struggle to attract and retain the types of employees necessary to run and grow a successful business (of any size) today and into the future.**

Impact Avenues

The Innovation Hub achieves its platform of impact through an interconnected system of programs, activities and events. To emphasize the understanding that these elements reinforce each other and play different roles in moving us and our partners toward the Hub's objectives, we refer to these as Impact Avenues.

The Innovation Hub's primary Impact Avenues fall into two broad categories: **Talent Acceleration**, and **Tomorrow's Business Acceleration**. Talent Acceleration, which receives the majority of funding and staffing resources, focuses on directly improving existing and potential employees' business and interpersonal skills, and increase the number of fully-skilled, highly-qualified young adults entering the local workforce.

Tomorrow's Business Acceleration addresses some necessary elements of an innovation-focused initiative, although they are not directly tied to the Talent Pipeline priorities.

Operations

When it is operating at full strength, the Hub will be managed by a local team of four to five staff, supported by the Econogy leadership team.

Financial Requirements

The financial projections demonstrate a Minimum Viable Product that operates for a minimum of three years and is designed to develop all of the Impact Avenues to a level that will allow the community to evaluate whether they warrant ongoing investment. This strategy, however, does not include all possible impact opportunities, and it estimates program-generated income with a high level of conservatism.

Under this model, we anticipate approximately \$1,000,000 per year in collective investment required.

Description

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The Innovation Hub helps make Sheboygan County a one-of-a-kind destination for people who want to be part of creating the future. Few other places in the country intentionally cultivate human innovation, but a broad cross-section of community leadership understands that these skills and capabilities will shape Sheboygan County's future - and they are not leaving that to chance. And this investment in human innovation gives newcomers and lifelong residents alike some of the best reasons they could want for investing themselves in this community.

The Innovation Hub grows community-wide innovation through a suite of interconnected opportunities for people to do, learn, grow and change -- whether they've relocated for a corporation, still in college, or working on their post-retirement purpose. From intensive growth training to speakers with cutting-edge information, from new product development to new consumer insight, participants in the Hub have the skills to do more, create more, solve more and work together more effectively than they would in any conventional setting.

The Innovation Hub is for everyone, but it's especially appealing to college students and young adults -- people who have grown up in Sheboygan and elsewhere, who are looking for a place to invest their energy. Participating in the Innovation Hub grows young talent far beyond conventional education alone, and it shows them how their skills and their insights can find a bright future in Sheboygan County, rather than going to work somewhere else.

The Innovation Hub is not a charity. It's a new way of meeting unmet market demands - for new ideas, new ways of working, new skills and new ways to set the community apart. The Hub thrives by providing high-value solutions for large and small businesses, community organizations and individuals. It does that through a platform business model - one that works by connecting previously-unconnected and overlooked resources to enable something bigger than any could build on their own.

Vision of Impact

The work of the Hub might happen in an unused storefront, an old factory, a house or any other publicly-accessible building with enough space for many different groups of people to work together . What sets the Hub apart isn't the physical space, it's the human activity going on inside it.

On any given day, you might see dozens of different activities going on as part of the Hub, such as

- A team of highly trained college students leading a group of retirees through a training to help them develop a new consulting company that applies their expertise in creative ways.
- A group of high school students, technical college students and undergraduates planning the logistics of an event for professionals across the region about new ways that blockchain technology is being applied in manufacturing.
- A team of front line machinists from three smaller, local companies who are being coached in product development by a team of experienced entrepreneurs and MBA candidates.
- 17 women from low income backgrounds learning how to supplement their household income and work toward opening a new business - while giving each other the encouragement that they may not find elsewhere.
- A team of undergraduate students from across the region collaborating with three corporate department heads to design a series of events to help motivated young people get to know local business leaders -- and make it easier for them to envision staying in Sheboygan County.
- A business management team made up of undergraduate and technical college students using performance metrics to inform staffing and product development for a student-run business that produces test runs of new products.
- Students and young people helping mid-career employees learn new decision-making strategies, while the employees help students understand professional standards of behavior.
- People with machining and fabrication skills finding others who can help them with financial management -- people they might never get to know if the Hub didn't bring them together.

The atmosphere within the Hub is energetic, optimistic, collaborative, and busy. People talk, laugh, debate, listen, study computer screens, operate machines. They come from all walks of life, many backgrounds and areas of knowledge, but they know that they are united around a shared vision: that of learning and doing valuable new things. People with an urge to discover, to

do, to connect, to create value, find in the Hub not only the skills they need, but a shared and inviting community that helps them make it happen.

Perhaps most importantly, everyone participating knows that they are part of a one-of-a-kind opportunity to learn and work and think in a new way. Big cities offer opportunities kind of like this, but they're usually narrowly focused -- only for people who do certain kinds of work, or think or look a certain way. The Sheboygan County Innovation Hub gives them access to the ideas, excitement and energy that make working in bigger cities so interesting, but in many ways it's an even better experience -- and more aligned with how people want to live and work and participate in their communities today.

And as thousands of people participate in the Hub over a year, a clear message comes out: if you want to live and work in a place where you can put your visions into action, where you can continue learning and discovering and growing all your life, Sheboygan County is the place where you should live and work.

The Challenge: Talent Attraction and Retention

The Innovation Hub is intentionally designed to address one of the core challenges facing the long-term viability of Sheboygan County's businesses and communities: **the struggle to attract and retain the types of employees necessary to run and grow a successful business (of any size) today and into the future.**

Factors Affecting Talent Attraction

As part of the process for planning the Hub, the development team interviewed more than 50 current and former area residents, ranging from senior executives to students. These interviews highlighted several issues:

- **Competition for fully-skilled talent.** Sheboygan County currently enjoys full employment, and this means that finding people to fill any position in the local market presents a challenge. But interviews indicate that employers particularly need people who have highly-developed business or “soft” skills (a term that hides how critical these skills are to modern business success). Every business has its own priorities, but over and over, we heard that these skills were most needed, and hardest to find:
 - Critical thinking
 - Collaboration and group problem-solving
 - Leading within the context of any role
 - Taking initiative
 - Using digital technology appropriately
 - Global fluency

In Sheboygan County's businesses, these skills are in high demand at every level, from hospitality staff to manufacturing technician to corporate leadership. And human resources leaders claim that when staff at any level doesn't have these skills, production and effectiveness fails to grow the way it should.

- **Small city culture / community resources.** Attracting and retaining the most highly skilled employees is less and less a matter of company compensation packages alone, and the lifestyle expectations that younger and more highly educated recruits bring to the process can make Sheboygan County a hard sell, or a hard place to stay. As many recent studies have shown, Millennials and Generation Z place a higher value on how a potential job will help them grow than previous generations did. These generations also tend to seek places to work and live that align with their ethical priorities, such as environmental conservation and social equity. And since they come from the most diverse generation in American history, they expect to live and work in places where they can connect with diverse cultures, whether through foods and music or through the people they work with.

- **Opportunities for making an impact in work and community.** Smaller cities are commonly described as being hard places for newcomers to feel welcome and accepted, especially if the newcomer is single, childless, not a member of a majority ethnic group or otherwise clearly an outlier from the norm. This barrier is particularly high for Millennials and Generation Z, who are more likely to be all of these things. On top of that, members of these two generations are much more likely than older generations to place a high priority on being able to make an impact -- both at work and in a community that they care about. If they do not feel fully welcomed in a community, they are logically going to have a harder time finding an opportunity to make the connections and impact that they crave.
- **Under-tapped local talent.** Several people interviewed felt that local young people, particularly those living in the City of Sheboygan, had more potential to contribute to local businesses and communities than they are currently finding opportunities to do. While programs around school-to-work connection have helped many students develop the full range of workplace skills needed (including technical and “soft” skills), as many as 35% of graduates from Sheboygan schools do not see clear opportunities for themselves as high-contributing employees at local businesses. This results from a complex mix of factors, ranging from awareness to opportunities, mismatches between the student and conventional academic settings, personal or family challenges, etc. From a business standpoint, these students represent potential employees who are already committed to the community - and who may have the potential to become some of the fully-skilled employees local companies need.
- **“Safety” mindset.** As noted above, one element of the skills Sheboygan County businesses are seeking today is the ability to try new things -- to test, to take small, prudent risks, to learn from those and use that learning to improve. In communities with a high concentration of work in traditional manufacturing, this kind of thinking is often hard to find -- people have learned to avoid risks, because this kind of learning was not welcomed in generations past. The Steering Committee assembled to guide the Hub’s development identified this kind of risk-taking as one of the most important challenges facing the community at its first meeting.

One important way of changing this safety mindset is through exposure to entrepreneurship - both traditional entrepreneurship, where a person starts a new company, and intrapreneurship, where a person within a company faces the challenges and risks of trying to create a new product or process within an existing company. Entrepreneurs and intrapreneurs have to move outside the safety mindset if they’re going to succeed - and not be crushed by the first setback. For this and other reasons, “Entrepreneurship” was identified early on as one of the focus areas for the SCEDC Programming Task Force.

Target Markets

A conventional business plan uses this section to analyze the users of the business, or the product's purchasers. Because this is a different kind of company, we will focus on the likely participants in our services. We will examine the financial considerations affecting each, but with the realization that, in a business built on a platform model, we can potentially monetize the value from more than one of the sources that the platform connects.

College and Technical Students attending school in County

Description

These students represent some of the strongest opportunities for local talent pipeline growth, since they already have some level of relationship to the community and they are receiving professional or technical education whose design has been at least partially informed by relationships between the schools and the business community.

Size

Lakeland University has about 1,100 on-campus undergraduate and graduate students, while Lakeshore Technical College enrolls about 4,000 students seeking degrees or certificates and the University of Wisconsin-Green Bay at Sheboygan currently enrolls about 1,000 per year, for a total of about 6,000 local students.

Although this number is not enormous, and many are already taking employment in the County after graduation, we see significant opportunities to improve their alignment with and preparedness for the local economy - and increase the number who choose to invest their futures in Sheboygan County.

Pain Points

From interviews with educators, administrators and students at these institutions, we learned about several potential pain points, including:

- **Lack of adequate knowledge of or access to local career opportunities, despite the presence of job placement resources.** Students often said that, while they may have access to basic factual information, they had few ways to explore what career paths, personal growth opportunities and lifestyle choices were available to them. Students were particularly concerned about understanding a company's culture and priorities inside and outside the company's operations.

- **Lack of sense of personal connection or relevance to local businesses.** Students stated that they questioned whether they would actually be able to make an impact at a local business, or would they be simply an interchangeable cog.
- **Concern that staying in community after graduation will stifle personal and professional growth.** As noted before, students placed a high priority on ongoing personal and professional development, and often can not envision clearly how this might happen while staying in Sheboygan County.
- **Concern that local community not fully welcoming, especially to people who are minorities or not part of the majority culture.** This creates a potentially undesirable barrier to both attracting and retaining quality employees, including diverse students from Lakeland University and Lakeshore Technical College.
- **Perception that their education to date may not have given them some needed skills, including collaboration and problem-solving.** Although both Lakeland and Lakeshore have implemented significant innovations to improve skills in these and other areas identified as necessary for successful future employment, students expressed that they still felt they were lacking in these experiences.

Opportunities

- Connecting these students more directly and in higher volume to businesses means that **students who are most connected to the region are both more likely to stay**, and more likely to have the “soft” skills that businesses need.
- We have found in other communities that students who are most aware of these pain points are particularly interested in the Impact Avenues. They are **highly motivated to gain these experiences and build these skills.**
- The Impact Avenues allow **students who have not excelled at conventional education to demonstrate their true potential** - resulting in the development of adults with unique and valuable skills.
- Enhancing these students’ experience gives their schools a **better opportunity to compete for new students**, thus making the schools stronger and increasing this important part of the talent pipeline

Financial considerations

Local college and university students vary widely in terms of their ability to cover the costs of their participation. While some will have adequate or more than adequate means, many will be

excluded if they must do so - and excluding them will deprive the local economy of some or all of the value that they could bring forward. Given the high priority that local businesses have placed on improving their talent pipelines, investing in increasing the number of these students who can participate will make a large impact on their potential to accelerate local business growth.

College students with existing or potential connection to region

Description

Students at universities within an hour to four hours of Sheboygan County make up an important component of the talent pipeline. Students within the region come from a wide range of backgrounds, areas of study, approaches, etc. Increasing Sheboygan County businesses' ability to recruit these students means both a higher quality of talent and a more diverse set of skills, both of which will help local businesses succeed.

Size

There are over 50,000 students within a one-hour drive of Sheboygan County, and more than 250,000 students within a four-hour drive of Sheboygan County in Wisconsin alone.

Pain Points

From interviews and experience with educators, administrators and students at these institutions, we learned about several potential pain points, including:

- Students increasingly want to live and work in a place where they can make an impact on their workplace and their community, but they do not typically realize that this opportunity can exist in a smaller community like Sheboygan County.
- Students are increasingly conscious of cost of living concerns, but they fear that living and working in a more affordable smaller city will impair their growth opportunities.
- Students of color and persons from more diverse communities assume that a smaller city may not be welcoming to themselves or their friends, or may cut them off from a diversity of experience that they desire.

Opportunities

- Young people often report that they actually do find more opportunities to make an impact in a smaller community, especially if they feel that their contributions are welcomed. Sheboygan County has many examples of younger people moving into such positions of leadership and impact, and engaging students directly in these opportunities will help to shift their perception of the choices available for them within the County.
- If students believe that they can grow professionally and personally, while also spending less money than would be necessary in larger cities, then Sheboygan County will appear to be a particularly good value to them.
- If Sheboygan County's diversity is more visible to students and presented as an asset, then students may be less likely to perceive the community as unwelcoming to diverse people.

Financial considerations

As with local students, regional students vary widely in terms of their ability to cover the costs of their participation. While some will have adequate or more than adequate means, many will be excluded if they must do so - and excluding them will deprive the local economy of some or all of the value that they could bring forward. Given the high priority that local businesses have placed on improving their talent pipelines, investing in ways that increase the number of these students who can participate will make a large impact on their potential to accelerate local business growth.

Young Adults (not in school, generally 18- 30 years old)

Description

This segment includes people who are current or potential employees of Sheboygan County businesses, and includes people who currently live in the County or who are considering a relocation to the County. In terms of national demographics, this segment is less likely to be married or have children, more likely to have friends who are not of the same ethnic background as themselves, and less likely to be active in traditional religious practices.

Size

2019 estimates indicate that over 14,000 current residents of Sheboygan County fall into this age group, including both recent relocations and longtime residents.

Pain Points

- Young adults who relocate to Sheboygan County from elsewhere have noted that they often have difficulty building the kinds of relationships and networks that compel them to want to stay for the long term. For people of color and those who are not in the majority in other ways, this lack of ability to find and build connections who share those characteristics makes it harder for them to build such relationships than it would be in a larger and more diverse community.
- Young adults, both relocating and locally-raised, express concerns that they are being limited in their ability to connect to new trends, new technologies and other advancements in their professional field, because the majority of those opportunities are located elsewhere.
- Young adults express concerns about professional and personal development, particularly within smaller corporations that may be more focused on operations than on career development.

Opportunities

- Employees in this age group are statistically more likely to have high student debt loads, and the affordability of life in Sheboygan County should be an advantage, provided that they do not fear that they are trading off future growth for lower cost of living.
- Opportunities to both “give back” to the community and to build leadership skills through experience may help overcome some of the lack of clear career advancement pathways.

Financial considerations

Young adults are often assumed to have generous amounts of discretionary income to invest in their personal growth, but student debt loads make this much less likely for current young adults than in the past. While many people in this category may have the means to cover some costs associated with growth, network development, community activities, etc., it may be assumed that the majority will find it difficult to make large expenditures.

Supporting Impact Avenues that help this target market find growth and satisfaction in Sheboygan County will give businesses an inexpensive informal benefit for these employees, and help to retain them in the company and community.

Secondary Target Markets

High school students. Sheboygan County high schools have demonstrated an exceptional commitment to career preparedness, with initiatives ranging from the Innovation Center sponsored by Bemis Manufacturing in Sheboygan Falls to the Red Raider initiative in Sheboygan Area School District high schools. High school students appear to share many of the same concerns and perceptions about their future opportunities as we saw in Sheboygan County college and technical school students, and their priorities, while still developing, appear to be largely in line with those of slightly older students. Including high school students in the Impact Areas will increase the growth of the local talent pipeline. Most of these students will not be able to directly fund extensive involvement out of their own pockets, and highly talented but more disadvantaged students may not be able to rely on family support.

Developing business leaders. Learning to lead can present a challenge for even the most technically proficient employee, and all but the largest companies often struggle to help their high-potential employees develop the skills of management, especially when there is a generational gap involved.

If potential leaders are able to learn these skills outside the higher-stakes business context through coaching the Impact Avenues, then businesses will benefit from more highly-developed leadership skills and early relationships with the most highly qualified potential employees in the region.

Retirees. Not only does Sheboygan County have a growing retiree population, but the County's recent publicity as an attractive location for seniors means that older people with high levels of professional and technical expertise represent an underused opportunity for community growth. Whether through advising student run businesses and entrepreneurs, teaching, or learning new skills themselves, using the Hub to more intentionally activate Sheboygan County's older residents will increase both appeal and growth opportunities. While many retirees may be able to pay to participate, most are unlikely to be able or willing to pay the full cost of their participation.

Strategic Assessment

Strategic Advantages

The Innovation Hub is a first-of-its-kind strategy to build on the advantages of living and working in a smaller city by creating new ways to discover new ideas, new people and new opportunities - and put those into action. By providing a platform that helps everyone accelerate and expand their potential impact, the Innovation Hub gives Sheboygan County a clear competitive differentiator in the challenge of recruiting and retaining the kind of talent that Sheboygan County businesses need in order to grow. Instead of sacrificing small-town affordability and connection for big city growth opportunities, Sheboygan County becomes the place where the most talented people can experience both. And this combination, and the personal and professional opportunities it presents, gives highly-sought-after young people a place to live and work in alignment with their priorities, now and into the future.

Risk Assessment

Like any business, the Innovation Hub faces a range of potential risks. While some of these risks are mitigated by the model's multiple forms of income generation, several risks remain. These risks, and our strategies for addressing them, are addressed below:

- **Capital.** A minimum funding of \$1,000,000 per year for three years will be necessary to provide sufficient runway to launch and operate the organization, including staff and programming costs. It is possible that we will not be able to demonstrate sufficient value to our community partners to generate this level of investment. However, the platform nature of the Hub's design means that its strategies can be easily adapted to align directly with funder priorities, and the relationships that we have been fortunate to develop to date create a basis for shared understanding and honest communication that should help us reach this alignment.
- **Market.** The Innovation Hub platform strategy requires that the Impact Avenues be crafted to meet the needs of a relatively small number of key partners, in addition to the larger audience of students and smaller businesses. This places the strategy at risk of a poor fit with the needs of these key partners. However, we have spent several months building relationships with key entities, and we have clear and consistent information regarding what they are willing to support. Perhaps more importantly, we have strong relationships with the key participants, who have demonstrated that they are willing to help us more closely align with their objectives.
- **Financial.** Poor financial management would pose a significant risk to the Innovation Hub, given the complexity of operations. However, the Innovation Hub's leadership

includes a highly experienced financial manager, and a key early hire will be a qualified financial management professional to administer day-to-day controls and oversight.

- **Human Competency.** With an operation of this complexity, a failure in human competency could jeopardize the organization and its work. The Innovation Hub's management has already placed a high priority on developing a culture for existing and potential leadership appropriate to its success. Training, culture development, program and system development, templates and process materials, etc. must be designed specifically to meet the Sheboygan Innovation Hub's specific objectives. These are not items that can be duplicated from somewhere else. Management's primary responsibility is to create, manage, monitor and modify the core components that enable the Innovation Hub to generate value.
- **Execution.** Similarly, the Innovation Hub's leadership and staff must be able to swiftly execute its initiatives, from strategic relationships to the details of events. The management partners' experience in project and team management will help us make sure that the right tools, resources and structures of responsibility are in place to keep the initiative on track.
- **Financial sustainability.** Like many businesses that have a social impact component, developing sustainable funding models that do not depend on charitable contributions or other fragile sources of funding represents a key challenge. The multiple streams of revenue resulting from the different activities within the Innovation Hub should help lessen any such risk of overexposure, but the leadership team will need to closely monitor financial conditions and prepare to adjust direction as necessary.
- **Business model sustainability.** Finally, we realize that business, community and student needs may change over time in response to economic and cultural trends. The Innovation Hub leadership team must be ready to reposition elements of the business model as needed to facilitate the long-term health of the organization, its partners and the community.

Potential Collaborators

Business plans typically address the competition landscape, but this approach does not fit the Innovation Hub for two reasons:

1. While there are some programs and initiatives that currently do things that are similar to some of the Hub's proposed Impact Avenues, their impact is at a smaller scale than Sheboygan County businesses and communities actually need. Some programs make a very intensive impact on a small number of participants, while others touch a larger number of participants less substantially. More significantly, most programs employ

only one or two strategies -- and because those programs are not part of a larger system that makes it easy for people to find the right opportunity, they do not have the collective impact that people want them to create. As a result, we do not see these organizations as “competitors.”

2. Because the Innovation Hub exists to connect and accelerate innovation of all types across the community, the Hub operates as a *network platform*, connecting and amplifying the reach of organizations in a similar way to how Apple or Google enable smaller businesses to find new customers and sell more of their products. For the many organizations working to improve talent preparedness, education, quality of life, and other important local issues, the point of the Hub is not to replicate or compete with what they do. The purpose of the Hub is to partner with them to increase their impact, to enable them to reach beyond what their existing funding and structures may allow them to do. That might happen through many strategies, and each has to be developed in partnership with the existing organization.

In our discussions over the past several months, we have identified several potential partners, and had early discussions with most of them. We will be continuing to learn with them how the Hub can increase their reach. The summaries below identify some of what we perceive as opportunities.

Lakeshore Technical College. Lakeshore Tech is crucial to the talent pipeline of the entire region, and a particularly exceptional technical college nationally due to its emphasis on teaching critical thinking, collaboration and other future-ready employment skills that our research tells us are crucial to the region’s success. Lakeshore students are also more likely to stay in the area after graduation. Lakeshore has 4,000 students pursuing degrees or certificates, most of whom are also working while going to school -- frequently working at minimum-wage jobs that are not adequately increasing their workforce skills. Based on discussions with LTC leadership, we are developing strategies to work with LTC’s biggest programs, including accounting, business management and human resource administration, to increase the supply of well-paying, career- and skill-advancing jobs available to these students, so that when they complete their education, they can fully operate at the level local businesses need.

Lakeland University. Lakeland has some significant unique characteristics, including its mix of students who grew up locally and elsewhere, such as in Greater Chicago. Lakeland’s student body is more ethnically diverse than the County as a whole, which could represent an under-tapped advantage in terms of recruiting and retaining diverse employees and residents. Lakeland has made some exceptional commitments to innovating its educational approach, including the development of a one-of-a-kind cooperative education program that allows students to earn more than 20 credit hours directly through work experiences. We have been discussing ways to increase the pipeline of co-op and other opportunities for Lakeland students using the Hub, from generating new work-learning opportunities to increasing students’ awareness of Sheboygan area work and life opportunities.

The Commons. Although the number of Sheboygan County students who have participated in this popular initiative is not large, a few Sheboygan County businesses have embraced this initiative of the Greater Milwaukee Committee and its efforts to grow the skills of innovation thinking and doing among young people, particularly students at four-year universities. Unfortunately, The Commons faces constraints on its ability to generate impact in Sheboygan County as a result of its governance and its business model. We have a long relationship with The Commons leadership through our work in Milwaukee, and we have a handshake agreement to partner with them whenever we have the opportunity.

INSPIRE Sheboygan County. This initiative, which has focused successfully on increasing awareness of and access to career opportunities for Sheboygan County high school students, represents a powerful opportunity to continue increasing the supply of Sheboygan County young residents who are fully ready for success in local employers. We are already participating in planning for an INSPIRE-led study of Sheboygan Area School District students who do not have a career plan by their senior year, in the expectation that we can help find new ways to overcome these barriers and make their contributions to the workforce.

SCEDC. The Sheboygan County Economic Development Corporation has taken the lead on innovation initiatives, including research, conceptual development, sponsoring an Internet of Things (IoT) initiative, and this study. As part of their responsibility to support the growth and ongoing success of large and small businesses communitywide. We expect that SCEDC will continue to play a central role in developing, connecting and promoting innovation initiatives.

Sheboygan Area Chamber of Commerce. The Sheboygan Area Chamber of Commerce, like many chambers, provides a range of valuable resources, both to its members and to the community at large. Like most chambers in the United States, however, the Chamber faces a continual tension between its responsibilities to its dues-paying members and the business-supporting role that it is expected to play in the community. Our discussions with Chamber leadership to date have been constrained by the historical relationship between it and the SCEDC, but we believe that we can shape one or more of our Impact Avenues to support the Chamber's work and impact. And we are committed to building this relationship to the extent that the Chamber desires.

Visit Sheboygan. Visit Sheboygan's focus on growing unique educational experiences as a part of its market strategy is leading to the conceptual development of an innovative hands-on experience built around Lake Michigan and the Sheboygan River, the history of shipping and concentration of historic shipwrecks offshore, and opportunities for alternative energy and agriculture. While this center of activity is still too early to formulate operating plans, early discussions with leadership indicates strong opportunities to use some of the Impact Avenues to help expand the reach of this initiative.

FreshTech Task Force Programming committees. As a part of the development of the culture of innovation in Sheboygan County, SCEDC and its investor businesses established a Task Force focused on identifying and designing the types of programming needed to foster innovation thinking and doing. Three areas of focus were identified by the Task Force, and volunteer committees made up of business and community leadership were tasked with designing initial events and then using the learnings from those events to plan a sustainable strategy for ongoing programs. While the Task Force members have shown remarkable commitment to achieving these objectives, maintaining these programs for the long term with an all-volunteer group will be difficult. Discussions have been opened with each of the Task Force leaders to identify how the Hub can help these efforts become sustainable and expand to reach more of their potential audiences and priorities.

Etude makerspace. The Etude Group, a charter school systems that operates in partnership with the Sheboygan Area School District, teaches its students by coaching them through the development of physical products. Based on feedback from students and alumni, Etude partnered with SCEDC in early 2019 to develop a plan for a Makerspace - a location where certain kinds of machines can be used by members to create projects, whether for home, hobby or business use. The Makerspace study is still in process, with results expected this fall. We have had very positive early conversations with Etude leadership, and we are confident that we will find ways to reinforce each other.

Other regional and statewide partners may include

WiSys
NEWaukee
Wisconsin Economic Development Corporation
New North

As well as many others that are likely to become known through the development process.

Oversight and Operations

Impact Avenues (“Activities”)

The Innovation Hub achieves its platform of impact through an interconnected system of programs, activities and events. To emphasize the understanding that these elements reinforce each other and play different roles in moving us and our partners toward the Hub’s objectives, we refer to these as Impact Avenues.

The Innovation Hub’s primary Impact Avenues fall into two broad categories: **Talent Acceleration**, and **Tomorrow’s Business Acceleration**. Talent Acceleration, which receives the majority of funding and staffing resources, focuses on directly improving existing and potential employees’ business and interpersonal skills, and increase the number of fully-skilled, highly-qualified young adults entering the local workforce.

Tomorrow’s Business Acceleration addresses some necessary elements of an innovation-focused initiative, although they are not directly tied to the Talent Pipeline priorities. Supporting the growth of entrepreneurship, both inside and outside of local businesses, has several important impacts on the growth of innovation capabilities, both in young people and in the community as a whole:

- Exposure to an entrepreneurial mindset directly addresses the cultural tendency to choose safety over taking intelligent risks, which was noted in an earlier section.
- Building a community of entrepreneurs increases the likelihood that businesses will be able to find skills and new products or services outside of their corporation, allowing them to partner or purchase innovations without having to incubate them within their own walls.
- Entrepreneurship provides important avenues for building the skill sets and financial stability of low-income and minority residents, increasing the strength of these communities’ ability to respond proactively to crises and increasing the likelihood that more of Sheboygan County’s less advantaged residents will be able to participate in the local economy.
- Particularly in a smaller market, entrepreneurs usually provide new services, retail products and experiences long before larger businesses discover the market’s potential. This means that entrepreneurs will be critical to developing the kinds of new local businesses that residents, especially newly relocated residents, are looking for as a way to replicate the diversity and vitality they find in bigger markets.

Talent Acceleration Impact Avenues

Student Run Businesses

Student run businesses are profit-making enterprises that are operated, from the executive level to the front line staff, by students (working under the guidance and support of professional advisers). For more than 100 years, student-run businesses have been accelerating business management skills in young people across the United States. Reports from national businesses with experience hiring graduates who have worked in student run businesses indicates that these graduates operate at a level comparable to that of a professional with five years' professional work experience.

Purpose

We expect student run businesses to serve as an essential way to accelerate talent development and a crucial part of the Hub's overall platform strategy. Student run businesses will have many impacts, including

- A growing body of young people who have highly developed and immediately relevant business management skills.
- Highly skilled students who deeply know and appreciate the opportunities that Sheboygan County presents to them after graduation.
- A new source of support for the other Impact Avenues and important community initiatives, ranging from small nonprofits to existing programs, that will allow them to reach farther than conventional staffing typically permits.

Advantages

Our experience with student run businesses elsewhere indicates several specific advantages of using them within the InnovationHub:

- **Accelerated growth.** Student run businesses accelerate the growth of their participants - by forcing them to stretch, by challenging them to take on new responsibilities, by placing them in situations where they will fail and need to learn from that failure.
- **Reach.** Because these student run businesses will not live within a single university, they can include students from across the region, including technical schools, public schools, private schools, and more. This reach has multiple benefits: not only is the program not constrained by the limits or bureaucracy of any single school, but it also

means that students will work with people that they might not encounter otherwise - great training for collaborative, diverse problem- solving.

- **Student Income.** High-potential students who come from diverse and low-income backgrounds often do not appear as qualified on their resume or their transcript as their more affluent classmates. This is often because they must work to support themselves while going to school - and too often, they find themselves working as much as 40 hours per week at low-paying service jobs that are not preparing them for the professional workforce. Enabling students to earn income from a student-run business not only accelerates their business skills, it enables them to do better in both school and business because they spend less time working and more time preparing for successful careers.
- **Flexible.** Student run businesses can pivot, change leadership, pursue new markets and expand faster than conventional businesses because they rely on minimal permanent staff.
- **Connection.** More than any class project or service program, student run businesses put high-talent students in close interaction with community leadership, including business clients, senior advisors, and more. This level of connection has been shown to increase the likelihood that a student will choose to stay in a community after graduation because that experience allows him or her to clearly envision the opportunities.

Portfolio of Opportunities

The student run business program will be designed as a portfolio, so that the businesses represent an appropriate mix of fast and slow income and impact opportunities. We anticipate that the final portfolio of businesses will include three types:

- **Businesses that address known needs.** Our research to date indicates several opportunities where a student run business could be near-immediately helpful. For example, establishing a student run business that manages logistics and marketing for events could help the SCEDC Programming Task Force volunteers run a more robust suite of activities than may be possible otherwise, allowing the volunteers to focus on setting strategy based on their professional expertise. Additionally, a student-run business drawing on the area's hospitality programs could provide a new source of catered meals or creative box lunches for business events. As noted below, we also use student run businesses to supplement the full-time staff necessary to operate the Hub and deliver the Impact Avenues.
- **Businesses based on deeper learning about corporate and community needs.** One strategy (drawing on the accelerator / incubator strategies below) would focus on identifying and starting up businesses designed to meet specific business needs. Depending on what the initial team learns this could include opportunities like

youth-oriented marketing strategies, graphic design, emerging technologies research, and others.

- **Student-generated businesses.** We have found in other communities that students often identify market opportunities that can support good student run businesses, based on their own unique perspectives. In our work in Milwaukee, several student concepts have been developed into sustainable student-run businesses, including a property management company and an emerging technology event company.

Impact

The number of students who could participate in student run businesses is largely constrained by the amount of start-up funding available to support professional management staff and pre-revenue payments for students. We have conservatively estimated that we could have 75 to 100 students in leadership roles by Year 3, but this number could be expanded if support permits. The student run business program will conservatively reach up to another 600 students per year through volunteer opportunities, such as Startup Week event staffing, event attendance and word of mouth. And we estimate that at least 40 non-student business leaders per year will increase their skills through advising and participating in events.

Student-to-Business Leadership Connect

This Impact Avenue is a system of programs designed to lessen the barriers between local students and business leadership to help both learn from each other and build relationships that lead to productive hires and accelerated business skills. Specific events under this program might include

- Student-moderated fireside chats with business leaders,
- Recreational and social activities, such as sailing and gallery walks, designed to mix business leadership with selected compatible students in a fun and collaborative environment that simultaneously highlights community assets (i.e. Lake Michigan, JMKAC, etc.)
- Seminars where students teach business leaders new skills,
- Reverse pitch events, where student teams help businesses identify solutions to challenges.

This Impact Avenue has several purposes, including

- Enabling students to more clearly understand and envision a future in Sheboygan County,
- Humanizing business leadership and overcoming the barriers that often prevent students from making a good first impression in a formal environment

- Allowing business leaders to get to know potential hires in a more real-world context than a job fair or networking event, enabling them to get a better understanding of how a person may operate in the workforce,
- Allowing students to demonstrate their knowledge, creativity, collaborative and social skills, and other crucial characteristics in ways that conventional hiring systems often do not permit.

The programs are designed and managed by a student run businesses, working with Hub staff and an advisory committee of department heads and other business leadership from area companies.

We anticipate that this program can impact 350 students and 50 business leaders per year by year 3, assuming events once per month.

Regional Future Now series

This Impact Avenue allows Sheboygan County businesses to highlight their place in innovation to a regional audience and promote the County's role in innovation through a series of public events focused on emerging technologies and business issues. These events may include speakers, discussions, collaborative discovery programs, and other formats, but are consistently designed to do at least one of the following:

- Build attendees' knowledge of emerging issues that may impact their business interests,
- Allow students and professionals to collaborate on building a shared understanding of the issue,
- Enable Sheboygan County businesses to demonstrate their involvement with solving interesting emerging challenges to both local and regional talent,
- Generate a steady stream of innovation-focused publicity for Sheboygan County as a business and employment destination for both local and regional audiences.

This Impact Avenue has several purposes, including

- Enabling students to more clearly understand and envision a future in Sheboygan County,
- Overcoming the County's perceived disconnect from emerging business and technology issues,
- Building the skills and awareness of emerging business and technology issues across students and professionals,
- Providing opportunities for regional students and professionals to interact and collaborate in a constructive, future-ready context.

This series of programs is designed and managed by a student run businesses, working Hub staff and an advisory committee of department heads and other business leadership from area

companies and persons engaged in teaching and research at regional universities and technical colleges.

We anticipate that, at full build-out, this program can impact at least 1,200 members of the Target Markets per year, assuming events on average once per month.

Inbound Immersion event

This Impact Avenue allows Sheboygan County to more actively market itself to students from universities and colleges outside of the local area. This program organizes weekend immersion trips for highly qualified students in specific subject areas from universities throughout the Midwest to introduce them to internship and employment opportunities with Sheboygan County businesses. The weekend allows them to meet business and community leaders, as well as local students, engage them in interesting activities and presents them with the benefits of living and working in Sheboygan County communities.

This Impact Avenue has several purposes, including

- Increasing the likelihood that highly qualified students from elsewhere will choose to intern or accept positions in Sheboygan County,
- Engage local students in promoting the community's opportunities to the visitors, thus increasing their awareness of local opportunities,
- Laying the groundwork for personal relationships between local young people and students from elsewhere, increasing the likelihood that relocating students will build relationships and thus be more likely to stay.

This series of programs is designed and managed by a student run businesses, working Hub staff and an advisory committee of department heads and other business leadership from area companies.

We anticipate that, at full build out, this program can directly impact 145 high-demand students and 50 business leaders per year, assuming two weekend events per year.

Tomorrow's Business Acceleration

As noted before, this part of the Innovation Hub supports the growth of the community's Talent Pipeline by

- Making innovation thinking more visible to young people and the community at large
- Supporting the business community by increasing access to external innovations and service providers
- Generating positive publicity for Sheboygan County as a place where innovation happens
- Increasing the availability of quality-of-life businesses that help retain relocating and local young employees.

These Impact Avenues will also be supported by Hub staff and student run businesses, but may be funded through separate sources, if necessary.

Startup business accelerator (s)

This Impact Avenue allows students, young people and others in Sheboygan County who have potential business or product opportunities to find resources, tools and a community of similarly motivated people to help test, evaluate and launch their concept. An accelerator program or programs has several purposes, including

- Improving access to new business or product start-up information, and freeing up local SBDC staff to concentrate on expanding existing businesses, per its mission (at present, SBDC staff estimates that 80% of advisory time is spent on businesses that are too new or too small to benefit from SBDC resources).
- Increasing the number of people in Sheboygan County who have business or product concepts and who have the skills to test and expand in a lean, efficient manner,
- Demonstrate to the local and regional public that Sheboygan County is a place where people launch interesting new business and products.
- Increasing Sheboygan County businesses' access to people and new companies who have the potential to develop useful new products and services.

In an accelerator, participants move through a process that lasts, typically, 9 to 16 weeks, and involves a curriculum of regular training, peer advising, concept testing and feedback, mentoring, and pitch materials development. Accelerator participants usually have a business plan and, if needed, funding pitch strategy by the end of the program, and they share their pitch in a public event that includes supporters and potential funders. Graduates of an accelerator program have a more clear understanding of the personal, financial and operational requirements of starting a business, and the accelerator process helps them avoid many of the risks that lead to high death rates among young businesses.

Depending on support, it may be possible to operate one Accelerator or multiple such programs, perhaps including separate programs for students, innovators within companies, product developers, retirees or other subgroups. One potential subgroup that was identified repeatedly during our research was women -- nationally, women are more likely to start a business but less likely to build businesses that scale, create wealth or support employees. An accelerator that focuses on women-led entrepreneurship, similar to Aviatra in Ohio, has the potential to increase the number of successful and growing women-owned businesses in Sheboygan County.

This series of programs is designed and managed by a student run businesses, working with Hub staff and an advisory committee of department heads and other business leadership from area

companies and persons engaged in teaching and research at regional universities and technical colleges.

We anticipate that each separate accelerator program established can conservatively impact 10 to 20 new businesses directly per session, with cohorts of 30 to 40 individual participants directly. Each accelerator program will also impact approximately 100 people indirectly, as they attend or learn about accelerator entrepreneurs. We also anticipate that 20 to 30 business leaders, retirees and other advisors, such as members of the Service Corps of Retired Engineers, will be impacted by their participation. If accelerator programs are held three times per year, this will result in approximately 430 people impacted.

Startup business incubators (s)

This Impact Avenue allows students, young people and others in Sheboygan County who have potential business or product opportunities that have demonstrated market potential to have access to the early-stage support that they need to take their product to a profitable regional or national market. Incubator programs have gone through several evolutions nationally since the 1980s, but incubator programs today are typically used to:

- Increase the likelihood that a product will be able to capitalize on its market opportunity by consistently coaching it into sound operational practices.
- Enable the participating businesses to build relationships with potential funders and corporate partners.
- Create an opportunity (and responsibility) for the incubating business leadership to concentrate on bringing the product to market, rather than delaying that process by working on it in addition to conventional employment.

In this kind of incubator, participants are very carefully vetted for market potential and are paired with support specific to their industry. In some cases, corporate sponsors may commit to modest support of the startup during the incubator phase in exchange for a right of first refusal on the product or business, a percent of revenues, or other compensation.

The incubator's day-to-day operation is managed by a student run businesses, working with Hub staff and an advisory committee of experienced entrepreneurs, product development leadership, corporate leadership and others with high relevance from across the region.

For this Impact Avenue, the number of people directly impacted will be understandably limited. We anticipate that each separate accelerator program established can conservatively impact 10 participants in 5 new ventures directly, as well as 150 people indirectly, as they attend or learn about accelerator entrepreneurs. We also anticipate that up to 20 business leaders, retirees and other advisors, such as members of the Service Corps of Retired Engineers, will be impacted by their participation.

Staff

When it is operating at full strength, the Hub will be managed by a local team of four to five staff, supported by the Econogy leadership team. Staff will include:

- Lead trainer
- Logistics and event manager
- Lead entrepreneurship coach/ trainer
- Financial management
- Community and Communications manager

Each staff member will also advise a student-run business team, who will be responsible for supporting that area of work. For example, a student-run business responsible for events management will function in part as staff to the Logistics and Events Manager, helping that person execute more activities, and more successfully, than he or she could do alone. Giving this support responsibility to a student-run business team also has several other benefits:

- More students deeply engaged in the work of the Hub, increasing the development of their business management skills and workforce readiness.
- Interacting daily with other area businesses, increasing the likelihood that these students will be able to visualize an appealing future for themselves in Sheboygan County after graduation.
- Student insight helps keep events relevant and interesting to participants, especially the younger people that the community wants to attract. Student insight also increases the likelihood that messaging and outreach methods (such as different social media platforms) are used in the way most likely to generate the desired turnout.

Management

The Econogy partnership (consisting of Econogy, JouleWatt and You Are Here) is responsible for managing the Hub's execution, including hiring and training staff and student run business leadership, systems and materials development, monitoring against key metrics, interacting with key partners and ensuring alignment with all strategic agreements.

Since the Hub is a new kind of entity, training and clear training materials and will be vital to the success of the Hub, as will clear and consistent guidance for how to operate in a manner fully consistent with the Hub's vision. More than many other kinds of businesses, the Hub's success

depends on its culture and transparency, and taking a minimal or hands-off role in management and systems development represents one of the most significant risks to achieving the Hub's impact goals.

Management and systems development responsibilities will be divided between the four members of the Econogy partnership. This structure allows for higher quality management than if one or two persons were expected to be able to complete all management and systems development tasks successfully, since that would require one person to have a much wider range of skills than one may reasonably expect.

For this initial 3-year period, Econogy leadership's compensation will be limited to fees associated with management and systems development. Any surplus revenues generated during this time period (in excess of costs of delivery, in the case of new services) will be reinvested in the organization. At the conclusion of the three-year period, compensation may be restructured.

Della Rucker of Econogy will lead systems development and provide executive management. Della is an experienced entrepreneur, economic development advisor and urban planner with national speaking, writing and consulting experience focused on emerging economic and community needs, particularly in Sheboygan-sized communities. Della anticipates spending at least one week per month in Sheboygan over the next three years to directly guide the development of the Hub, and is developing systems for oversight and regular communication to supplement the in-person experience.

Nick O'Brien of You Are Here will lead day-to-day operations management and culture development. Nick is a former journalist, talent attraction and retention initiative manager and community engagement specialist who has created coworking/entrepreneurial cultures, as well as innovation-oriented events in several Wisconsin cities.

Owen Raisch will support student run business management and facilitate network connections between Sheboygan's Innovation Hub and the growing regional student run business hub in Milwaukee, creating a unique conduit for increased student participation in Sheboygan Innovation Hub events. Owen is the only person in the country to have started two student run business programs, and has taught student run business and other student-powered innovation strategies across the county.

Johann Wong will oversee financial management, financial systems, benchmarking and progress toward impact metrics. Johann is a deeply experienced financial manager in industries ranging from hedge funds to real estate, a successful entrepreneur and an advisor and trainer in financially-sound innovation practices across the United States and Canada.

Additional information about the Management Team can be found in Appendix A.

Oversight and Legal Structure

The Sheboygan Innovation Hub will be established as a separate legal entity incorporated in either Wisconsin or Delaware. The structure and bylaws of this legal organization will be decided in partnership with key investors to meet specified objectives, including

- Enabling collaborative partnerships with the widest possible range of businesses and organizations
- Maintaining multiple income streams
- Maintaining transparency and honoring its responsibilities to the community
- Facilitating the broadest possible engagement of community members.

The organizational structure may include for profit and charitable vehicles, if desired.

Exit Strategy

We are seeking a minimum investment of \$1,000,000 per year, sourced from across the committed for a minimum of three years. We believe that this is the minimum amount necessary to carry out the Impact Avenues described above with sufficient strength to allow us and the community to evaluate the effectiveness of the approach. Since this strategy is a first-of-its-kind for Sheboygan, we also assume that it will take a minimum of three years to create enough impact to allow for a fair evaluation.

If we are not able to gain commitments from Sheboygan County supporters sufficient to meet this minimal funding, then we may opt for a partial or slower development model, or we may conclude that our strategy is not well suited to Sheboygan County. In the latter event, we will release all pledges to date and conclude operations in the community.

Financial Projection and Return on Investment

The financial projections below are designed to demonstrate a Minimum Viable Product that operates for a minimum of three years and is designed to develop all of the Impact Avenues to a level that will allow the community to evaluate whether they warrant ongoing investment. This strategy, however, does not include all possible impact opportunities, and it estimates program-generated income with a high level of conservatism. Additionally, fees for participation that are estimated could undercut corporate objectives of increasing potential talent’s access to programs and events; additional support for those events could increase their impact.

Draft Financials for Business Plan					MVP Conservative
Sept 10, 2019					
Model: Minimum Viable Product					
Sources of funds	Year 1	Year 2	Year 3	Total over 3 years	Notes
<i>General Services</i>					
Event fees	\$14,400	\$21,600	\$27,000	\$63,000	Assumes \$25-\$30 average fee for event, 75-120 people per monthly event
Training and accelerator fees	\$7,500	\$22,500	\$45,000	\$75,000	Assumes \$500 participation fee
Consulting fees	\$10,000	\$20,000	\$50,000	\$80,000	
Student run business revenue (external to Impact Avenues support)	\$5,000	\$10,000	\$25,000	\$40,000	
Grants	-0-	\$50,000	\$60,000	\$70,000	
<i>Talent Pipeline Growth Investment</i>					
Marquee	\$750,000	\$750,000	\$750,000	\$2,250,000	

					marketing, promotional materials
Accelerator / incubator support	-	\$30,000	\$50,000	\$80,000	Includes support costs and stipend for business support
Legal, payroll and contract professional services	\$20,000	\$30,000	\$35,000	\$85,000	Includes contracted payroll, legal and operating support.
Taxes	\$4,389	\$1,071	\$1,008	\$6,468	Assumes all revenue is taxable and at aggregate 21% rate
Reserve and contingency	\$50,000	-	-	\$50,000	Reserve maintained to address unexpected costs and avoid returning to sponsors prematurely
Total	\$970,389	\$1,070,071	\$1,203,208	\$3,243,668	
Difference Sources and Uses of Funds	-\$33,489	\$4,029	\$3,792	-\$25,668	
Difference as % of total Sources of Funds	-3.57%	0.38%	0.31%	-0.80%	

We anticipate that this Minimum Viable Product strategy will directly or indirectly impact approximately 5,500 persons who are members of the Target Markets over this 3-year startup time period, for a per-person average cost of \$545. We also anticipate that these programs will generate an average return on investment to the community of 229%. See Appendix E for details

Appendix A: Discovery Materials

Steering Committee interview Summary

Diverse Leadership interview summary

Business and Labor Data review