

Karen West, For a mid-term project due 10/30/14, in “Beyond Silicon Valley: Growing Entrepreneurship in Transitioning Economies”, from Coursera online courses and Case Western University in Cleveland, Ohio:

*******THIS DOCUMENT HAS THE SAME QUESTIONS AS THE SHORTER VERSION, but it includes extra information based on class lecture for the Cleveland experience in regard to the question asked, and also, some information I obtained from doing a web search for the Boston area to obtain the same information in the Boston ecosystem.*******

ENTREPRENEUR INTERVIEW QUESTIONS:

--If possible, please answer anything marked: *******MY QUESTION FOR YOU:*******
The rest is background information.

From the class:

Ask them questions that will engage them in a conversation about the kinds of resources and support systems that they have had access to or lacked as they started and grew their businesses. You are encouraged to interview more than one entrepreneur if you choose.

Consider the following when developing your interview questions. Include as many as you can in your interview/write-up:

DESCRIPTIVE COMPONENTS:

*******MY QUESTION FOR YOU:******* Please answer the questions below regarding the description of yourself as an entrepreneur:

1. **Describe the Entrepreneur:**
 - Who they are and where they are located
 - When they started their company
 - What their company's or organization's mission is
 - The products and services they provide
2. **Describe their Ecosystem:** How this entrepreneur accessed and utilized the resources in their ecosystem to grow their company. Could include an examination of the presence or absence of any or all of the following components:
 - **Government:**
 - *******MY QUESTION FOR YOU:******* What was the role of the government in your start up, if any? Did you have any requirements based on their contribution, if they contributed? I saw on the Mass. Challenge web site that there were government organizations that contribute to the Mass. Challenge, where start ups compete for funding, such as the MA government, and also, from a federal level, funding agencies such as the National Science Foundation.
 - **THE REASON I ASKED THIS QUESTION – The background behind the question, based on the class I am taking that is from the perspective of Cleveland, Ohio's entrepreneur ecosystem:**
 - What was unique about Ohio's Third Frontier program to support the growth of entrepreneurship in terms of timing, evaluation, risks and structure was that some philanthropists recognized their need to intervene to convince Ohio's government to contribute to the innovation crisis and support entrepreneurs in their area, to help improve their entrepreneurship market failure (last on a list 61 places long) as perceived by “Entrepreneur

Magazine” in 2001. This coalition of strong community leaders were passionate about making changes and willing to work together. They formed a plan for the city of Cleveland in Ohio. With money and support from the philanthropists and government organizations (such as 3rd Frontier and Jump Start), they supported new ideas to grow an entrepreneurial mind set in Cleveland.

- People in government positions are not well known for their expertise in selecting start-ups to fund that they believe would be successful in the market place. So the state of Ohio imposed some structured requirements in order for an entrepreneur to receive their contribution to their funding. It required them to find other investors to match what the government gave them. The government also required a 3rd party independent evaluator to make recommendations for the allocation of their start-up funding.
- For those that invest in start-ups, the risk is high for just one investor to invest on one technology for one start up company, so what is often done, is a pool of money is raised from multiple contributors but with additional incentives in regions where there is a fear of market failure for start-ups. The additional incentive in Cleveland's case was the 3rd Frontier.
- For the government to avoid risks with their investment, the requirement that the start-up company having to find other investors to match the government grant provided the additional screening as to the quality of the grant programs that are out there. The other way the government avoided risks with their 3rd Frontier investment, was to require that the application for funding be evaluated by an independent 3rd party, which brought higher standards of professionalism, transparency, and independence into the government grant making. It also helped remove favoritism from the decision making process.
- The metrics used to measure the success of the investment were job creation – growing the economy, tax revenue, and the amount of follow-on capital that is raised by entrepreneurs after the state investment. However, with the job creation metric, one problem in measuring that is that some investments are for things that improve the productivity of a particular person, so that reduces the number of people needed to do a job than before the improvement was made. So what they had to also do, was look at the job creation numbers from a quality stand point, in that the quality of the job was important, and how much revenue does an individual job create.
- There is a spirited debate about how much government should be involved in entrepreneurship. Some take the approach of NGO (non-government-organizations) or a community that says they want to keep the public sector dollars completely out of entrepreneurship. This can be a reasonable approach depending on the situation.
- For Cleveland though, the public sector dollars have been able to create a lot of momentum in a relatively short time. The 3rd Frontier has had sustained levels of funding for 10 years and is a large government program for contributing to local entrepreneurs compared to other states. Ohio did not have 20 years to get the right private sector leaders organized to make a difference for them, so having the 3rd Frontier to help was the right thing for them.
- The above description of the 3rd Frontier's government funding from Ohio, was a catalyst for contributing to Cleveland's start-up culture has had good success in improving their start-up businesses there.

- **WHAT I FOUND WHEN I DID A WEB SEARCH TO FIND OUT WHAT ROLE GOVERNMENT CONTRIBUTIONS PLAY ROLES FOR START UPS IN THE BOSTON AREA:** In the Boston area, there is quite a bit of support for innovation. Recently they dedicated city space on the water front just for start ups called the “Innovation District”. So although a program such as the 3rd Frontier may be beneficial to this area for start-ups, many probably do not need it since there is quite a bit of support for them. But I did see that there is government support of entrepreneur programs here, both at the state and federal levels.
- There is a “Mass. Challenge” where innovators present their technical product to compete for funding, but looking at the list of contributors, there were many more private sector companies that contributed than government contributors, but the Massachusetts government did contribute to this and was listed, along with the National Science Foundation which is funding from a federal rather than state level. Also, the list did not say how much money was contributed from each resource, and although there were many more private sector companies listed, whose to know how much the government put in to contribute, since it did not list the amount of money from each resource, government verses private sector. It also did not list any criteria for the contributions whether from the government or private sector, such as the 3rd Frontier's requirement of getting private sector matches and 3rd party evaluations. It might be in place, but I did not find that information in my search. It appears if you go to there web site as if they are all in a large pool of contributors who may send representatives to the competitions and perhaps they come to a consensus on who wins the start up company money at any given competition. I don't know how often the presentations of a product for a start up take place. There are numerous meet-ups in Boston and Cambridge for people interested in chatting with local entrepreneurs. There are other similar competitions as well. There are emailings and web sites that report news weekly about the status of the Boston area's start up culture, but it does not go into details about where the funding comes from, such as the amount the government may have contributed to the start-up verses private sector funding. Massachusetts is often near the top of the rankings of entrepreneurship activities in recent years, but is perhaps not as experienced in it as Silicon Valley might be.

-- Philanthropy

- *******MY QUESTION FOR YOU:******* What role did philanthropy play in contributions to your start up? Did philanthropic donation foundations, such as the “The Boston Foundation” (described below-which recently merged with “The Philanthropic Initiative”) contribute to your start up?
- **BACKGROUND BEHIND THIS QUESTION AS IT RELATED TO CLEVELAND:** US Law allows individuals and corporations to donate money to non-profit organizations without paying taxes on the money. Often times the donations are channeled through foundations, and Cleveland had the first “community” foundation in the US back in the 1920's and 1930's when Cleveland's economy was good, and entrepreneurs like John Rockefeller still lived there. At first they focused on art museums and orchestras, but later in the 1980's, Cleveland's economy declined due to it's manufacturing sector going down, and these types of foundations instead invested in economic development. It was then that the government got involved to be the catalyst for the local entrepreneur donations through the “3rd Frontier Program”. They also merged groups of the foundations that were formed from individuals and corporations who donate money to non-profit organizations without paying tax on it, and grouped them together

in one large group called the “Fund for Our Economic Future”.

- The “Fund for Our Economic Future” was a philanthropic collaboration and was considered unique in the US. “Jump Start” was one of these philanthropic mixed with government funding organizations that funded start ups in Northeast Ohio (NEO). They believe the success of some local Cleveland entrepreneurs shows that this program has credibility, and serves the public good just as their original plan to fund things for public pleasure such as art museums and orchestras, because it helps their local economy for high tech start-ups, improving the local economy in which they live when the high tech start-up succeeds. They also observed the fact that if they did not fund local high tech start-ups as well as the art museums and orchestras they used to fund with their foundations, that people would be without jobs, and there may not be enough people to sustain the art museum and orchestra attendances required to keep them going as well, if people were unemployed and unable to enjoy the art and music pleasures of their city after work.
- Ohio's “Fund for the Economic Future” is the philanthropic response to long term economic challenges facing northeast Ohio. Currently they have 50 members who pooled their resources of money and time to determine what makes up the economic vibrancy of the northeast Ohio region, and fund them through grants, convening, and sponsoring research, in collaboration with the other sectors in the community. When Cleveland's corporate leaders who used to drive economic prosperity and jobs for the region moved away due to a declining manufacturing economy in the 1980's, philanthropy provided important leadership to fill these voids. They found that the powers that drove their economy now came from both corporations and entrepreneurs and that it was regional and not just according to the city in which you live. So if entrepreneurs could find funding from a place like the “Fund for Economic Future” that would match what the government funded program “3rd Frontier” would offer them to get started, they would also have government funding to get them going.
- The “Burton D. Morgan” foundation in northeast Ohio was also pivotal in building the entrepreneurship ecosystem and experiential entrepreneurship education. It leveraged its resources to build networks of people, ideas, organizations, and opportunities that foster the entrepreneurial spirit in northeast Ohio.
- Observations made by the “Brooking's Institution” for northeast Ohio's entrepreneurship ecosystem were that philanthropic donors tend to be more patient than both the private sector and the government in seeing their investments bear fruit. Their point was that many metropolitan entrepreneurs such as those you may find in northeast Ohio are not the “celebrity” type entrepreneurs the news is always featuring. The way that these types of metropolitan environments, like Cleveland, prosper most are from thick ecosystems, networks of advanced research institutions, large companies, and small entrepreneurs, investors, institutions, that can help train workers and help firms strengthen their business plans, and re-tool their facilities. They believe that the philanthropic devotion to the start-ups they fund, are more likely to see them through to when they are self-sustaining elements of a region, and not just to the point where they have proven themselves. However, the challenge is keeping the philanthropist donor interested and engaged in their start up investment, and trying to keep them from getting “donor fatigue” from the start up taking too long to show return on their investment.
- To conclude about the success of the philanthropic investors in Cleveland, it was their ability to

pool their resources, act together, trust each other, and provide strong leadership that resulted in the “Fund for Economic Future” being a success there.

- **WHAT I FOUND WHEN I DID A WEB SEARCH TO FIND OUT WHAT EXISTS FOR PHILANTHROPIC DONATIONS FOR START UPS IN THE BOSTON AREA:** In general, I suspected the area in which I live may have a similar type program to the “Fund for Economic Future” that Cleveland described above. However, I was unaware of it specifically until I just did a web search to find out how this works in the greater Boston, MA area in which I live. In the Boston area it is called “The Boston Foundation”, or TBF, and it recently merged with “The Philanthropic Initiative”, or TPI. They are described as “The Philanthropists, The Visionaries, The Social Entrepreneurs, and some of them are all three of these things. They look at problems and see nothing but opportunities. They never walk away from a problem and are never satisfied with the status-quo. They are healers, educators, and community leaders. They are the change-makers. They are people crazy enough to think they can change the world and they are the ones who do.”
- The Boston Foundation combines their donors aspirations and passions for giving with their deep understanding of the vital issues facing the Boston community. The “Donor Advised Funds” are able to fund grants anywhere in the US or abroad and operate like a private foundation, without the administrative or payout burdens. There are other funds that invest in the future of greater Boston, and the issues and organizations that have profound impact on their lives, through gifts or bequests to the “Permanent Fund for Boston”. When the Boston Foundation merged recently with The Philanthropic Initiative, they added to their capacity to advise donors to engage in strategic and effective philanthropy in Boston and around the world. So far they have 3 web sites to support these efforts. For an in-depth look at The Boston Foundation's work, you can go to tbf.org. The web site: bostonindicators.org gives unprecedented information and analysis on the greatest opportunities and challenges that Boston and this region in general face. The web site: givingcommon.org is the place to go for informed giving in Massachusetts.
- Through grant making and special initiatives in greater Boston, The Boston Foundation supports non-profits across a wide range of issues, guided by a focus on people and place, with a strategic focus on Education to Career, Health and Wellness, Jobs and Housing, Community Safety, and Civic and Cultural Vibrancy. The Foundation also works to strengthen non-profits and leaders through a range of work designed to enhance the long-term vitality of the Massachusetts non-profit sector. They build effectiveness through the “Vision Fund” and the “Institute for non-profit management and leadership” at Boston University. They encourage collaboration through the “Catalyst Fund for Non-Profits” and “Collaborate Boston.” They strengthen the entire non-profit sector by research and advocacy.
- They have a “Civic Leadership Fund” that has been successful in the areas of: K-12 and higher education, workforce development, health, housing, cultural facilities, municipal finance, and other critical areas such as: cutting edge research, major forums and convenings, strategic and proactive grant making, task forces and coalitions, communications and media, and deep public policy work.
- The “Understanding Boston” series identifies challenges facing our city and region, commissions fresh research, and shares information through a series of forums that are attended

by thousands of people every year.

- The “Boston Indicators Project” provides comprehensive information and analysis about every aspect of life in greater Boston and our region through a cutting edge web site and biennial bold reports.
- They quote Robert F. Kennedy who said, “The Future does not belong to those who are content with today.”
- So to conclude, “The Boston Foundation” sounds analogous to “The Fund For Economic Future” in Cleveland, but with a Boston twist to it, that also includes the US and abroad initiatives as well.

-- **Anchor institutions:**

- **Definition:** Anchor institutions are nonprofit institutions that once established tend not to move location. Emerging trends related to globalization—such as the decline of manufacturing, the rise of the service sector, and a mounting government fiscal crisis—suggest the growing importance of anchor institutions to local economies. Indeed, in many places, these anchor institutions have surpassed traditional manufacturing corporations to become their region's leading employers. If the economic power of these anchor institutions were more effectively harnessed, they could contribute greatly to community wealth building. The largest and most numerous of such nonprofit anchors are *universities and non-profit hospitals (often called "eds and meds")*. Over the past two decades, useful lessons have been learned about how to leverage the economic power of universities in particular to produce targeted community benefits.
- *******MY QUESTION FOR YOU:******* Were there any “anchor institutions that helped form your start up company?

-- **Intermediary institutions:**

- *******MY QUESTION FOR YOU:******* Were there any intermediary institutions that contributed to your Boston area start up? When I did a web search, I found a list of “MTTC (Mass. Tech. Transfer Center)” places for “intermediary institutions for entrepreneurs in the Boston area” (detailed below).
- **BACKGROUND FOR QUESTION – BASED ON THE CLEVELAND EXPERIENCE IN LECTURE:** In Cleveland, government and donors committed significant resources to back entrepreneurs. But leaders quickly realized that an organization was needed to appropriately and wisely deploy this investment into private companies. Modeled on a program called Innovation Works in Pittsburgh, JumpStart was created in 2004, as a venture development, nonprofit organization to support innovative startup companies. By providing pre-seed funding, developing networks of angel investors. And making connections for follow-on funding for venture capital firms. JumpStart also provides technical assistance and support to help entrepreneurs develop their business plans, connect to mentors. And attract the necessary talent to manage and grow their companies. But creating and staffing an intermediary organization with talented leaders from the private sector would take significant resources. To date, JumpStart has received over \$75 million in funds to deliver its programs.

- Business leaders in Cleveland advocated for the creation of JumpStart because they had an economy that doesn't really have a market at the early stage. When you are trying to create a market when there's not a market, private money's not going to flow in, nor will private services, the things that would need to support those kinds of businesses. The government could try to directly invest, but they're not really well suited to do that. A lot of it was an experiment. They had to create intermediaries that were capable of innovating. The way that the support and the money would flow to companies. If you look at intermediary organizations, they are really the intermediaries between the research base or the idea generation base and the marketplace. You put them in place because the market system isn't working. There's not a natural way for these ideas to get to market, you have lost the natural pathways for that, you put it in an intervention, an intermediary, and Cleveland did that for entrepreneurship. They did that for specific industries like biomedical, materials and manufacturing. Manufacturing was changing overnight in the midst of all of this. Since its founding in 2004, JumpStart has evolved to respond to what it perceives as the needs of the local entrepreneurs and the demands of its funders, including the third frontier and philanthropic donors, like the Fund for our Economic Future.
- Northeast Ohio was a very vibrant ecosystem in the early 1900s. They took a real hit and, you know, with globalization, and in the decline of manufacturing in North America. Their ecosystem was fairly barren. The analogy that I think is most appropriate for a place like northeast Ohio, is this notion of an artificial reef. The ecosystem didn't really exist when, when we started to focus heavily on how to build an ecosystem or rebuild an ecosystem. And so in some capacity JumpStart with part, is like an artificial reef. It's an artificial construct on which an ecosystem can rebuild itself. In ten years, Jumpstart has invested nearly \$30 million directly into its 76 startup companies through its investment fund.
- JumpStart provides funding at the seed capital stage, when it is extremely critical for capital to be locally available. JumpStart's fund is structured as what is known as an **evergreen**. This means any investment gains that it makes on its portfolio companies, gets put back into the fund to be invested in new companies. One of the philosophies that we have at JumpStart that I think is true everywhere, is that you need a balance of both capital and technical assistance, mentoring and coaching. One of the most important vehicles that JumpStart was able to create in the early days, is what we call our evergreen fund. That ended up being a pool of \$30 million. About 60% of that has come from the state and public sector entities. 40% has come from private foundations and community leaders that enable us to take the dollars in as philanthropy. With those dollars make very, very risk friendly and yet still high risk investments in entrepreneurs who've never raised capital before.
- JumpStart's fund is beginning to see some initial returns on its investment, which occur when a company is sold or has an initial public offering. It has been difficult, not just in Cleveland but worldwide for any early stage company to make an exit. As a result, the returns for venture capital as an asset class over the past decade have been weak. JumpStart is still waiting for a sizeable exit from their portfolio. While exits are a key metric, JumpStart's funders used other measurements of effectiveness and success, including the ability of Jumpstart's portfolio to raise capital, to generate revenue and to create jobs. Cleveland's entrepreneurs have come to depend on JumpStart for support during this challenging start-up phase of their businesses. The challenge for Jumpstart and many other intermediary organizations supporting entrepreneurship around the world, is to convince governments and donors to continue with their funding over the long term.
- For investments have a chance to bear fruit, in terms of job creation and profit, JumpStart is

being asked by its funders to explore new ways to become self sustainable, including consulting other communities on venture development and setting up a new for profit investment fund. The other question that looms for intermediary organizations like JumpStart, is when they have accomplished enough in support of entrepreneurship, do they still have a reason to exist?

- **WHAT I FOUND FROM MY BOSTON AREA WEB SEARCH FOR INTERMEDIARY ORGANIZATIONS FOR ENTREPRENEURS:** I found a list of “MTTC (Mass. Tech. Transfer Center)” places for “intermediary institutions for entrepreneurs in the Boston area”
- From the Mass. Technology Transfer Center Web Site (A LONG LIST HERE):
- The Web has many resources for entrepreneurs thinking of starting new technology-based companies. Below are links to sites that MTTC staff and advisors have found helpful. Many are provided by nonprofits and offer free information. Others are managed by for-profit corporations providing services on a fee basis, in addition to offering free information.
- *Links do not imply MTTC's endorsement of organizations or companies. The MTTC is in no way responsible for the content of these sites.*
 - General Sites
 - **Organizations for Entrepreneurs**
 - [MIT Enterprise Forum](#)
 - *The MIT Enterprise Forum, Inc. builds connections to technology entrepreneurs and to the communities in which they reside.*
 - [MIT Enterprise Forum of Cambridge](#)
 - *The MIT Enterprise Forum of Cambridge mission is to promote and strengthen the process of starting and growing innovative and technology-oriented companies by providing services and programs that educate, inform, and support the entrepreneurial community.*
 - [National Collegiate Inventors and Innovators Alliance \(NCIIA\)](#)
 - *Supporting technology innovation and entrepreneurship in higher education to create experiential learning opportunities for students and successful, socially beneficial businesses.*
 - [Women Entrepreneurs in Science and Technology \(WEST\)](#)
 - *WEST is a nonprofit organization for women in science and technology who are existing entrepreneurs, aspiring entrepreneurs, and those who want to become innovative leaders and enhance their professional and personal development.*
 - [Masschallenge](#)
 - *Masschallenge connects entrepreneurs with the resources they need to launch and succeed immediately. Masschallenge's primary activities include running an annual global startup competition, documenting and organizing key resources, and organizing training and networking events.*

- **Industry-Specific Organizations**

- **CLEAN ENERGY**

- **New England Clean Energy Council**

- *The New England Clean Energy Council's mission is to accelerate New England's clean energy economy to global leadership by building an active community of stakeholders and a world-class cluster of clean energy companies.*

- **LIFE SCIENCES**

- **Massachusetts Biotechnology Council**

- *The Massachusetts Biotechnology Council is an association of more than 600 biotechnology companies, universities, academic institutions and others dedicated to advancing cutting edge research.*

- **Government Offices**

- **Business Plan Competitions**

- <http://www.massmeansbusiness.com>[Massachusetts entrepreneurial resource: funding, location search, regional profiles]
- <http://www.entreworld.org> [Kauffman Foundation: "A world of resources for entrepreneurs"]
- <http://entrepreneur.com> [Entrepreneur Magazine online]
- <http://entrepreneurship.mit.edu>[MIT Entrepreneurship Center]
- www.about.com [Entrepreneur section of About.com]
- <http://businesstown.com> [Twenty-plus topics from accounting to valuing a business]
- <http://dnb.comus> [Dunn & Bradstreet]
- <http://caycon.comresources.php>[Cayenne Consulting: The Entrepreneur's Library]
- <http://www.boston-enet.org> [Boston 's Entrepreneur Network]
- <http://www.tie-boston.org> [not-for-profit Boston organization with a mission to foster and support entrepreneurship]
- <http://globalbusinessexchange.com>[Global Business Exchange is an intermediary business firm engaging in mergers, acquisitions, and business brokering.]
- <http://www.mtdc.comresources.html>[Massachusetts Technology Development Corporation: Resources for Entrepreneurs]
- <http://www.sbdc.umb.edu/> [The University of Massachusetts Boston Small Business Development Center (SBDC) & Minority Business Center]
- <http://www.bpl.org/research/kbb/kbbhome.htm> [Kirstein Business Library]

○ **Business Plans**

- <http://bplans.com>[Business plan samples and advice, financial calculators, and other resources]
- <http://growthink.com> [Growthink offers business plan development, investment banking, and market research services.]
- <http://www.carnegielibrary.org/subject/business/bplansindex.html>[Business Plans and Profiles Index by the Carnegie Library of Pittsburgh]

○ **Intellectual Property**

- <http://www.uspto.gov> [U.S. patent and trademark office]
- <http://www.wipo.int> [World intellectual property organization]
- <http://www.spi.org>[Software patent institute]
- <http://www.ipmall.fplc.edu> [Pierce Law's IP Mall]

■ **Money (Financial Resources)**

- <http://www.mtdc.comindex.html>[Massachusetts VC firm addressing the "capital gap"]
- <http://businesspartners.com> [Introducing businesses to partners, venture capital, and angel investors]
- <http://www.masshome.comventure.html>[Alphabetical listing of Massachusetts venture capitalists and other services]
- <http://www.hcangels.com> [Angel Healthcare Investors, LLC.: Boston-based group of proven executives and entrepreneurs seeking investment opportunities in early-stage healthcare and life sciences companies]
- <http://www.commonangels.com> [Typical equity infusions range from \$500,000 to \$2 million in companies headquartered in New England]
- <http://www.capital-connection.com>["Everything entrepreneurs need in their search for capital"]
- <http://www.capital-connection.commassvc.html> [List of venture capital companies in Massachusetts]
- <http://www.bostonjobsources.commasscapital.html>[List of Massachusetts venture capital and other resources]
- <http://www.investorscircle.net> [Social venture capital intermediary whose mission is to support early-stage, private companies that drive the transition to a sustainable economy]
- <http://garage.com>[Early-stage venture capital firm, includes resource links]
- <http://growthink.com>[Growthink offers business plan development, investment banking, and market research services.]
- <http://www.capitalvenue.com>[Capital Venue: "Connecting entrepreneurs 1on1 with capital sources]
- <http://www.fundingpost.com> [FundingPost is a leading investment network for entrepreneurs to

find investors (both venture capital and angel investors) online to match your funding requirements today.]

- <http://www.vfinance.com>[venture capital and angel investors]
- <http://www.zyn.com/sbir> [small business innovation research (SBIR) grants]

○ **People (Board Members and Advisors, Management, Student Interns)**

- <http://cbdc.org>[Cambridge Business Development Center is a not-for-profit dedicated to helping people start and grow successful and profitable businesses by providing mentoring and educational programs tailored to the ways entrepreneurs learn.]
- <http://www.cfos2go.comhome.htm>[Senior financial executive placement firm]
- <http://www.consultants-mall.com>[Search for consultant assistance]
- <http://cweboston.org>[Center for Women and Enterprise: programs and services tailored to meet the needs of women starting, growing, or learning to operate their own businesses]
- <http://www.fed.org/index.cfm> [Foundation for Enterprise Development: non-profit education, training, and consulting firm] <http://guru.com> [Guru.com: The world's largest online marketplace for freelance talent]

-- **Other forms of support:**

- *******MY QUESTION FOR YOU:******* Did your start up have any other forms of support?

ASSESSMENT COMPONENTS:

*******MY QUESTIONS FOR YOU (CHALLENGES, OPPORTUNITIES, MEASURES OF SUCCESS):*******

1. **Challenges:** The challenges that this entrepreneur faced. Could include:
 - The accessibility of funding for scale (rather than a market analysis of the products or companies themselves)
 - Assessment of the key strategic challenges and tradeoffs that the entrepreneur faced.
2. **Opportunities:** The unique opportunities that this entrepreneur experienced. Could include:
 - Elements that enabled company growth
 - Supports that were available to help them succeed
3. **Measures of Success:** What success looks like to these entrepreneurs. Could include:
 - How they measure success
 - Who are the beneficiaries of success.