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 LONGER VERSION, but it DOES NOT include 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. For that extra information, please see the longer version of this entrepreneur question document. \*\*\*\*\*\*\*\*\*\*\*\****

**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

We are a small law firm in San Mateo, CA, focusing on intellectual property matters for small companies, primarily in the medical device industry. The firm was founded on November 1, 2006.

1. 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.

A large portion of our work involves interaction with the United States Patent and Trademark Office. Other than that, government has played no role in the founding or growth of the firm.

-- **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” (which recently merged with “The Philanthropic Initiative”) contribute to your start up?

Philanthropy and philanthropic institutions had no role in the founding or development our firm.

-- **Anchor institutions: (often places like universities and hospitals in ecosystems)**

* \*\*\*\*\***MY QUESTION FOR YOU:**\*\*\*\*\*Were there any “anchor institutions that helped form your start up company?

No anchor institution had a role in the founding or development our firm.

-- **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”.

No intermediary institution had a role in the founding or development our firm.

-- **Other forms of support:**

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

I took out a line of credit on my home to provide the start-up capital for the firm.

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.

In the beginning, our biggest challenge was to hire enough qualified people to meet the initial demand for our services. Since then, the biggest challenge has been learning how to adapt to the rapidly changing business climate in our primary industry, the start-up medical device industry.

1. Opportunities: The unique opportunities that this entrepreneur experienced. Could include:   
   -- Elements that enabled company growth   
   -- Supports that were available to help them succeed

The primary element enabling growth has been my long-time relationships within our primary client community.

1. Measures of Success: What success looks like to these entrepreneurs. Could include:   
   -- How they measure success   
   -- Who are the beneficiaries of success.

The primary measure of our success has been our relative stability over the last eight years even as the overall legal and business landscapes have changed. The partners and employees of the firm are the primary beneficiaries, but our clients have benefitted from that stability as well.