



# ROSS IMPACT CHALLENGE

## Brightmoor Maker Space Project Brief



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MBA Section 3

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**Google Drive Resources: [bit.ly/ross\\_sec3](https://bit.ly/ross_sec3)**

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# BACKGROUND

## Brightmoor Maker Space

The 2015 Ross Impact Challenge is dedicated to supporting and enabling three initiatives in Detroit's Brightmoor Community that are aligning to create a Youth Maker Movement — one that inspires a Do-It-Yourself mindset and teaches life, business, and entrepreneurial skills through experience.

Your section will partner with one of the initiatives: Brightmoor Maker Space (BMS). BMS is an outgrowth of a youth entrepreneurship program in Brightmoor's Detroit Community High School that was founded by Bart Eddy, who you will have an opportunity to interview later today. It serves dozens of community youth, several of whom will join you as collaborators for much of the week.

The high school's youth entrepreneurship program was created in 2011 to enable young people who are “taking their destiny into their own hands and transforming themselves and their community in the process.”<sup>1</sup>

It has grown from one student-operated business — the Brightmoor Woodworkers, whose hand carved and painted signs can be found all over the community — to four. Most

recently, Brightmoor Bikes and Trailers was founded to teach students bike maintenance skills and employ them fixing bikes in the neighborhood. Students associated with the program have also begun customizing donated, heavy duty, retired factory tricycles into mobile business units that can be used to sell coffee, carry garden supplies, and haul recycling.

The program is credited with empowering countless Brightmoor youth, providing creative employment opportunities, and transforming the neighborhood's landscape with furniture designed from re-purposed materials, painted murals, and beautiful, hand-crafted signs.

In a community that has struggled enormously in recent years — suffering levels of unemployment, population loss, blight, and crime that exceed the City of Detroit average — this entrepreneurship program and our other partner initiatives have begun to restore confidence, hope, and optimism.

Organizers are poised to launch the BMS, which will serve an even larger number of Brightmoor youth on a more sustainable basis. Mr. Eddy, his partners, and his students are making plans and preparing for the future.

## Future Possibilities

Behind Detroit Community High School, a vacant 3,200 square-foot building is being repurposed, outfitted with equipment and tools, and developed into an important community resource for skill-building, creativity, and entrepreneurship. It is the future home of the BMS, which will be available to high school aged youth, recent high school graduates, and other members of the community. It is envisioned as a space where wood and metal working will occur alongside 3D printing, printmaking, and video, sound, and web production. Events and programs will include hackathons, art and design workshops, machine training, and hands-on mentoring.

In the coming years, this development will create opportunities for youth associated with the BMS to develop new skills, practice entrepreneurship, and generate economic opportunities for themselves and their community.





# OUR COMMITMENT

## Real Impact and Sustained Partnership

Michigan Ross's Sanger Leadership Center is collaborating in this initiative with the U-M Stamps School of Art & Design, which has been a force in the Brightmoor neighborhood for nearly a decade. Sanger officially began its work with Brightmoor Maker Space during the May 2015 Part-Time MBA Impact Challenge. Since then, Global MBA students and Masters of Management students have contributed their time and effort as well, and preparations are underway to scope deeper, academic year-long projects through which students in Sanger's Ross Leaders Academy will collaborate with leaders and youth from the maker space to create significant and sustained impact this year and beyond.

Specifically, goals for Michigan Ross's engagement in Brightmoor are to:

- › Create market-driven revenue streams that can sustain and grow invaluable initiatives like the maker space
- › Increase utilization of their programs by raising awareness among Detroit youth
- › Build business and entrepreneurial skill among youth who participate
- › Develop clear pathways for youth to greater economic and higher educational opportunities

# YOUR CHALLENGE THIS WEEK

## Produce a Detroit Youth Maker Faire

You have 72-hours to design and execute a Detroit Youth Maker Faire (DYMF) in Eastern Market. The purpose of the event is to bring to life a long-term vision that you are about to co-create for the Brightmoor Maker Space.

Specifically, working within a budget and collaborating with Brightmoor youth and partners, you are tasked with co-creating six deliverables that will clarify and communicate that vision:

- ▶ **A business model canvas** that envisions a sustainable future for the Brightmoor Maker Space, featuring products that are profitable enough to cover supplies and production costs and help sustain the broader initiative.
- ▶ **Line of food products**, that will be included in the business model canvas and prototyped for the DYMF. The line must consist of items that students in the Brightmoor Maker Space could feasibly and sustainably produce.
- ▶ **One featured food product from the broader line**, to be produced this week in partnership with End Grain (woodwork) or via [shapeways.com](http://shapeways.com) (3D printing) and sold at the DYMF.
- ▶ **Four experiential booths** that educate and introduce making and craft-based entrepreneurship in a fun, energizing way.
- ▶ **An apparel item**, to be produced this week in partnership with Underground Printing and sold online and at the DYMF. The item should communicate your brand identity and tie together all of your products and experiential booths.
- ▶ **100+ RSVPs** for the DYMF, which can be generated via traditional media, social media, personal networks, and community outreach efforts.

On **Thursday, from 11:30 AM-2 PM**, your DYMF will take place in Shed 3 of Detroit's historic Eastern Market. Vendors and youth initiatives from around the city will join us. You will have six 10x10' spaces at Eastern Market, each with a 30x72" table. These tables can be used to feature the above deliverables, sell products, communicate your brand, and make your significant contribution to an energizing community event.



### What is Maker Faire?

Maker Faire has been called "the Greatest Show (and Tell) on Earth." It is a family-friendly event, celebrating human ingenuity and the DIY mindset. Faire gatherers — generally "tech enthusiasts, crafters, educators, tinkerers, food artisans, hobbyists, engineers, science clubs, artists, students, and commercial exhibitors"<sup>2</sup> — showcase their own examples of human invention, creativity, and resourcefulness.

### This Thursday's Detroit Youth Maker Faire will serve three purposes:

1. Bring a long-term vision for the Brightmoor Maker Space to life in an effort to inform and inspire future directions
2. Produce a festive, energizing community event for Detroit families and professionals
3. Generate attention and revenue for Brightmoor youth initiatives

All proceeds from the event will benefit our three partners: Brightmoor Youth Garden, Brightmoor Maker Space, and Be-Moor Radio.

# YOUR RESOURCES

## Budget & Partners

Your section's budget is **\$2,000**, which can be managed to cover the cost of producing product prototypes, marketing materials, supplies, printed items, etc. Costs associated with producing your featured product and apparel item for sale at the DYMF can be built into the sale price.

You have an opportunity to work with a variety of partners to complete the challenge:

Co-Creators			Suppliers	
<b>Your Section Mates</b>	<b>Brightmoor Students</b>	<b>GM Team Members</b>	<b>Office Max</b>	<b>Home Depot</b>
You and your section mates will work together all week. You are an exceptional group, with unique talents and experiences that can help you succeed in this challenge. However, to operate effectively with such a large group, you will need to make conscious efforts to consistently surface, organize, and activate those talents and skills.	Up to 20 Brightmoor youth will join your section from 2:30-6 PM on Monday, 9:30 AM-4:30 PM on Tuesday, and at the DYMF on Thursday. Many of these students are responsible for shaping the future of the Maker Space. This is your opportunity to work with them to influence their vision, while gaining deep insight into their capabilities, interests, and aspirations.	One or two team members from our sponsor, General Motors, will join your section for the week. These individuals have unique contributions to make to your efforts, and can potentially help you leverage their company, local networks, and knowledge of local resources.	You have an opportunity to order any office supplies you need to execute the DYMF. Supply orders <u>must be completed by 5 PM on Tuesday</u> to be fulfilled by first thing Wednesday morning. The process will be shared with you via email.	You can also purchase building and gardening materials from the Ypsilanti Home Depot (3300 Carpenter Road) on Tuesday or Wednesday. To get started, you must <u>go to the store, check in at the service desk</u> , and notify them of your Ross affiliation and section number.
Experts			Production Partners	
<b>Bart Eddy &amp; Jeff Sturges</b>	<b>Workshop Presenters</b>		<b>End Grain Woodworking</b>	<b>Underground Printing (UGP)</b>
You will have an opportunity to meet and interview both individuals separately between <u>4 and 6:15 PM today</u> . Bart is founder of Youth Entrepreneurship in Action and Brightmoor Maker Space. He can help you deepen your understanding of his work, mission, and vision. Jeff is founder of the Mt. Elliott Makerspace, which was dedicated to serving youth, building community, and catalyzing learning and experimentation before it closed earlier this year. He can provide insight into challenges, opportunities, and what might be possible as Bart launches the Brightmoor Maker Space.	Between 4:30 and 6 PM on Tuesday, you and your section mates have an opportunity to opt into 2 workshops that can help you complete your deliverables: <ul style="list-style-type: none"> <li>Creating a Business Model Canvas, with Josh Botkin, serial entrepreneur and Entrepreneur in Residence with Michigan Ross's Zell Lurie Institute</li> <li>Developing Your Whole Brand, with Richard Choi, Director of Global Brand Strategy at Chevrolet</li> </ul>		Owners of End Grain (EGW) have agreed to produce one featured product for sale at the DYMF. You will meet with them to clarify parameters and have until <u>4 PM Tuesday</u> to finalize and deliver your product concept. There is an alternative option available if you prefer to produce a 3D printed item.	Danny Szopa, manager of Ann Arbor-based Underground Printing has agreed to work with you to produce one branded apparel item for sale online and at the DYMF. You will need to contact Danny <u>before 11 AM on Tuesday</u> , and finalize your item by <u>2 PM</u> .



# NEXT STEPS

## Organizing for the Challenge Ahead

Completing this challenge at a high level of quality, under deadline, amidst a great deal of complexity, in partnership with 70+ co-creators and partners can be extremely difficult. We will help you by structuring the next three days in a way that gives you guidance and dedicated time to (1) clarify your customer, (2) ideate, and (3) develop and implement your ideas.

However, it is essential that you organize for success from the outset. We encourage you to develop clarity within your section about:

1. **Your Goals**
2. **Section Composition**
3. **Assigned Roles**
4. **Division of Labor**
5. **Coordination Techniques**
6. **Decisions Making Processes**
7. **Group Norms**

You have until Monday 1 PM to discuss and complete your section charter, which is accessible at [bit.ly/ross\\_sec3\\_charter](https://bit.ly/ross_sec3_charter)

Among the roles you create within your section, you are required to form five teams:

- **Section Liaisons** (2 members)  
Responsible for coordinating with the Sanger Leadership Center team and MBA 2 coaches.
- **Finance Team** (2 members)  
Responsible for managing the section's budget and producing a financial report.
- **Youth Engagement Team** (up to 12 members)  
Responsible for proactively integrating Brightmoor youth into your section and creating an environment for them that is safe, inviting, and fun. Also responsible for leading the development of four experiential booths for the DYMF that are described in the deliverables overview.
- **Marketing Team** (up to 12 members)  
Responsible for creating a cohesive brand that ties together the products, experiences, and other deliverables your section creates. Also responsible for working with Underground Printing to produce the apparel item that is described in the deliverables overview.
- **Brainstorm Facilitation Team** (up to 5 members)  
Responsible for leading Tuesday's ideation process within your section.

You are encouraged to go beyond these five required teams to structure your section for success this week.

**Important notes:** At 1:30 PM, after your section charter is submitted and you've received feedback from your faculty coach, your whole section and each required team will receive emails with next steps. You will be joined by your Brightmoor youth partners at 2:30 PM. You will then have three and a half hours to get to know them, work with them, and deepen your understanding of their neighborhood and initiative. You can structure that time however you like. By 4 PM, all or some of you need to be prepared for two 60-minute interviews — one with Bart Eddy, the other with Jeff Sturges — which will take place in your section room. You can prepare in partnership with youth partners and utilize resources available to you via Google Drive.



### Deadlines

Details for each deadline will be shared via email.

#### Monday

- 1 PM | Section charter due (template provided)
- 4 PM | Be prepared for interviews with Bart and Jeff
- 9 PM | Clarification doc due (details coming at 1:30 PM)

#### Tuesday

- 10-11 AM | Contact UGP in this window
- 12-2 PM | Meet with EGW in this window
- 2 PM | Apparel item order due to UGP
- 4 PM | Featured product concept due to EGW
- 5 PM | Supply order due to Office Depot
- 9 PM | Product line concept due

#### Wednesday

- 9 PM | Business model canvas due

#### Thursday

- 8 AM | All deliverables loaded on buses for the DYMF



# GOOD LUCK!

## Throughout the week you will:

Hear from us via email, starting at 1:30 PM today, with new details, clarifications, and program adjustments, so stay tuned!

Have access to a group of MBA2 coaches, who are based in Weiser Dining Room (R1450) and prepared to answer your questions

Receive guidance and support from MBA Partner Volunteers, who are wearing navy, block-M polos

Reach the Sanger Leadership Center team at [rossleaders@umich.edu](mailto:rossleaders@umich.edu)

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**Citations:** [1] "Ride the wave of the 'emerging' future into tomorrow." YEA Detroit. Accessed August 17, 2015. [www.yeadetroit.com](http://www.yeadetroit.com). [2] "Welcome to Maker Faire." Maker Faire. Accessed August 17, 2015. <http://makerfaire.com>.