

## Background

The region's first Comprehensive Economic Development Strategy (Vision Hampton Roads) was completed in March, 2010 and submitted to the EDA for approval. The process was a valuable one for the region, involving more than 150 persons and representing a broad cross section of the communities, businesses, and organizations in the region. The Strategy Committee organized the effort around the above-mentioned major economic drivers of Military/Federal, Port, Tourism, and a fourth which we called Opportunities, which focuses largely on technology-based areas for potential growth.

Vision Hampton Roads identified the need to enhance the roles of technology innovation and entrepreneurship in driving economic growth through the following: **Opportunities Objective:** Hampton Roads will be recognized internationally as a region for centers of excellence fueled by a culture of innovation and economic opportunities.

**Strategy 1.** Hampton Roads will be a region of excellence for clusters of cutting edge technology-based business, innovation and education.

**Action 1:** Address the inadequate innovation system and support for entrepreneurship in Hampton Roads by providing education and training in entrepreneurship, business incubation, support for early stage companies and access to equity investors.

**Action 2:** Grow our 21st century workforce by including the knowledge, skills and capabilities of key Hampton Roads technologies in the curriculum of all Region II K-12 school divisions, addressing educational needs for a successful 21st century workforce.

**Action 3:** Continue to grow the technology clusters of Modeling and Simulation, Sensors and Bio Science and embrace new clusters as they develop.

**Action 4:** Encourage and support Hampton Roads' research universities as focal points of knowledge-led economic development.

**Action 5:** Work to remove barriers to entrepreneurial activities in order to drive innovation, above average economic growth and above average net incomes for workers.

The region's approach to implement these actions is to transform the existing Hampton Roads Research Partnership (HRRP) into **INNOVATE!**HamptonRoads (IHR), an operational component of the Hampton Roads Partnership, as the responsible organization. The IHR will continue to nurture the regional technology clusters as well as establish a regional Entrepreneurial Support Organization (ESO). As described by the Edward Lowe Foundation (<http://www.edwardlowe.org/index.elf?page=wwd&function=strategy>), ESO's "directly affect entrepreneurs and/or the culture and infrastructure in which they do business." The new Hampton Roads ESO will be called **IdeaWorks!**HamptonRoads (IWHR). In order to better prepare itself for its upcoming transformation of mission, HRRP was funded by Opportunity Inc. and the Hampton Roads WIRED grant to conduct background research and develop an architecture for **IdeaWorks!**HamptonRoads. Under the auspices of this grant, an extensive process of discovering regional best practices in enhancing technology-based economic development (TBED) through innovation and entrepreneurship was undertaken. This included a focus group of regional tech-based entrepreneurs (Task 1.1), interviews with practicing entrepreneurs to assess the status

of services and support in Hampton Roads, and extensive literature research as well as benchmarking visits to successful regional ESO's to determine best practices. The best practices were compared with existing Hampton Roads capabilities and regional gaps were identified (Task 1.2) This report summarizes the results of this research and sets the stage for developing a structural and practical approach to address the issues.

## **Task 1.1**

The first activity in the contract was a Focus Group for entrepreneurs that was held at the offices of Opportunity Inc. on January 20, 2010. Approximately fifteen people with varied entrepreneurial experience were invited to participate, and eleven actually attended (Appendix 1.1.1). The discussion centered around a survey document developed expressly for this purpose by Dr. Ron Hess of the College of William and Mary (Appendix 1.1.2) and was facilitated by Dr. Doug Dwoyer of the Hampton Roads Research Partnership. The discussion was free-flowing and was captured in both an audio recording and in a "mind map" format as shown in Appendix 1.1.3. Although the survey categories were not closely followed, all were touch upon at some level. Unedited excerpts from the discussion include the following:

### Networking/Relationship Building/Facilitation

- Identify nodes of influence and coordinate
- Need region wide strategy for city efforts
- Active effort can drive media awareness
- Create plan and deliver message internationally
- Need resources with the connections that can help market new businesses to investors and customers
- Need entrepreneurial culture here
- Group to assist biz plan development and angel/vc forum for presenting and shopping deals
- Is there a way to attract the interests of large business in the area to engage in support of local biz development?
- Our gov't centric biz penchant inhibits commercial entrepreneurship
- What do we need to focus on in order to start connecting the limited entrepreneurs to deals
- Need to organize all the infrastructure stuff to facilitate nurturing our existing entrepreneurs
- HRTI provided focal point to infrastructure services and "deal flow" forum
- Need mentoring as a central function of incubator
- Incubators need to be programs not buildings
- Need non-govt funding to sustain incubator support
- Need to support entrepreneur- they are responsible to stay ahead of technology and market need

### Entrepreneurial Spirit

- Lack of culture compared to NoVA
- We need to cultivate more "fundable" entrepreneurs

- Culture trumps strategy- sustained success requires cultural change
- Need to move around region obstacles and let them catch up

#### Entrepreneurial/Market Analysis

- DoD decision making not made here, ports are to some degree
- Is there a way to identify and certify our entrepreneurs?

#### Financial & Legal Resources

- Few oriented to entrepreneurship but not an excuse
- Need deal flow
- Challenge finding angel investors that understand tech in HR
- Need better understanding of tech and how to explain to business and investor
- Available resources not recognized
- Attorney talent adequate
- Unable to find angel investors
- Need help networking
- Need to attract professional management
- Lack cohesion of elements and
- Lack marketing message

There are some definite themes, both explicit and implicit, in the comments above. It was affirmed that we do not have an entrepreneurial culture in Hampton Roads. Many services are available, but may not be recognized or connected. There is a perceived lack of funding available (all kinds). We need better marketing, and a regional structure and approach would be helpful.

### **Task 1.2**

The survey document was again used to solicit more specific comments from six entrepreneurs. These included four that participated in the focus group and two that did not. The interviewees were:

Marty Kaszubowski	Consultant (Former HRTI Director and entrepreneur)
Dexter Klock	CareData Trak
Bob McKisson	Consultant and serial entrepreneur
Jim Schrand	Pyxis Technology Group Inc.
Jim Cubbie	Keraderm
Clynton Caines	StarGenCo.

As expected, some individuals chose not to respond to certain questions but elaborated extensively on others. The results of these interviews are found in Appendix 1.2. On the whole, the Focus Group themes were validated, although it is clear that the experiences of each entrepreneur are different, and each brings a different perspective to the table. Again, **entrepreneurial culture** is seen to be an issue; this was most ardently expressed by Mr. McKisson and Dr. Klock, who is skeptical about Hampton Roads being able to overcome the very strong and long-lived military-oriented culture that is very evident in our technology community (“no entrepreneurial spirit”). All agree on the importance and availability of **services (financial, legal, business)**, but some feel that there is a lack of awareness of the capabilities and capacity that could be used. There is

consensus that **office space is the least-important** service (virtual is good; may need shared resources such as conference rooms and equipment). All agree on the need for **networking**, although there are different views on the best frequency and type (focus) of these opportunities. There is a critical need for all kinds of **mentoring**, although this shows up in varying ways among the interviewees. Finally, there is unanimity around the critical need for all kinds of **financing**, including bank loans, micro-loans, angel and venture capital, community investment and private sector investment (large companies supporting startups).

Clearly, all of these categories of issues will need to be addressed if Hampton Roads is to much more effectively support entrepreneurship as a driver of economic growth in the region.

(Will add a couple of comments about workforce and a quote or two)

## **Task #1.3: Literature Review and Benchmarking of Best Practices**

### **Best Practices Summary**

The effort to establish best practices for enhancing entrepreneurship and innovation from other regions involved an extensive literature survey as well as fact-finding visits and/or telecons with key players in these efforts elsewhere. The visits/telecons made were

- Gary LeClair, Chairman, LeClairRyan, Richmond, VA 11/16/2009
- Kieth Segerson, General Manager and Judy Barral, Director of the Fairfax Innovation Center, George Mason University Enterprise Center, Fairfax, VA 3/2/2010
- Telecon with VT KnowledgeWorks Director Jim Flowers 2/8/2010
- Telecon with Blacksburg Entrepreneur Doug Juanerena 2/10/2010
- Visit with RUPRI Center for Rural Entrepreneurship Managing Director Dr. Deb Markley 3/9/2010

Gary LeClair was instrumental in developing the entrepreneurial culture in Richmond over the past twenty years. He made a strong case for creating “buzz” about entrepreneurship in the community through a broad array of events and media coverage. He emphasized the criticality of continuous, high-energy leadership over the longer term for success. We heard a similar message from the Fairfax Innovation Center leaders about the importance of branding and buzz creation. This highly successful Northern Virginia incubator has 35 clients in its Fairfax site where they offer a complete suite of services for startup companies. They also stressed the value of having the incubator in a desirable location close to restaurants, shopping, etc. From VT KnowledgeWorks, in Blacksburg, we learned the importance of operating incubators as small, startup businesses using the same principles that are espoused to the clients. A relentless focus on the focus area of the incubator is also critical. Mr. Flowers also stressed that incubators should not be in the real estate business and should, thus,

avoid building ownership. He also held that development of an entrepreneurial culture for a region is important and the “buzz” creation is an important component in creating it. Doug Juanerena, who formed his first company in the Hampton Roads region, emphasized the need for a complete “entrepreneurial ecosystem” for nurturing entrepreneurship in a region. He thinks the region needs a “vibrant business accelerator” like VT KnowledgeWorks. Both Flowers and Juanerena stressed the importance of creating an “entrepreneurship pipeline” by introducing entrepreneurship training in the K-12 schools and the local universities. Finally Deb Markely told us that creating a viable entrepreneurial component for the Hampton Roads economy will be a long-term, sustained effort requiring the support of regional leadership. She also stressed the need for “quality of place”, that is a region that is desirable to live in.

Based on our best practices literature research and our visits/telecons we categorized the elements of a complete entrepreneurship ecosystem as follows:

- Regional champion & regional support
- Entrepreneurial Support Organization
- Entrepreneurial culture
- Strong Technology Council and other related networking resources
- Strong regional “buzz” about technology-based entrepreneurship
- Access to capital
- Access to intellectual property assets via academia and federal labs
- Coordinated engagement of local, state and federal resource providers
- Regional coolness (restaurants, theater, clubs, sports, ...)
- Educated/trained Workforce

A highly energetic and visible regional champion of technology-based entrepreneurship (TBE) can fill several critical roles that we identified in the literature as well as through our benchmarking visits. One of these roles is that of a catalyst for creating a regional “buzz” about TBE, that is making TBE part of the conversation whenever the regional economy is being discussed. The champion does this through implementation of a complete regional communication plan that includes personal missionary work, event creation, use of local media, social media and other internet-based strategies, and other relevant activities. This “buzz” and continuous communication is a key element in generating strong regional support for TBE. A key part of the message is communicating the concept of economic gardening, that is generating economic growth and high-tech jobs through cultivating and nurturing regional entrepreneurship as the basis for sustained regional growth. Natural partners in these activities include stakeholders in entrepreneurship such as service providers, financial institutions, local investment firms, and local economic development organizations.

The second critical element of the ecosystem is the ESO, something Hampton Roads currently lacks. With the establishment IWHR the region will begin the process of developing this vital element. IWHR is intended to provide a complete suite of entrepreneurial support services either by itself or with its partners. Due to the geography and transportation challenges of our region it is intended to establish a

network of physical nodes of IWHR scattered about the region, each of which is a door to all the services of IWHR. As we learned from VTKnowledgeWorks in Blacksburg, VA and conversations with Deborah Markley and others, IWHR will be built on the philosophy that each client has unique needs for support and will tailor services to meet these needs. IWHR will be charged with developing training, mentorship, legal, financial, and other resources. We learned that successful ESO's are generally lead by seasoned entrepreneurs who operate their ESO with a startup mentality, and we intend this to be the IWHR approach.

A major function of the ESO beyond the direct entrepreneurship support is the nurturing of an entrepreneurial culture in the region. IWHR will support and engage active regional tech-based entrepreneurs as well as begin to develop a pipeline of future entrepreneurs through various educational activities as well as encouraging local universities and federal labs to encourage entrepreneurship by their faculty/staff. These activities will complement the developing regional buzz about entrepreneurship by providing individuals with resources to begin learning how to become an entrepreneur. We have identified networking as critical to the success of individual entrepreneurs as well as a critical component of the regional entrepreneurship buzz. The Hampton Roads Technology Council (HRTC) is active today in hosting and supporting a range of networking events for entrepreneurs and employees primarily of information technology companies. HRTC also produces an annual "Tech Nite" program that is highlighted by a number of awards given to individuals and companies. IWHR will partner with HRTC and work to attract additional sponsorship partners to expand these kinds of activities across the region.

Regional buzz about TBE is nonexistent today. The IWHR will thus be charged with developing such buzz through the creation and execution of a comprehensive communication strategy as discussed above.

We learned through our entrepreneurs focus group that finding financial support is difficult in the region. Through our benchmarking process we learned that there is sufficient capital in the region, but an organized approach to making it accessible to qualified local entrepreneurs does not exist. IWHR will embark on a process to organize a regional angel capital network and will also seek to create ties to nearby regional angel networks such as the Virginia Active Angel Capital Network. The region has a number of research universities, a medical school, two major federal laboratories, and a major state marine science laboratory. Due to a combination of the low level of entrepreneurship in Hampton Roads and the poorly resourced technology transfer functions of these organizations very little of the intellectual property (IP) assets of these organizations has been commercialized locally. Creating links between local businesses and our regional universities and labs has been a historical function of the HRRP technology clusters and this function will be continued by I!HR. Through the enhancement regional entrepreneurship by IWHR and a close connection between IWHR leadership and regional cluster leadership by I!HR it is expected that commercialization of available regional IP by regional companies will grow.

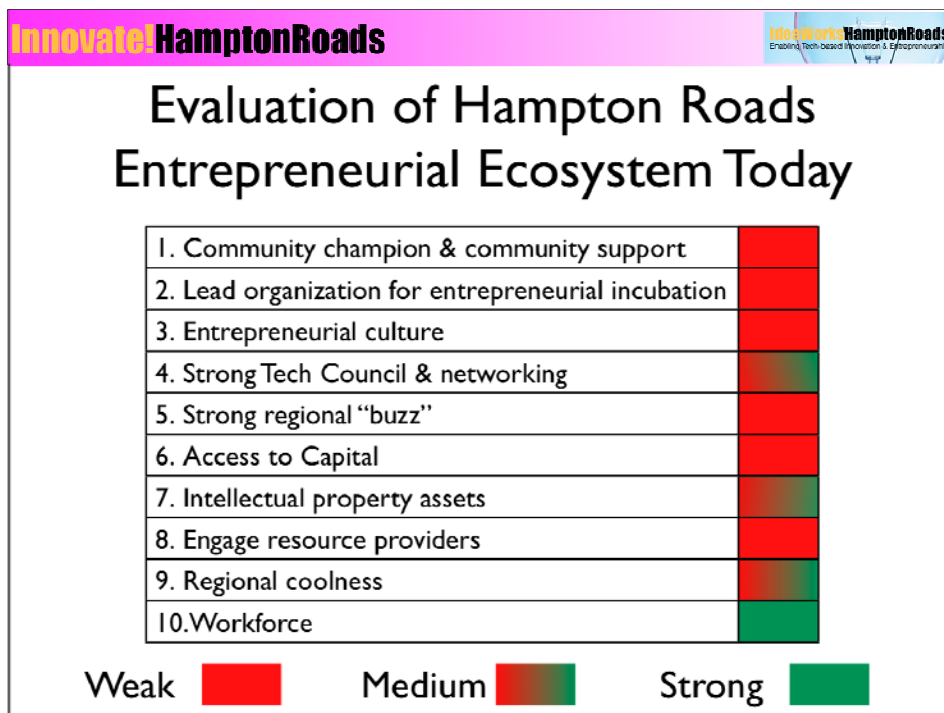
There are numerous organizations that serve Hampton Roads that provide some entrepreneurial support services such as the Small Business Development Center, the Virginia Business Incubation Association, the HRTC, regional university business colleges, and local economic development offices. IWHR will partner with all of these organizations to make their services available and/or accessible through its regional system.

Hampton Roads has many assets that make it potentially attractive to the kind of creative people who become entrepreneurs. These include a favorable climate, a waterfront community, a diverse population, an active arts community, a number of local colleges and universities, and our two federal laboratories. IWHR will work with entities who develop and market the region messages targeted at creative people about the attractiveness of Hampton Roads.

Finally, the region is blessed with a workforce with the kinds of skills tech-based companies require. Annually a large number of people retire from their military careers in Hampton Roads, many of whom have strong technical skills. Also our two federal labs have significant technician workforces and partner with local community colleges in technician training programs. The region also has a large population of scientists and engineers, again because of the military and federal laboratory assets we have.

### Task #1.4: Final Assessment and Presentation to Hampton Roads Leadership

We summarize the current status of our entrepreneurship ecosystem as shown in the table below. From the table we see that seven of the ten elements are rated weak, two

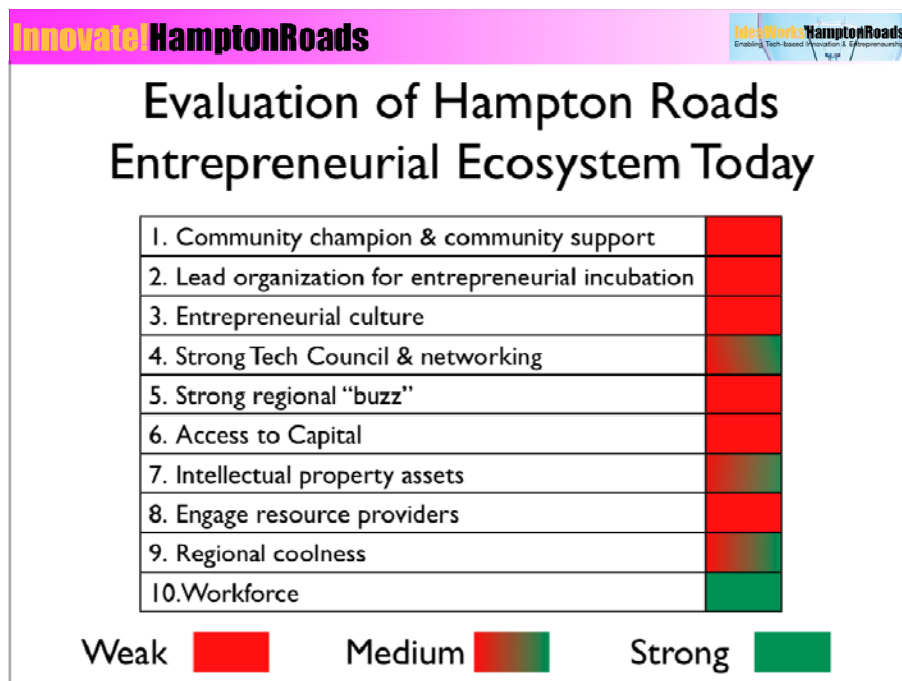


medium, and only one strong. This is as one might expect as a recent study by the Hampton Roads Planning District Commission on regional entrepreneurship has stated that “The preponderance of the evidence suggests that Hampton Roads is below average among the nation’s metro regions in its level of entrepreneurial activity.” The same report goes on to say “While the level of entrepreneurial activity is currently at modest levels, the good news for Hampton Roads is that developing an entrepreneurial climate will tend to set off a chain of events that will become self-reinforcing with the passage of time so that small efforts have the potential to have large results in the long run.” We posit that a concerted regional effort to turn the weak elements of our entrepreneurial ecosystem into regional strengths will go a long way toward satisfying the action items enumerated above. IHR and its’ ESO, IWHR, are the means by which the region will turn our weaknesses into strengths over the long term.

## Task 2. Organizational Structure for IdeaWorks

### Task 2.1 Identify new capabilities for the region required in IdeaWorks vs. capabilities that can be leveraged in existing organizations serving Hampton Roads through partnerships.

The Task 1 Report contained the key information for this sub task in the shown below. In this figure, ten elements of a viable system are listed and evaluated. Several of these elements relate directly to potential partnerships.



The only "strong" element is Workforce (10), and it has potential partners in the two regional workforce organizations, the three community colleges, and the many other higher education providers in the region. All of these organizations are believed to be willing collaborators.

Element 4, Strong Tech Council and networking, was rated Medium because of the active technology council networking programs, plus those of the Hampton Roads Research Partnership, the chambers of commerce, and others. The objective in IdeaWorks will be to strengthen the ties between these programs to better leverage all capabilities.

Element 7, Intellectual property assets, was rated Medium due to the collective capabilities at all of the universities and federal laboratories and the good working relationship among them. The objective in IdeaWorks will be to encourage regional approaches, such as technology bundling, to enhance commercialization of more of the regional technologies.

Element 9, Regional coolness, relates to the requirement that Hampton Roads be a good place to live, raise a family, etc. It was rated Medium because the “good place to live” had to be tempered by the regional reputation as a place where young, new college graduates can’t find exciting jobs. Similarly, the region does not attract young professionals for these reasons.

Element 8, Engage regional providers, was not weak because of lack of regional programs but because the programs are overlapping, unconnected, and somewhat confusing. The Small Business Development Centers, SCORE programs of the Chambers of Commerce, and many “leadership” programs all provide opportunities to new and growing companies. In addition, financial, legal, and technical resources are abundantly available, but finding the right one for a given client is often daunting. Similarly, the region does not attract young professionals for these reasons. The IdeaWorks objective will be to steer clients to the right resource for their particular needs, and to encourage programmatic leveraging among the many providers.

Element 6, Access to Capital, is often cited as the largest barrier to entrepreneurship in Hampton Roads. Our research contradicted this assertion. Specifically, regional angel investors were cited as available and willing given the right technology and business plan. The issue is that there is not, as yet, a recognized angel network and mechanisms to access it. IdeaWorks will need to address these issues as primary objectives. Access to venture-level capital is recognized as a need, but the research suggests that successes will eventually correct this shortcoming.

Elements 1 (Community champion and community support), 2 (Lead organization for incubation), 3 (Entrepreneurial culture), 5 (Strong regional buzz) all address in different ways the atmosphere in the region for new and growing companies. Risk taking, success celebration and tolerance to failure are missing today, and the strong and persistent leadership to address these shortcomings has yet to materialize. INNOVATE!HAMPTONROADS and IdeaWorks provide promising approaches to turn these weaknesses into strengths.

In summary, all of the elements rated Weak require some level of new capability or focus in IdeaWorks. Item 8 is special in that it is uniquely addressed by partnership

arrangements with existing service providers instead of creating new services. Model arrangements with several of these providers have been discussed and negotiated; they are discussed in the following section.

### **Task 2.2 Developing model arrangements with selected partner organizations ...**

Thankfully and without exception (so far), all organizations that have heard the Vision Hampton Roads/ INNOVATE!HAMPTONROADS /IdeaWorksHamptonRoads story recognize the need and have expressed enthusiastic support. As will be discussed subsequently, there are two categories of partners that have evolved in our discussions. Service providers see the advantage of referrals to them from others and seem to be willing to make such referrals to others. They will be collaborators, and IdeaWorks will be a facilitator in these transactions. As far as providing specific incubation and entrepreneurial support, the existing and planned regional incubators will be partners and part of a regional management team. We have had multiple discussions with five organizations in both categories which have resulted in model Memoranda of Agreement. Where appropriate, these have monetary or in-kind commitments from both parties. The Agreements are with:

1. Virginia Business Incubator Association (VBIA)
2. College of William and Mary/ Technology and Business Center (TBC)
3. Old Dominion University/ Virginia Modeling Analysis and Simulation Center (VMASC)
4. Franklin Business Incubator (FBI)

The first of these is a state-based trade association. The remaining four are Innovation Centers (entry points or nodes) for IdeaWorks, and are partners in the endeavor. The model Agreements are found in Appendix 2.1.

### **2.3 Organizational Structure**

As stated previously, our research in Task 1 led us to a concept where traditional business service providers will be collaborators, and incubation providers will be partners, in the sense that they will be integral to the IdeaWorks management team. Key contributors to the concept were the entrepreneurs, one of whom told us “I live in Chesapeake; I’m not going to Hampton” (meaning the Hampton Technology Incubator), and Eric Pages, who told us not to over-centralize but develop a concept where “every door is a door in”. These perspectives suggested that a viable approach would be one with regional services (provided by all) with geographically-dispersed points of entry. We are calling these Innovation Centers. Fortunately, existing organizations already exist in six of the seven proposed locations, which are shown on the following figure.

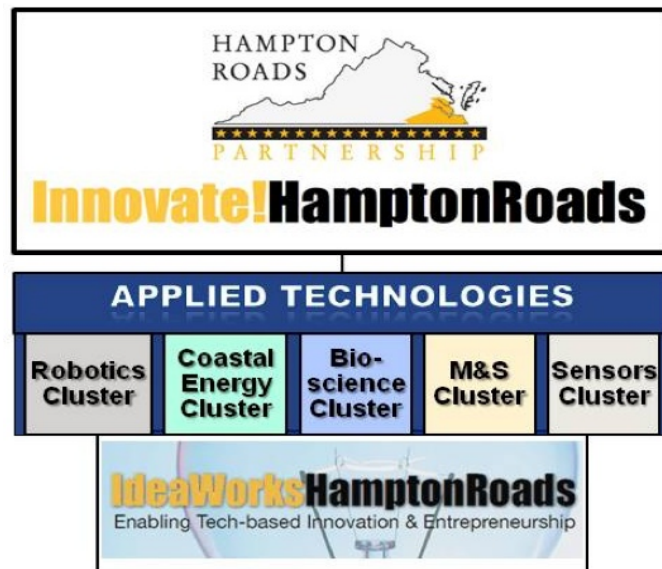


**Figure 2.1**

Starting with the upper left of the figure, the Innovation Centers are in Williamsburg at TBC, in Newport News at the Applied Research Center (HRRP), in Hampton at the HTI, in Suffolk/Portsmouth/Chesapeake it VMASC, in Norfolk at TBG, Virginia Beach at a location to be defined, and Franklin at the FBI. This model allows new Innovation Centers to be created by cities, universities or other and be added to the team.

The overall structure for INNOVATE! and IdeaWorks was defined in vision Hampton Roads as the following.

Figure 2.2



INNOVATE!HAMPTONROADS will be an integral part of the Hampton Roads Partnership and will have responsibility for the technology clusters shown as well as for IdeaWorks. A breakout of INNOVATE!HAMPTONROADS and IdeaWorks in a traditional organizational structure without the clusters is shown in Figure 2.3.

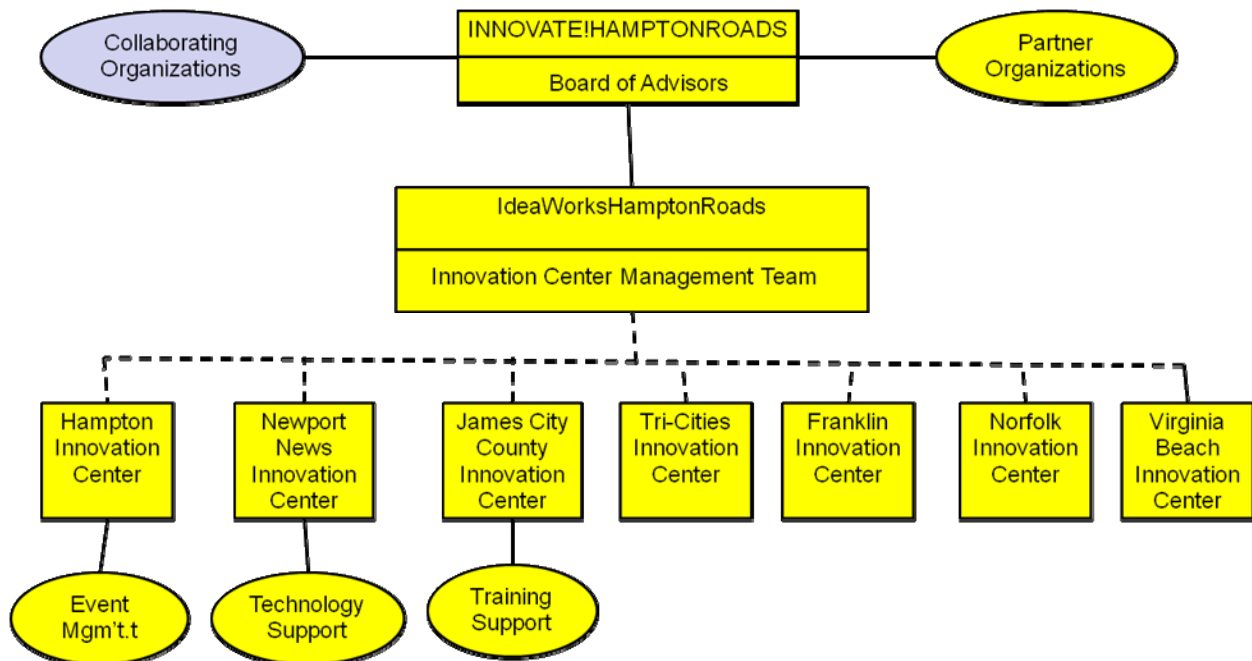
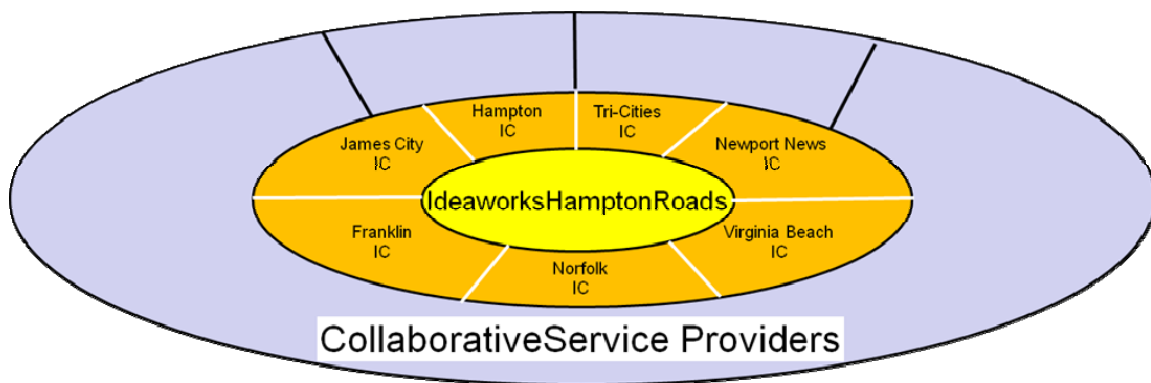


Figure 2.3

Here it is shown that INNOVATE will have a Board of Advisors made up of collaborating and partner organizations. The IdeaWorks Management Team is comprised of the IdeaWorks Director and representatives of the Innovation Centers. Note that some Innovation Centers may have additional roles, and this is implied by the ovals at the bottom left of the chart. Note also that the dotted lines recognize that each Innovation Center is its own entity with its own mission and structure, and is not accountable in the usual hierarchical sense. A better way to represent this might be that in Figure 2.4 below. This characterization better describes the concept of team.

## IdeaworksHamptonRoads Organizational Relationships



**Figure 2.4**

### **Task 2 Summary**

Hampton Roads is definitely if not desperately in need of economic diversification, as was recognized in the regional Vision Hampton Roads process. There is general agreement that technology based economic development is the key to that diversification, and there are many opportunities and avenues available within that arena. From numerous studies and vast experience around the world, innovation and entrepreneurship will be vital contributors to success.

The WIRED Program and Opportunity Inc. have supported the research required to define the right way to implement innovation and entrepreneurship in the region through INNOVATE!HAMPTONROADS and IdeaWorksHamptonRoads . Results from this work

will form the basis for proposals to the US Department of Commerce/ Economic Development Administration, which is expected to support the activities described herein. The collaborators and partners are ready to go, and there is consensus belief that the time for action is now. We greatly appreciate the opportunity to conduct this pacing and enabling research and planning.

## **Appendix 2.1**

### **Draft Memoranda of Agreements**



## Memorandum of Agreement between the Hampton Roads Partnership and the Virginia Business Incubation Association to cooperate and promote Technology-based Entrepreneurship in Hampton Roads through IdeaWorksHamptonRoads

14 June, 2010  
Memorandum of Agreement

### Introduction

The recently-completed Comprehensive Economic Development Strategy, Vision Hampton Roads, highlighted the need for technology-based economic development as a primary tool in diversifying the regional economy. Many organizations have important and viable roles in promoting and facilitating technology-based entrepreneurship and innovation in Hampton Roads.

The purpose of IdeaWorksHamptonRoads (IWHR), a component of INNOVATE!HAMPTONROADS, is to organize and promote a comprehensive network for entrepreneurship, and to organize the effort necessary to change the culture of Hampton Roads to accelerate the startup and growth of regional technology clusters and companies. This includes providing a framework for connecting regional capabilities, providing communication and marketing mechanisms to enhance regional innovation culture, and facilitating access to business development, partnering, financial and other service providers. The purpose of the Virginia Business Incubation Association (VBIA) is to engage the greater Hampton Roads technology oriented business community through their support of business incubation processes. In order to best leverage the resources and capabilities of the Hampton Roads Partnership (HRP), and the VBIA to achieve their common goals of IWHR, the two organizations agree to partner in planning and executing their activities in entrepreneurship and innovation. In particular, both organizations will commit to meet quarterly to create and adopt a common plan coordinating their activities through IWHR. It is expected that this will create a region wide client referral network to the appropriate resources of the two partners so as to leverage resources and maximize effectiveness.

### **Role of IWHR**

IdeaWorks HamptonRoads will:

Manage efforts to promote innovation and entrepreneurship in Hampton Roads

Organize partnership of regional stake holders in IWHR, including the network of Innovation Centers

Lead creation of a sustainable plan and execution.

Secure regional support for effort.

Refer potential members to VBIA

Refer operational incubator and other programs to IWHR Innovation Centers and clients.

Work with VBIA and others to create mentor and capital networks

Identify and measure KPIs.

Identify actions for continuous improvement.

### **Role of the Virginia Business Incubation Association**

The VBIA will:

Work with IWHR to vigorously promote innovation and entrepreneurship in Hampton Roads.

Provide an annual conference supporting incubation and entrepreneurship

Conduct regional roundtable discussions to help and promote technology entrepreneurialism

Facilitate relationships between incubation organizations and entrepreneurial support organizations

Help identify organizations and individuals from industry, government, and academia that can assist entrepreneurs.

### **Mechanisms for IWHR Resource Coordination and Client Service**

Facilitate quarterly IWHR management meetings involving Innovation Centers

Provide technology to VBIA and other Innovation Centers to enable electronic provision of services

Coordinate marketing activities to promote FBI incubator capabilities available to regional businesses

Engage with VBIA programs, including area entrepreneurial roundtable meetings and annual conference

**Mechanisms for VBIA Resource Coordination**

Provide support for regional technology and other business incubator footprint vision through market identification, program assessment and incubator client needs analysis

Assist with the identification of service providers for incubation processes

Provide best-practices information and support for local incubation efforts

Engage regional incubation organizations to assist with IWHR objectives

**Financial Responsibilities**

For providing support as outlined for IWHR, the VBIA shall receive in-kind support equivalent to \$10,000 annually during the term of this Agreement.

As a partner in IWHR, VBIA will commit \$10,000.00 per year of in-kind personnel and services to the effort through their annual conference, regional roundtables, newsletter promotions, and other activities.

**Term of Agreement**

This MOU Agreement shall for 2 years. It may be terminated at will with 1 months notice

**Signatures**



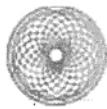
E. Dana Dickens

President and CEO  
Hampton Roads Research Partnership



Jim Flowers

President  
Virginia Business Incubation Association



Memorandum of Agreement between the Hampton Roads Partnership and The Technology and Business Center at the College of William & Mary to cooperate and promote Technology-based Entrepreneurship in Hampton Roads through **IdeaWorksHamptonRoads**

14 June, 2010

Memorandum of Agreement between IdeaWorksHampton Roads and The Technology and Business Center at the College of William & Mary

# Memorandum of Agreement

## Introduction

The recently-completed Comprehensive Economic Development Strategy, Vision Hampton Roads, highlighted the need for technology-based economic development as a primary tool in diversifying the regional economy. Many organizations have important and viable roles in promoting and facilitating technology-based entrepreneurship and innovation in Hampton Roads.

The purpose of **IdeaWorksHamptonRoads** (IWHR), a component of **INNOVATEHAMPTONROADS**, is to organize and promote a comprehensive network for entrepreneurship, and to organize the effort necessary to change the culture of Hampton Roads to accelerate the startup and growth of regional technology clusters and companies. This includes providing a framework for connecting regional capabilities, providing communication and marketing mechanisms to enhance regional innovation culture, and facilitating access to business development, partnering, financial and other service providers. The purpose of The Technology and Business Center (TBC) at the College of William & Mary is to engage with and provide support to technology oriented business, to link them to key support organizations, and to provide a gateway into the college. In order to best leverage the resources and capabilities of the Hampton Roads Partnership, and the TBC to achieve their common goals of IWHR, the two organizations agree to partner in planning and executing their activities in entrepreneurship and innovation. In particular, both organizations will commit to meet quarterly to create and adopt a common plan coordinating their activities through IHR. It is expected that this will create a region wide client referral network to the appropriate resources of the two partners so as to leverage resources and maximize effectiveness.

## Role of IWHR

IdeaWorks HamptonRoads will:

Manage efforts to promote innovation and entrepreneurship in Hampton Roads

Organize partnership of regional stake holders in IWHR, including the network of Innovation Centers

Lead creation of a sustainable plan and execution.

Secure regional support for effort.

Refer potential business clients to TBC and the JCC Incubator

Refer operational TBC programs to other IWHR Innovation Centers and clients.

Work with TBC and others to create mentor and capital networks

Identify and measure KPIs.

Identify actions for continuous improvement.

Memorandum of Agreement between IdeaWorksHampton Roads and the Technology and Business Center at the College of William & Mary

**Role of the Technology and Business Center**

The TBC will:

Work with IWHR to vigorously promote innovation and entrepreneurship in Hampton Roads.

Facilitate relationships between technology entrepreneurs, support organizations, government, and academia.

Identify organizations and individuals from industry, government, and academia that can assist entrepreneurs.

Through its link to the Mason School of Business, identify and design appropriate business courses that support entrepreneurial needs.

Work with IWHR and other Innovation Centers to identify and coordinate needed support requirements, to identify appropriate service providers, and to help design support programs.

Work with IWHR and other Innovation Centers to create mentor and capital networks.

**Mechanisms for IWHR Resource Coordination and Client Service**

Facilitate monthly IWHR management meetings involving Innovation Centers

Provide technology to TBC and other Innovation Centers to enable electronic provision of services

Coordinate marketing activities to promote TBC and JCC Incubator capabilities available to regional businesses

**Mechanisms for TBC Resource Coordination and Client Service**

Manage the IHR Sensor Cluster program through technology forums to bring together organizations, government/military, and academia together for collaborative opportunities.

Provide support for regional technology business incubator footprint vision through market identification, program assessment and design, and client needs analysis.

Engage with Virginia Business Incubation Association's programs, including area entrepreneurial roundtable meetings and annual entrepreneurial conferences

Link entrepreneurs and incubator organizations to funding networks and organizations including SBIR/STTR/BAA opportunities

Manage the existing James City County technology business incubator

Provide general business advice and guidance e.g. business plan development and presentation development

**Financial Responsibilities**

For providing support as outlined for IWHR, the TBC shall receive payment of \$50,000.00 annually during the term of this Agreement.

As a partner in IWHR, TBC commits \$95,000.00 per year of in-kind personnel, office space, and services to the effort.

**Term of Agreement**

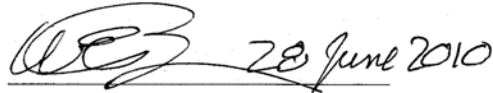
This MOU Agreement shall for 2 years. It may be terminated at will with 1 months notice (other terms may be required by separate funding agreements).

**Signatures**

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E. Dana Dickens

President and CEO, Hampton Roads Research Partnership



William E. Bean

Director, Technology and Business Center