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Community of Opportunity

*A Scan of Entrepreneurship Support
Assets in Southeast Michigan*



new economy initiative





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Community of Opportunity

***A Scan of Entrepreneurship Support
Assets in Southeast Michigan***



Sources

2016 –
2019

This report synthesizes research commissioned by the New Economy Initiative (NEI) with support from the William Davidson Foundation about the network of resources available to entrepreneurs in southeast Michigan.

PRIMARY SOURCES

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State of the Field: Distilling the Universe of Entrepreneurship Research,

Kauffman
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Contributors

This report synthesizes several research efforts commissioned by the New Economy Initiative (NEI) with support from the William Davidson Foundation. Works referenced in this report employ several methodologies, including qualitative and quantitative research and secondary research landscape reviews.



The following organizations contributed to these efforts:



Introduction

Strengthening and growing micro- and small businesses is critical to the health of a region's economy. No matter how seasoned, entrepreneurs face continuous challenges—challenges that could become barriers without support resources.

WHY SUPPORT ENTREPRENEURSHIP?

“A modest increase in the number of employees hired by existing small businesses (1–3 employees per business) could create enough employment opportunities for ALL currently unemployed inner city residents.”¹

This report synthesizes research commissioned by the New Economy Initiative (NEI) with support from the William Davidson Foundation about the network of resources available to entrepreneurs in southeast Michigan. Through surveys, secondary research, feedback sessions, and network analysis, we now know more than ever about the services that are available to entrepreneurs in the region.

¹ The Big Impact of Small Businesses on Urban Job Creation, ICIC and J.P. Morgan Chase, October 2016.

Throughout southeast Michigan², 226³ resources serve entrepreneurs, forming a **network of support**. These resources serve a diverse range of entrepreneurs working in all types of businesses, from those with little more than business concepts to those operating established businesses. This regional network of business support presents opportunities for foundations, corporations, government, and individuals promoting entrepreneurship to coordinate at scale.

Networks increase the flow of information and enable coordination and collaboration. Business support networks help the entrepreneurs they serve to understand the viability of their ideas and identify clear paths to converting those ideas to businesses. When **Business Support Organizations (BSOs)** are aware of peer organizations operating in their region and are well acquainted with their services and specializations, entrepreneurs can launch and grow businesses more efficiently.

From the Glossary p.35

Network of support: see “Entrepreneurial ecosystem.”

Business Support Organizations (BSOs): are resource organizations that serve local businesses and support their growth and success.

- ² For the purposes of this report, southeast Michigan is defined as the region encompassing Wayne, Oakland, Macomb, Washtenaw, and Genesee counties. These counties were selected because they are the most populous in the region, representing nearly 47 percent of the population of the entire state of Michigan.
- ³ Each Business Support Organization (BSO) is considered a distinct resource, though some larger entities, e.g. the University of Michigan, encompass multiple BSOs. This list, though comprehensive, is not exhaustive and will continue to be updated over time.

Recent research provides new insights about the nature of the network of entrepreneurship support in southeast Michigan, including:



Intentional investment in *equitable and accessible* business support organizations, primarily by foundations, has encouraged *inclusive network behavior* across the region.



General **entrepreneurial assets** tend to cluster in urban areas in southeast Michigan. *On average, entrepreneurs travel 14 miles to reach a business support organization.*



Even so, business support organizations *attract entrepreneurs from as far away as 100 miles* from Detroit to tap into a vast array of resources.



With a few exceptions, most entrepreneurship support resources are *general rather than industry-specific* or specialized.



As many as **89 %** of business support organizations delivering resources to entrepreneurs are *reliant on foundation grants or public funds (Figure 1).*

**From the
Glossary**
p.35

network behavior: the process of cultivating relationships among and between Business Support Organizations (BSOs) and resources to improve outcomes for entrepreneurs.

entrepreneurial asset refers to any resource that provides support to entrepreneurs. These resources can take the form of information, programs, people, or places.

Efforts to achieve **equitable access** to resources are increasing in that business support organizations have developed programming and services either specifically for or with **underestimated entrepreneurs** in mind. In southeast Michigan, small business success is no longer solely about who you know, but rather about knowing where to go to get resources.

The Kauffman Foundation’s recent State of the Field paper on Teams and Networks stated that,

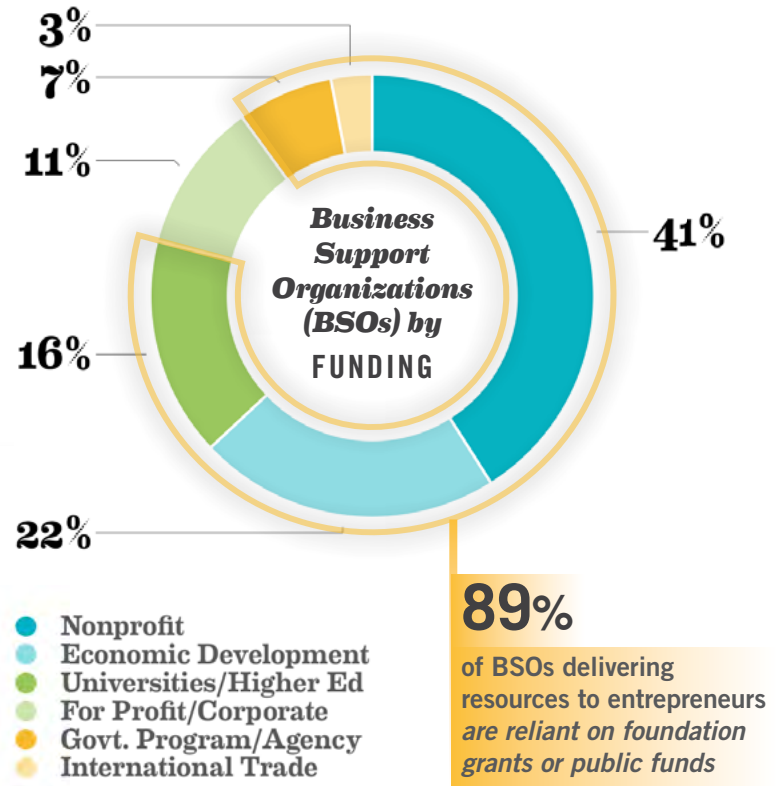
“**95 percent** of individuals trying to start a business either involved others to help in some significant capacity, or intend to do so in the future.⁴”

From the Glossary
p.35

Equitable access: the notion that everyone in southeast Michigan interested in starting or growing a business should have the same opportunity to access resources; *the opposite of a preferential resource network.*

Underestimated entrepreneurs: those who do not receive economic opportunities in proportion to their availability and qualifications

Figure 1: Regional business support comes from many entity types



4 State of the Field: Distilling the Universe of Entrepreneurship Research, Kauffman Foundation, 2019.

Network Profile

Pockets of Support

Southeast Michigan’s entrepreneurial support system is an extensive network of at least 226 unique resources, with dense clusters of entrepreneurship support services forming in the region’s urban areas—Detroit, Ann Arbor, and Flint. *(Figure 2).*

Each county in our study area is home to entities that serve as first stops for entrepreneurs seeking to access the broader regional network of support, and these entities vary greatly in both organization type and the services they offer. Examples include public libraries like the Ypsilanti District Library, where many entrepreneurs go for fundamental information that will help them shape their ideas; nonprofit organizations, such as TechTown in Detroit (Wayne County) or Ferris Wheel in Flint (Genesee County), that provide resources ranging from co-working space to events and programs; and government agencies, such as Oakland County’s One Stop Shop Business Center, that provide counseling and education services. Federally funded programs, like SCORE and the Small Business Development Center, that offer access to mentors and operational assistance to businesses, have broad reach across the region through effective place-based partnership strategies.

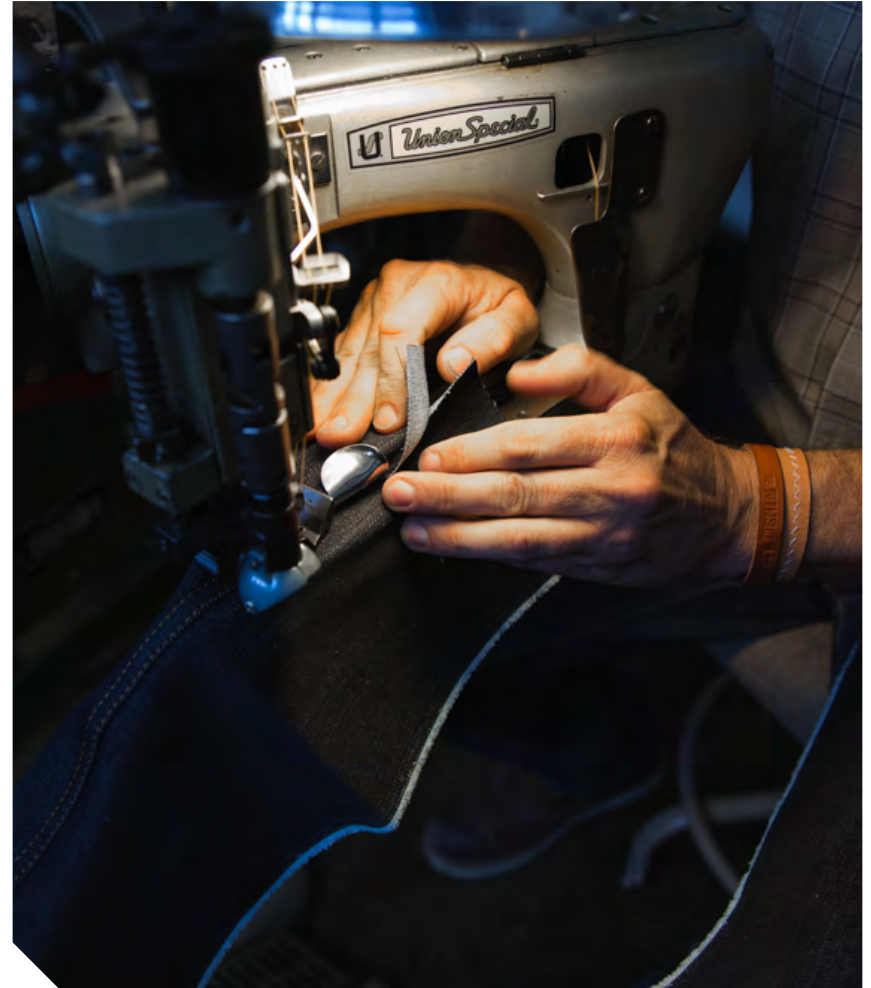
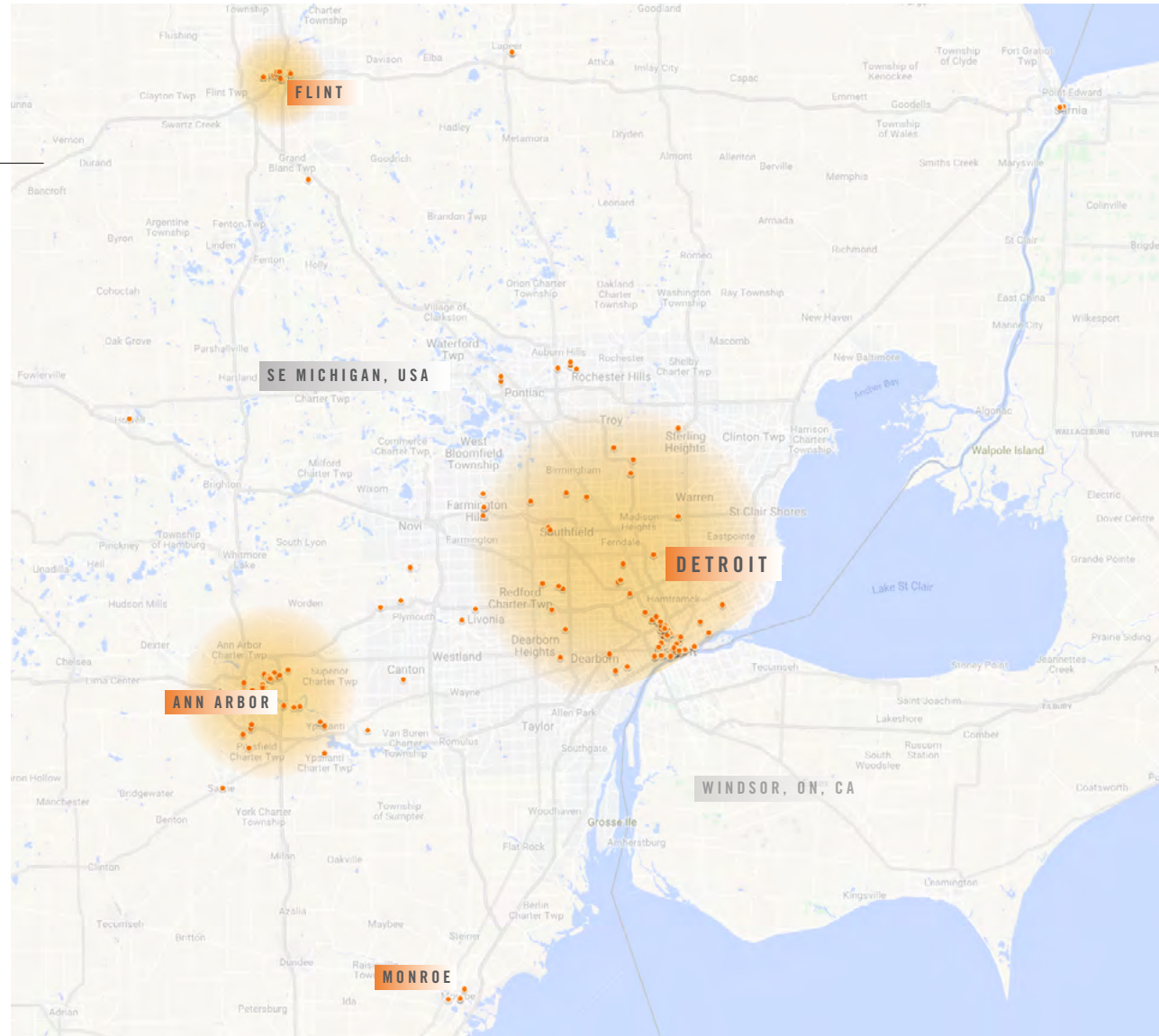


Figure 2: Ours is a *Community of Opportunity*.

226
Business
Support
Organizations
(BSOs)

See full list of organizations
in Appendix (pg. 27)



Regional Reach

The entrepreneurial support network is regional (**Figure 3**). Though business support organizations tend to cluster in the region's urban centers, many of their clients come from across the region—not just their immediate vicinity. The average service range for business support organizations studied is 14 miles, though some draw clients from over 100 miles away. While one-third of the BSOs reviewed in this study indicated that they serve clients in just one county, another third services clients from as many as nine counties.

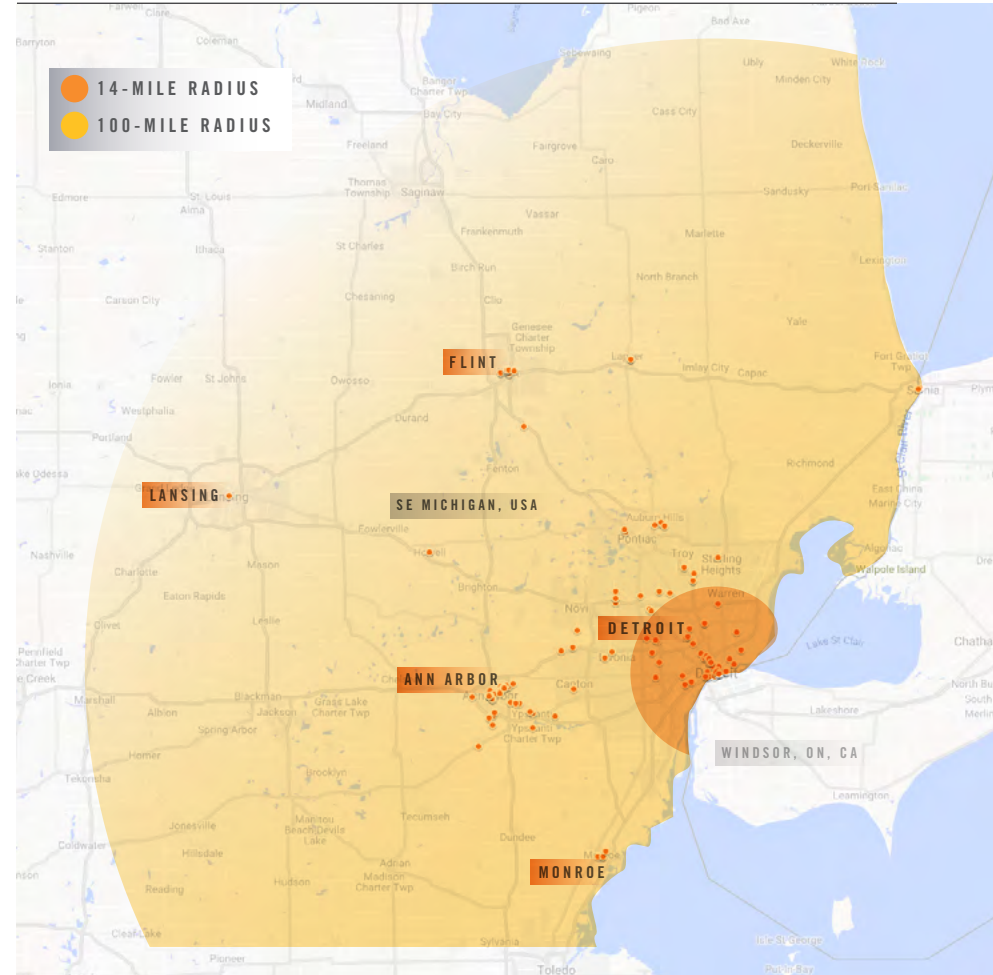
BSO REACH BY NUMBER OF COUNTIES SERVED

# OF COUNTIES SERVED	# OF BSOs	% BSOs
9	34	38%
1	29	33%
4	8	9%
3	6	7%
6	4	4%
5	3	3%
8	2	2%
7	2	2%
2	1	1%
TOTAL	89	100%
<i>Weighted Average</i>	5.1	

38% OF THESE BSOs
SERVE CLIENTS IN
9 SE MICHIGAN
COUNTIES

BSOs draw clients from
as far as 100 miles away

Figure 3: Entrepreneurial business support is regional with the potential to *impact the region*.



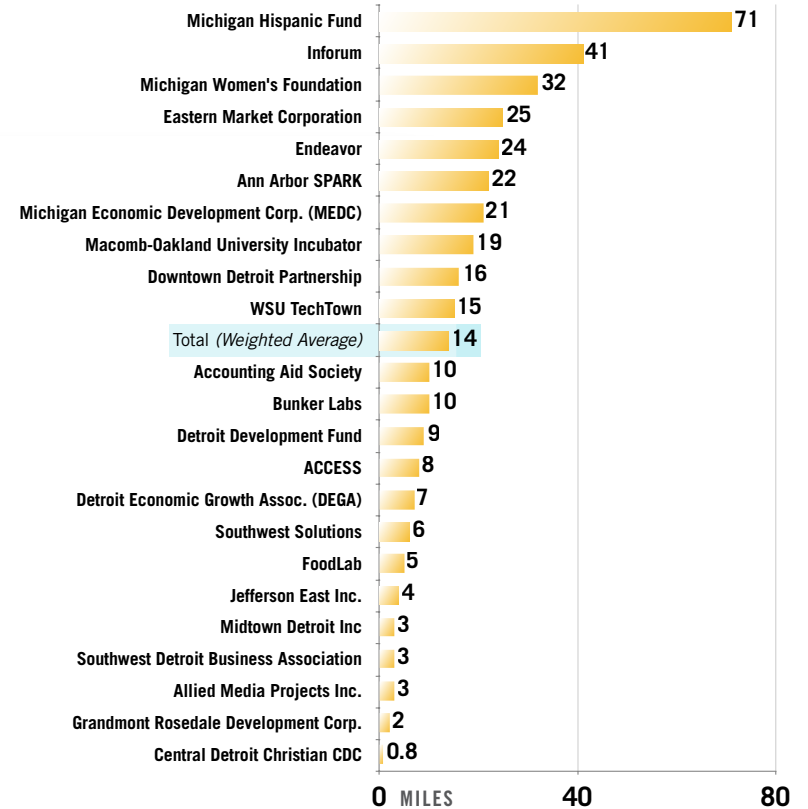
Location Drives Awareness

While many BSOs draw clients from across the region, one-third serve clients located within their immediate proximity (**Figure 4**). Place-based organizations and institutions such as libraries, community development organizations, chambers of commerce, and trade groups play important roles as platforms for entrepreneurial support. This demonstrates some entrepreneurial nearsightedness—entrepreneurs seek connections that are hyper-local, for maximum convenience. Local awareness, too, drives resource usage.

Figure 4: Most BSOs serve clients located within their *immediate proximity*.



AVERAGE DISTANCE FROM BSO TO CLIENT



*Representative sample group

Awareness Drives Connection

Philanthropy-supported organizations, in particular NEI grantees, demonstrate a greater volume of network behaviors—like making connections and referrals—than the non-NEI-affiliated organizations identified and surveyed in this study (**Figure 6**). Referral behavior is the regional connective tissue in the entrepreneurial landscape. It is how certain organizations make the link for an entrepreneur between problem and solution. A strong referral network will make entrepreneurs' quest for support more efficient and effective (**Figure 5**).

Figure 5: Referral behavior is the regional *connective tissue* of the entrepreneurship support network

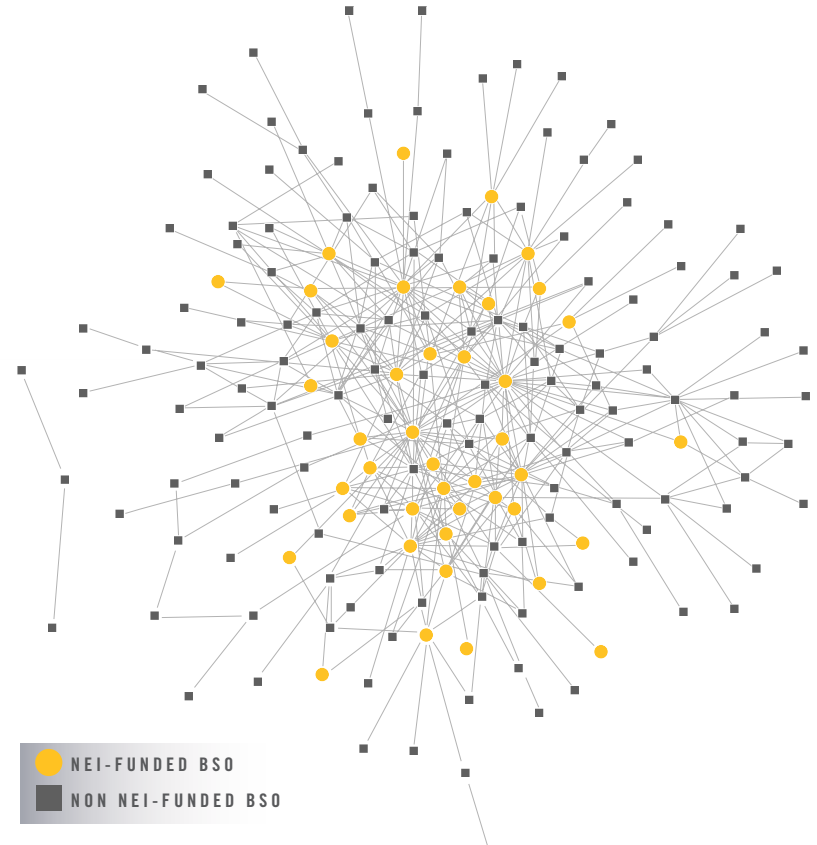


Some BSOs are highly referred, having many more connections to other ecosystem resources:

- 36 | TechTown Detroit
- 32 | MI SBDC
- 29 | SCORE Detroit
- 22 | Ann Arbor SPARK

*As self reported by BSO survey respondents

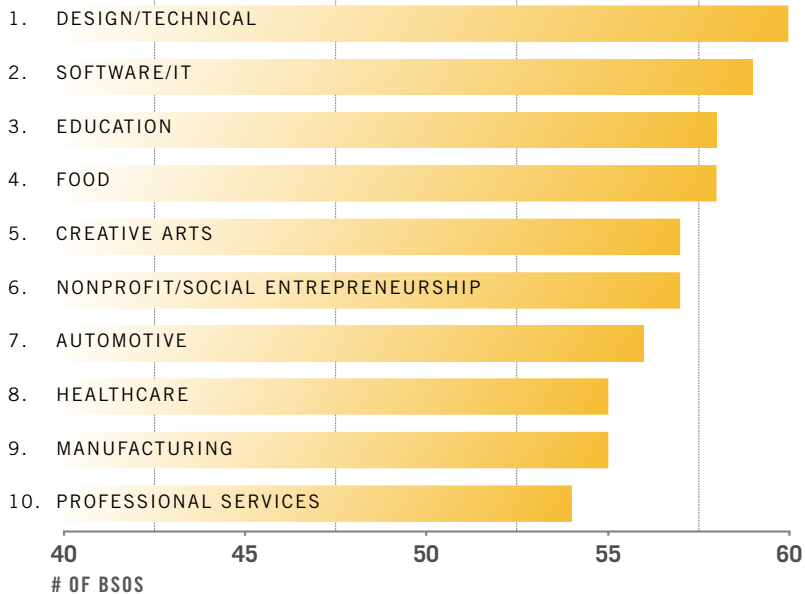
Figure 6: Referral behavior is visible when *BSO connections* are mapped.



In southeast Michigan, the business support network is very generalized, where most resources are not focused on a specific industry sector, in order to serve a wide range of entrepreneurs. But for a few notable exceptions, which include the **high-growth sectors** of design, healthcare, food, and automotive-related mobility, most entrepreneurship support services are neither industry-specific nor tailored (**Figure 7**).

Figure 7: Business support spans *diverse industries*.

TOP-10 BUSINESS INDUSTRIES SERVED BY BSOs ACROSS THE REGION



Select BSOs with industry-specific expertise:



MOBILITY

- MEDC PlanetM Landing Zone
- TechStars Mobility



HEALTH CARE

- University of Michigan's Fast Forward Medical Innovation Center



DESIGN

- College for Creative Studies
- Design Core Detroit
- Creative Many



FOOD

- Eastern Market Corporation
- FoodLab

Connection Drives Access

Philanthropy-funded entrepreneurship resources tend to place an emphasis on serving underestimated populations. Organizations and programs receiving funding from NEI represent 57 percent of intentionally inclusive resources. There are two types of such resources operating in southeast Michigan: business support organizations that have a sole emphasis on specific groups and organizations with strategies and programs that place a general emphasis on **inclusion** (Figure 8). Together, these inclusion-focused organizations increase the visibility of the broader network of support and raise awareness among underestimated entrepreneurs of their ability to access resources to start and grow businesses.



Figure 8: Focus on serving underestimated entrepreneurs *increases accessibility.*



***NEI-FUNDED BSOs REPRESENT**
57%
OF THIS UNDERESTIMATED ENTREPRENEURIAL SUPPORT

Access Drives Opportunity

In communities that have faced structural barriers to participation, opportunities for minority, women, immigrant, and veteran entrepreneurs require targeted support to create access to resources. The process of starting or growing a business is non-linear (**Figure 9**) and can include pivots, gains, setbacks, and unexpected breaks. The entrepreneur's experience, then, is inherently personal and doesn't always fit into neat "stage of business" categories. It's critical for BSOs to understand this journey and to reflect this nuanced understanding in their communications, their programming, their staffing strategies, and their referral mechanisms. This statement can apply to any entrepreneur, but it is heightened for the underestimated entrepreneur with fewer resources and smaller networks.

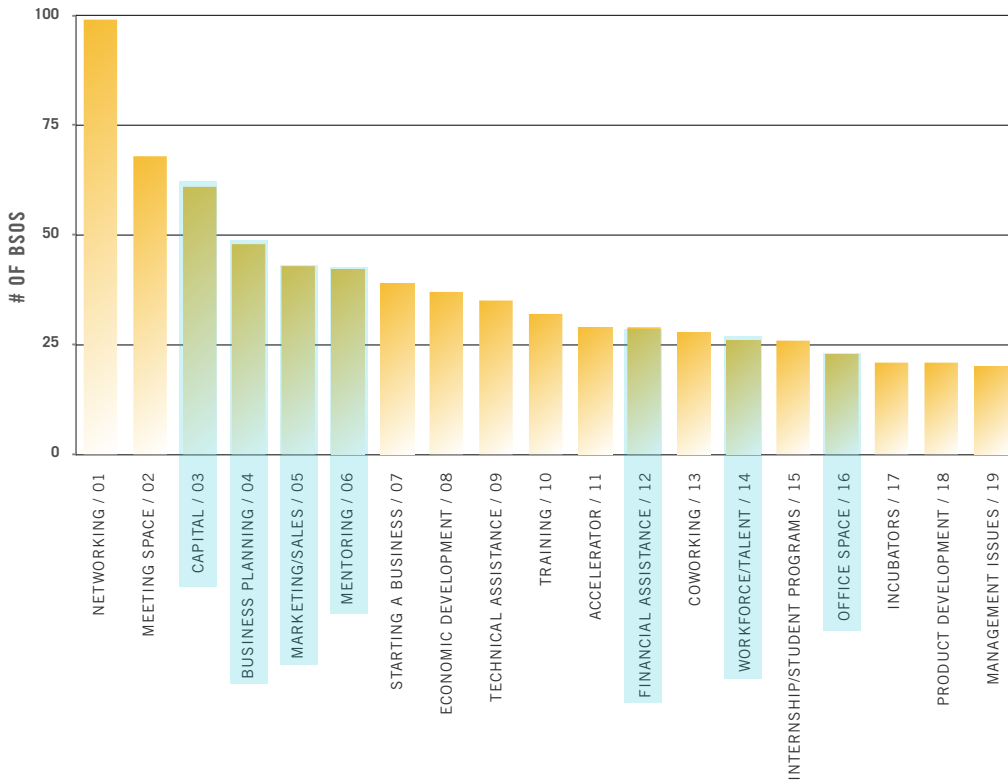


Figure 9: Entrepreneurship is non-linear.

In southeast Michigan, at least 37 different categories of services are available to entrepreneurs through general business support organizations. While the region is served by a robust set of business support services, entrepreneurs indicate they need specialized and more tailored support (**Figure 10**).

Figure 10: Most BSO services are *general*, focused on broad reach– though *unmet needs* also include specialized and more tailored support.

BSOs BY SERVICES OFFERED | UPPER HALF



SE Michigan BSOs provide

37 DIFFERENT SERVICE OFFERINGS

Highlighted in blue are the most recurring UNMET NEEDS according to entrepreneurs

BSOs BY SERVICES OFFERED | LOWER HALF

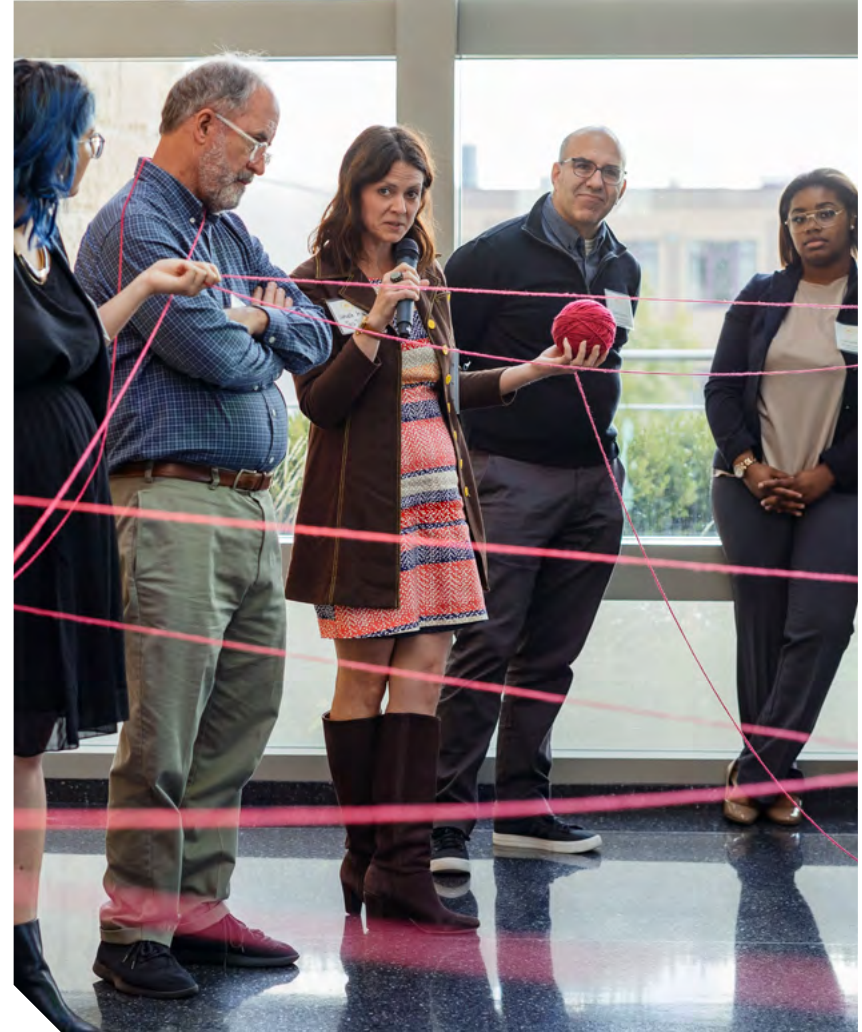
- 20 / MANUFACTURING/HIGH-TECH
- 21 / TECHNOLOGY COMMERCIALIZATION
- 22 / LEGAL SERVICES
- 23 / NONPROFIT DEVELOPMENT
- 24 / GOVT. & LARGE CORPORATE SALES
- 25 / LIBRARY & RESEARCH SERVICES
- 26 / DESIGN SERVICES
- 27 / OPERATIONS & LOGISTICS
- 28 / PUBLIC POLICY & GOVT. RELATIONS
- 29 / BUYING OR SELLING A BUSINESS
- 30 / IMPORT/EXPORT ASSISTANCE
- 31 / MAKER SPACE
- 32 / SITE DEVELOPMENT
- 33 / LABORATORY SPACE
- 34 / REGULATORY COMPLIANCE
- 35 / COMMERCIAL KITCHEN SPACE
- 36 / TAX SERVICES
- 37 / OTHER

Navigation Challenges

Entrepreneurs are being embraced as key contributors to the local economy, and this is evidenced by an active support network. However, the sheer volume of activity can cause confusion because the hundreds of support resources in the network can be difficult to navigate. Philanthropy has incentivized inclusive network behavior, and that leads to greater awareness across the board— entrepreneurs' awareness of resources and BSOs' awareness of each other. But awareness alone does not lead to coordination. **Many business support organizations don't have a strong grasp of each other's services and specializations.** Due to the more general nature of the services that many provide, business support organizations sometimes see each other as competitors— at the expense of efficiency in the overall network of support and to the detriment of entrepreneurs.

Funding Continuity

Southeast Michigan has the extraordinary privilege of philanthropic, public, and corporate support for entrepreneurship. But the **long-term sustainability of business support organizations is not guaranteed.** Philanthropic investment in southeast Michigan has emphasized accessible, inclusive entrepreneurship support, particularly for underestimated entrepreneurs' capital, space, and general assistance needs. This investment has built a strong foundation for the entrepreneurship support network, but long-term commitments to funding are required to ensure sustainability and continuity, particularly for organizations and programs that target underestimated populations. Continued investment is required to encourage greater network behaviors among existing business support organizations, whereas declines in investment could result in a culture of scarcity, fragmentation, and competition, rather than one of collaboration.





Conclusion

A community of opportunity retains and attracts residents by valuing people and their ideas. One way of doing so is by supporting and promoting resources for entrepreneurs. For the southeast Michigan economy to grow in a way that benefits all the region's residents, resources and support must be available to anyone who desires to start or grow a business.

For the past decade, the New Economy Initiative has increased the capacity of organizations and programs that help local entrepreneurs, primarily through grantmaking. NEI's grantees, in turn, have begun to view themselves as a network or ecosystem of entrepreneurship support that emphasizes the inclusion of our region's most underestimated residents. Recent research revealed a clear picture of a regional network of support for entrepreneurs composed of 226 resources, a quarter of which have received funding from NEI. But NEI has not been alone in these efforts; other philanthropic entities are supporting BSOs regionally.

Concentrated in urban centers, this network is accessible to anyone living within 100 miles of Detroit. Understanding that capacity-constrained entrepreneurs typically seek support that is within arm's reach, it is incumbent upon business support organizations to make productive referrals. **Until pockets of support are connected to each other, the wider network will not be fully visible to entrepreneurs. Lack of coordination among resources leads to a confusing and inefficient journey for entrepreneurs seeking technical assistance.** Increased coordination could improve Detroit startups' early survival rate of nearly 49 percent (Kauffman), which is significantly lower than the national rate of 79 percent.



The challenge ahead is to encourage network behaviors across these hundreds of resources, regardless of how they are funded or constituted, so that entrepreneurs, no matter who or where they are, get what they need when they need it.

Entrepreneurs need this network of support working at the regional level, especially those that are underestimated or growing businesses in lower-income communities.

To achieve equity, networks need to be fully visible. While overall awareness is improving, visibility is still a challenge in some places to some entrepreneurs or would-be entrepreneurs and to the broader regional community less directly involved in entrepreneurship, including the general public.

There is a relationship between accessibility and connectedness: more connections among and between entrepreneurship support resources leads to improved accessibility for entrepreneurs. Improved accessibility leads to expanded opportunity and personal agency.

As the region advances its entrepreneurial sector, it must be able to provide tailored support to more businesses, both to keep up with accumulating entrepreneurial expertise and to accommodate scale. Over the last decade, business service organizations have focused on attracting new clients—rolling out welcome mats across the region. In the future, focus should be on retaining and cultivating these relationships—paying attention to necessary follow-on services. Business support organizations will need to invest in infrastructure and data collection and analysis expertise in order to provide this next-level of service.

Where does the network go from here? Advancing the region will require next-level systems behavior. Now that the foundational structure of entrepreneurial support has been established and documented, it's time to build an inclusive system of business support for the region.



i: Opportunities for Further Research

To provide a data-driven response to the question posed in the conclusion, “*Where does the network go from here?*” further research is required.

Below is a list of topics for further exploration to create alignment across the southeast Michigan entrepreneurial support ecosystem.

1. Document and quantify the entrepreneurial journey: How does an entrepreneur find the right resources for their business? NEI surveyed its network in 2017 and found that 48 percent struggled to find support. And of those that did connect with business support organizations, more than half found the experience to be frustrating or very frustrating. Validate and prioritize potential gaps identified:

- ✦ a. Increase communication and collaboration
- ✦ b. Decrease the number of steps needed to distribute information to everyone in the network
- ✦ c. Resources attuned to the cost and accessibility of different forms of capital for underrepresented entrepreneurs
- ✦ d. Map all the entry and re-entry points in the entrepreneurial support ecosystem



2. Assess entrepreneurial satisfaction with existing resources and their referral follow-up processes + identify opportunities for improvement.

3. Conduct deep qualitative research with entrepreneurs with the goal of developing experience personas.

4. Tailored resources: What types of tailored resources, mentorship, and easier access to capital make starting up a new business more accessible? What's the impact on the small business survival rate? How could someone:

- ★ a. Light up the map of resources and services available?
 - ★ b. Make sense/meaning of what's on the map?
 - ★ c. Tailor and coordinate the route according to the business needs/wants (warn about upcoming problems and reroute as necessary)?
 - ★ d. Shorten the number of touchpoints (what kind of vetting of service providers and matchmaking options might work)?
 - ★ e. Customize education and training based on factors like where the entrepreneur is in their personal and professional development?
-

5. Story (and data) collection and amplification: What would be the impact of lifting up southeastern Michigan successes, to make them more visible within the state and nationally? How could that be operationalized?

6. Map of existing vs. ideal sectors and functional support (e.g., depth of sector representation, breadth of types of services supported)

7. Tools & systems landscape: Exploration of the expertise, tools, and systems necessary to track economic impact, network effectiveness, and identify gaps.

8. Develop a detailed understanding of:

- ★ Potential partnerships to extend services and service areas (private-sector activities like tax services, regulatory compliance, and legal services)
 - ★ Opportunities with large organizations
 - ★ Connecting entrepreneurial peers
-

9. Examine industries with robust referral systems (e.g., physicians, health systems)

10. Exploration of a regional branding opportunity directed at attracting new funding.

11. Determine who are considered trusted connectors for underestimated communities across the region and conduct deep qualitative research to develop personas.



ii: Appendix

Background research by Mass Economics identified 226 BSOs in Southeast Michigan. Each is considered a distinct resource, though some larger entities, like the University of Michigan, encompass multiple BSOs. This list, though comprehensive, is not exhaustive and will continue to be updated over time.

City: ANN ARBOR - WASHTENAW COUNTY

- 1 | Ann Arbor Economic Development Corporation
- 2 | Ann Arbor SPARK
- 3 | Cahoots
- 4 | Center for Automotive Research (CAR)
- 5 | Clinical Trials Support Office
- 6 | Environmental Protection Agency - National Vehicle & Fuel Emissions Lab (NVFEL)
- 7 | GCN - Optimal Impact Group
- 8 | MakerWorks
- 9 | MichBio
- 10 | Michigan Innovation Headquarters MI-HQ

- 11 | Michigan Technological University - Michigan Tech Research Institute
- 12 | Michigan Venture Capital Association
- 13 | MTRAC Innovation Hub for Advanced Transportation
- 14 | NEW - Nonprofit Enterprise at Work
- 15 | New Enterprise Forum
- 16 | Southwest Research Institute
- 17 | TSRL, Inc.
- 18 | University of Michigan - Ann Arbor Connected Vehicle Test Environment
- 19 | University of Michigan - Business Engagement Center
- 20 | University of Michigan - Cancer Center
- 21 | University of Michigan - Center for Entrepreneurship, College of Engineering
- 22 | University of Michigan - Desai Accelerator
- 23 | University of Michigan - Economic Growth Institute
- 24 | University of Michigan - Energy Institute
- 25 | University of Michigan - Entrepreneurship and Innovation
- 26 | University of Michigan - Geriatrics Center
- 27 | University of Michigan - Innovate Blue
- 28 | University of Michigan - Innovation Hub for Advanced Transportation (MTRAC)
- 29 | University of Michigan - Kresge Hearing Research Institute
- 30 | University of Michigan - Life Sciences Institute

- 31 | University of Michigan - Mcity
 - 32 | University of Michigan - Medical School Fast Forward Medical Innovation
 - 33 | University of Michigan - Medical School Office of Research
 - 34 | University of Michigan - Michigan Institute for Clinical & Health Research (MICHR)
 - 35 | University of Michigan - Midwest Innovation Corps (I-CORPS)
 - 36 | University of Michigan - North Campus Research Complex
 - 37 | University of Michigan - Patent and Trademark Resource Center at UM
 - 38 | University of Michigan - TechArb
 - 39 | University of Michigan - Transportation Research Institute (UMTRI)
 - 40 | University of Michigan - UM Ross School of Business - Zell Lurie Institute
 - 41 | University of Michigan Law School Zell Entrepreneurship and Law Program and Entrepreneurship Legal Clinic
 - 42 | University of Michigan Office of Technology Transfer
 - 43 | Veterans Administration Ann Arbor - Research
 - 44 | WCC Entrepreneurship Center
 - 45 | Workantile
- City: AUBURN HILLS- OAKLAND COUNTY**
- 46 | McLaren Hospital - Center for Research & Innovation
- City: BEVERLY HILLS- OAKLAND COUNTY**
- 47 | Michigan Hispanic Chamber of Commerce
 - 48 | Michigan Hispanic Fund

City: BINGHAM FARMS- OAKLAND COUNTY

- 49 | Greater Detroit Area Health Council

City: CANTON- WAYNE COUNTY

- 50 | Canton Public Library

City: DEARBORN- WAYNE COUNTY

- 51 | ACCESS (Arab Community Center for Economic & Social Services)
- 52 | Society of Manufacturing Engineers (SME)

City: DETROIT- WAYNE COUNTY

- 53 | Accounting Aid Society
- 54 | Adcraft Club of Detroit
- 55 | Allied Media Projects Inc.
- 56 | AutoHarvest Foundation
- 57 | Bamboo Detroit
- 58 | Brandcamp University - ReBrand Detroit
- 59 | Brightmoor Makerspace
- 60 | Build Institute
- 61 | Bunker Labs
- 62 | Business Leaders for Michigan (BLM)
- 63 | Center for Community Based Enterprise
- 64 | Central Detroit Christian CDC
- 65 | Children's Hospital of Michigan - Research

66 | College for Creative Studies - Corporate Relationships

67 | College for Creative Studies - Design Core Detroit

68 | Creative Many Michigan

69 | Detroit Area PreCollege Engineering Program

70 | Detroit Development Fund

71 | Detroit Economic Growth Corporation (DEGC)

72 | Detroit Economic Growth Corporation (DEGC) - D2D

73 | Detroit Economic Growth Corporation (DEGC) - Motor City Match

74 | Detroit Economic Growth Corporation (DEGC) - Motor City ReStore

75 | Detroit Employment Solutions Corporation (DESC) - Main

76 | Detroit Future City Project

77 | Detroit LISC

78 | Detroit Medical Center - Clinical and Translational Research

79 | Detroit Regional Chamber

80 | Detroit SCORE

81 | Detroit Venture Partners

82 | Downtown Detroit Partnership, Inc.

83 | Eastern Market Corporation

84 | Eastside Community Network

85 | Eight Mile Boulevard Association

86 | Endeavor Detroit

87 | Entrepreneurs Hub

88 | Focus: HOPE

89 | Foodlab Detroit

90 | gBeta

91 | Global Detroit

92 | Goldman Sachs 10,000 Small Businesses - Detroit

93 | Goodwill Industries of Greater Detroit

94 | Grand Circus

95 | Grand Innovations/Lifeline

96 | Grandmont Rosedale Development Corporation

97 | Grandmont Rosedale Development Corporation - Grand River Workplace

98 | Great Lakes Environmental Law Center

99 | Green Garage Detroit

100 | Hatch Detroit

101 | Henry Ford Health System - Henry Ford Hospital - Research and Clinical Trials

102 | Henry Ford Health System - Innovation Institute

103 | Inforum

104 | Institute for Advanced Composites Manufacturing Innovation
(IACMI) Vehicles Scale-Up Facility (LIFT co-located)

105 | Invest Detroit - Accelerate Michigan (also see Ann Arbor SPARK)

106 | Invest Detroit - Hacker Fellows

107 | Invest Detroit - Invest Detroit Ventures

108 | Invest Michigan

109 | Jefferson East Inc

110 | John D. Dingell VA Medical Center - Research

111 | Joy-Southfield Community Development Corp.

112 | Karmanos Cancer Center - Research

113 | Lawrence Technological University - Detroit Center for Design + Technology

114 | Lear Innovation Center

115 | LIFT - Lightweight Innovations For Tomorrow Institute

116 | Live6 Alliance

117 | MACC Development

118 | Matrix - Osborn Neighborhood Alliance

119 | Matrix Human Services

120 | Merrill Lynch

121 | Michigan China Innovation Center

122 | Michigan Community Resources

123 | Michigan Economic Development Corporation
-PlanetM Landing Zone and PlanetM

124 | Michigan Israel Business Accelerator

125 | Michigan Minority Contractors Association

126 | Michigan Minority Supplier Development Council
/ Minority Business Center Detroit

127 | Michigan Small Business Administration (SBA)

128 | Michigan Small Business Development Center

129 | Michigan Women Forward (formerly The Michigan Women's Foundation)

130 | Midtown Detroit, Inc.

131 | MSU Detroit Partnership for Food, Learning and Innovation

132 | National Association of Black Accountants

133 | National Black MBA Association

134 | National Business League

135 | New Detroit, Inc

136 | New Economy Initiative for Southeast Michigan (NEI)

137 | NextEnergy

138 | North Corktown Neighborhood Association (no website)

139 | OmniCorp Detroit

140 | Opportunity Resource Fund

141 | Patent and Trademark Resource Center (PTRC) - Detroit Public Library

142 | Ponyride

143 | Rock Ventures-Enterprise Initiatives

144 | SER Metro Detroit (Main Office)

145 | Southwest Detroit Business Association

146 | Southwest Solutions - ProsperUS Detroit

147 | SpaceLab Detroit

148 | Synchronous Coworking

149 | TechStars Mobility Accelerator

150 | TechTown Detroit

151 | The Eight Mile Boulevard Association

152 | The Villages Community Development Corporation

153 | U.S. Export Assistance Center

154 | U.S. Patent & Trademark Office - Detroit Office

155 | University of Detroit Mercy - Center for Social Entrepreneurship

156 | Wayne State University

157 | Wayne State University - Blackstone LaunchPad

158 | Wayne State University - IBio- Integrative Biosciences Center

159 | Wayne State University - Patent Procurement Clinic

160 | Wayne State University - Procurement Technical Assistance Center

161 | Wayne State University - The Front Door Program

162 | Wayne State University - WSU Innovation Warriors

163 | Wayne State University Law School Business and Community Law Clinic

164 | Wayne State University, Technology Commercialization

165 | WeWork - Campus Martius

166 | WeWork - Merchant's Row

167 | Workforce Intelligence Network (WIN)

City: FARMINGTON HILLS- OAKLAND COUNTY

168 | Asian Pacific American Chamber of Commerce (APACC)

169 | Detroit Clinical Research Center

170 | Kyyba Accelerator

171 | TiE Detroit

172 | Walton Business Management Solutions

City: FLINT- GENESEE COUNTY

173 | City of Flint Economic Development Department

174 | Factory Two

175 | Flint and Genesee Chamber of Commerce

176 | Flint Ferris Wheel/100K Ideas

177 | Hurley Research Center

178 | Kettering University - GM Mobility Research Center

179 | Kettering University - Research

180 | Mott Community College FABlab

181 | Red Ink Flint

182 | University of Michigan Flint - Hagerman Center for Entrepreneurship & Innovation

183 | University of Michigan Flint - Innovation Incubator [IN]

184 | University of Michigan Flint EDA University Center for Community and Economic Development

185 | University of Michigan-Flint - Office of Research and Sponsored Programs

186 | VetBizCentral

City: GRAND BLANC- GENESEE COUNTY

187 | Ascension Hospital - Genesys Office of Research

City: HOWELL- LIVINGSTON COUNTY

188 | Howell Carnegie District Library

City: KALAMAZOO- KALAMAZOO COUNTY

189 | Michigan Business Innovation Association

City: LANSING- INGHAM COUNTY

190 | Michigan Economic Development Corporation (MEDC)

City: LAPEER- LAPEER COUNTY

191 | Enterprise Center of Lapeer - First Location

192 | Enterprise Center of Lapeer - Second Location

193 | Lapeer Development Corporation

City: LIVONIA- WAYNE COUNTY

194 | Eastern Michigan University - Livonia

195 | Great Lakes Women's Business Council

City: MONROE- MONROE COUNTY

196 | City of Monroe

197 | Monroe County Library System

198 | Monroe DDA

199 | Promedica Hospital Research

City: NEW YORK, NY

200 | Venture for America

City: NORTHVILLE- WAYNE COUNTY

201 | The Village Workshop

City: PLYMOUTH- WAYNE COUNTY

202 | Michigan Manufacturing Technology Center

City: PONTIAC- OAKLAND COUNTY

203 | Oakland County Business Center

204 | U.S. Dept. of Commerce, U.S. Commercial Service

City: PORT HURON- ST. CLAIR COUNTY

205 | Blue Water Area Chamber

206 | Economic Development Alliance of St. Clair County

207 | The Underground

City: ROCHESTER- OAKLAND COUNTY

208 | Oakland University - Eye Research Institute

209 | Oakland University - Office of Research

210 | Oakland University - OU INC

City: ROYAL OAK- OAKLAND COUNTY

211 | Beaumont Hospital Research Institute

City: SALINE- WASHTENAW COUNTY

212 | Saline Area Chamber of Commerce

City: SOUTHFIELD- OAKLAND COUNTY

213 | Lawrence Technological University - Collaboratory

214 | Lawrence Technological University - Marburger STEM Center

City: STERLING HEIGHTS- MACOMB COUNTY

215 | Oakland University - Macomb-OU Incubator at the Velocity Center

City: TROY- OAKLAND COUNTY

216 | Automation Alley

217 | DuPont Troy Innovation Center

218 | NextWave

219 | Walsh College

City: WARREN- MACOMB COUNTY

220 | TARDEC

City: YPSILANTI- WASHTENAW COUNTY

221 | American Center for Mobility

222 | Ann Arbor SPARK - East Business Incubator

223 | Eastern Michigan University

224 | Eastern Michigan University - Office of Technology Transfer

225 | St. Joseph Mercy Hospital - Research

226 | Ypsilanti District Library



iii: Glossary

Business support organizations (BSOs) are resource organizations that serve local businesses and help support their growth and success.

Ecosystem is generally defined as a complex network or interconnected system.

Entrepreneurial asset refers to any resource that provides support to entrepreneurs. These resources can take the form of *information, programs, people, or places*.

Entrepreneurial ecosystem is that complex network of interconnections related to the support of a person (or persons) who organizes and operates a business or businesses. For the purposes of this report, “ecosystem” and “network” are used interchangeably.

Equitable access refers to the notion that everyone [in southeast Michigan] interested in starting or growing a business should have the same opportunity to access resources; *the opposite of a preferential network*.

High-growth sectors are industries that are adding jobs and experiencing increased revenue at greater rates than the economy as a whole.

Inclusion is a guiding principle that considers all people, regardless of their abilities, race, ethnicity, or orientation, entitled to respect and appreciation as valuable members of their communities with *equal access to opportunities*.

Micro business is a business with five employees or fewer, per the Association for Enterprise Opportunity’s definition.

Network behavior is the process of cultivating relationships among and between business support organizations and resources to improve outcomes for entrepreneurs.

Network of support, see “Entrepreneurial ecosystem.”

New or startup business is a business in operation for less than two years, per most traditional lending guidelines.

Small business is a business with fewer than 500 employees, per most federal guidelines.

Underestimated entrepreneurs refers to those who do not receive economic opportunities in proportion to their availability and qualifications



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