NHE3 Landscape Study Report preview
8.4.21

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A collaboration between DataHaven and Yale School of Management
Funded by The Community Foundation Mission Investment Company
Overview

1. Introduction
   a. Power of Entrepreneurship & Ecosystems
   b. Trends in Inclusive Competitiveness

2. Forward Cities Data—Greater New Haven Landscape Analysis

3. ESO models (Case studies)

4. Benchmarks & Recommendations
Entrepreneurship and Economic Development

- Increasing production output
- Creating employment
- Important Source of Innovation
- Promoting Social Change
- Promoting Research & Industrial Development
- Developing and improving Existing Enterprises
- Technological revolution
- Development of New Markets
- Removing Regional Disparities
- Subsequently raising the GDP

The Conversation, 2014, Entrepreneurial Ecosystems and Role of Public Policy
In US, 2020 first cohort of children born majority non-white
Key Statistics

- Minority component of the US population (Yr 2019): 39.9%
- Minority owned Businesses (Yr 2018/19): 18.3%
- Women Owned Businesses (Both white & Minority): 19.9%
- Venture capital Backed Startups owned by white Male YR 2018-19: 71.6%

Trends in INCLUSIVE COMPETITIVENESS

Where To Find
Women-Owned Businesses

Where To Find
Black-Owned Businesses

Where To Find
Latinx-Owned Businesses

Metro area with a women-owned business in at least 100 categories

Metro area with a Black-owned business in at least 10 categories

Metro area with a Latinx-owned business in at least 10 categories


Trends in INCLUSIVE COMPETITIVENESS
Amazon is launching a startup accelerator for Black entrepreneurs that could help fix one of the biggest problems in venture capital.

Black Girl Ventures Partners With NIKE, Inc. Making Capital Accessible To Black, Brown Women Founders

SoftBank put together a $100 million investment fund for minority-owned businesses in 24 hours

Trends in INCLUSIVE COMPETITIVENESS

Barriers faced By BIPOC Groups in Entrepreneurship

Capital inaccessibility

Limited networks

Mentorship

Financial literacy

Access to talent

Excessive bureaucracy

Poor business location

Nika White Consulting, 2020
Choo, Moon & Taughtong, 2019
Isenberg, 2014
Barriers faced By BIPOC Groups in Entrepreneurship

- Fear
- Diversity attributes intersectionality hence overlap
- Gender/ Racial Discrimination.
- Code Switching
- Being too risk averse to avoid harsh judgement

Nika White Consulting, 2020
Choo, Moon & Bounkhong, 2019
Isenberg, 2014
“Entrepreneurial ecosystems thrive when people and resources are connected and working together to develop new approaches and solutions for serving entrepreneurs.”

Kauffman Foundation
19,355
businesses

50% < 5 employees
94% < 50 employees

New Haven-Milford CT Metro Area, 2019

Dataset from US Census County Business Patterns, 2019
New Haven-Milford CT Metro # Firms by Industry

New Haven-Milford CT Metro Area, 2019
New Haven-Milford CT Metro Area, 2019
New Haven-Milford CT Metro Area, 2019
Hispanic 3% firms
Black 1% firms
Asian 10% firms
White 80% firms

US Census, Annual Business Survey: Statistics for Employer Firms by Race and Ethnicity, New Haven-Milford, CT Metro, 2018
In New Haven, as of January 30 2021, total small business revenue decreased by 47.4% compared to January 2020.

Providence -51.4%
Baltimore -21.2%
Philadelphia -30.9%
In **New Haven**, as of January 30 2021, the number of small businesses open decreased by **40.6%** compared to January 2020.
Coronavirus Is Hitting Black Business Owners Hardest

By Lauren Leatherby  June 18, 2020

A higher share of black business owners stopped working during lockdowns

Change in active small business owners between February and April 2020

Source: Analysis of Current Population Survey by Robert Fairlie, University of California, Santa Cruz

41%

Black -owned, -led businesses closed during COVID-19 economic crisis
Entrepreneurship

Barriers for entrepreneurs of color, women & other underrepresented groups:

Access to Financing
- Wealth gap between upper-income families vs. middle and lower widening (Pew, 2020)
- White vs. Black household wealth (10x) (Brookings, 2020)
- 70.6% of Black entrepreneurs rely on personal and family savings for financing business;
- Black entrepreneurs 3x more likely to have business growth and profitability reduced by lack of access to capital (US Chamber)
- US Venture over $130 billion/year, less than 1% of Black or Latino founders accessed

Access to Markets
- Highly rated businesses in majority Black areas don’t grow at same rate (Perry, 2020)
- Policy solutions: Preferential procurement programs to assist MWBEs; Last Disparity Report done in CT in 1992
- Expand to 15% of Federal spend under Biden
- Participation rates of women and BIPOC in accelerators and incubators relatively low, especially in high tech sector (JPMC & ICIC, 2016)

Access to Education and Employment
- Stronger interest in becoming entrepreneurs + higher education in BIPOC communities
- Degrees in business and engineering have increased sharply among BIPOC students
- Latinos and African American are overrepresented among college graduates wanting to start businesses

Source: Bates, Minority Entrepreneurship in Twenty-First Century America
Dual Role of Entrepreneurial Ecosystems

Launch START UPS

SCALE UP existing businesses
Types of Entrepreneurship

Innovation Driven Entrepreneurship

- Founders with higher education levels
- Teams with more diverse skill sets
- Risk capital needed
- Longer incubation
- More connections to knowledge infrastructure and global markets, through links to universities, investor networks and corporate partnerships

SME Entrepreneurship

- Family business more often the type
- Capital needed: less amounts, and fewer sources of external capital vs IDEs
- SME development is more linear

Image Source: mbemag.com, iNvictus Office Center
Greater New Haven snapshot

NEW ECONOMIC JOLTS TO ECONOMY=Advance Child Tax Credit Payments

starting July 2021

25,391 children under 17 in New Haven are below FPL

5 and under (n=3,618) $300/month per child

6-17 (n=21,773) $250/month per child

*$6,529,650/month additional disposable income in New Haven households

Census Reporter, 2019 ACS 1 year data
Inclusive Ecosystems

Building Blocks

Applying the Forward Cities Framework to New Haven Ecosystem

Talent Pipeline and Mentors
Policy & Supports

Champions and Ecosystem Builders (you!)

On ramps & Pathways
Intersections & Conversations
Capital & Financing
Identity & Storytelling
Metrics & Learning
Greater New Haven landscape

TALENT PIPELINE
Diverse and growing pool of makers, dreamers and doers
Qualified and multilingual mentors
K-12
University
WFD tied to emerging entrepreneurial sectors

POLICY LEVEL
City regulations, policies and recovery strategies
OZ/BIDs/RE ownership
Local anchors entrepreneurship support strategies
Consistent funding to ecosystem
**Talent Pipeline**

**WEAKNESSES**
- Segregated neighborhoods by income and race/ethnicity
- Segregated regional housing markets
- Spillover to education systems
- Underdeveloped Tech Industry/ CS education

**STRENGTHS**
- Diverse and growing pool of makers, dreamers and doers
- Multi-cultural city
- University technology transfer and entrepreneurship education (iHaven, Yale, & Quinnipiac)
- K-12 (ConnCAT)
- Post 2nd (Holberton School)

**OPPORTUNITIES**
- Qualified and multilingual mentors (small big city; graduate entrepreneurs?)
- K-12 (Promise? Career Academies?)
- WFD tied to emerging entrepreneurial sectors (BioPath-Southern U. & City)

**THREATS**
- Talent / Firms leave for bigger regional economies
Greater New Haven landscape

TALENT PIPELINE
Diverse and growing pool of makers, dreamers and doers
Qualified and multilingual mentors
K-12
University
WFD tied to emerging entrepreneurial sectors

POLICY LEVEL
City regulations, policies and recovery strategies
OZ/BIDs/RE ownership
Local anchors entrepreneurship support strategies
Consistent funding to ecosystem
**Policy Level**

**STRENGTHS**
- Growing interest in building Ecosystem
- Biotech part of ecosystem
- New funding to ecosystem
- Local anchors with strong entrepreneurship support strategies (University of Conn-procurement; iHaven)

**WEAKNESSES**
- SME focused entrepreneurship less capacity and less coordination
- Need sustained stewardship of initiatives (diversity study, Yale anchor purchasing, small contractors program)

**OPPORTUNITIES**
- City regulations, policies and recovery strategies (Partners Fund; HEDCO line of credit)
- OZ/BIDs/RE ownership
- Local anchors entrepreneurship support strategies (Yale-UConn)
- Federal SBIR/SBIC 5M, CDFIs 1.3T
- CT Minority Business Initiative

**THREATS**
- Presidential election 2024
- Midterms
- COVID-19/ DELTA variant
1. Mapping the Forward Cities Data
Financial
All ESOs

- Connecting to Funding Opportunities: 19
- Financial Planning: 13
- Direct Funding: 11
- Business Financing: 11
<table>
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<th></th>
<th>Mentoring</th>
<th>Finance/Legal</th>
<th>Capital</th>
<th>Management (multiple)</th>
<th>Management (stand alone)</th>
<th>Product</th>
<th>Incubator</th>
<th>Physical Space</th>
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2. Ecosystem Organizations—Case Study Models
Case Studies

Methods

- 90 minute interview
- Follow up “model check”
- Materials reviewed and approved

1. Graphic depiction of ESO model
2. 2 page case study summary
3. Selected quotes for “data walk”
“Business planning is important for a variety of reasons, we create a lot of space for participants, a lot of space. Starting a business is hard. Actually a very special space, the exercise of articulating the components of business plan. We get a lot of ‘I love to cook, people love my cooking, I’m thinking of opening a restaurant.’ There’s a lot to do from here to there! Our assessment is a diagnostic, what kind of entrepreneur are you? Who are you as a business and who are you not?”

“We place more emphasis on the guts and on the roots.”
“We want people when they interact with Collab to feel very taken care of very supported very believed in what they're bringing to the table, the lived experience that they bring to the table, the expertise that they bring to the table.”

We create a safe work environment, direct one on one support, our focus is on the intersection of emotional wellness and direct coaching support.”

“We really see ourselves as that top of funnel and ecosystem, we touch likely, the most entrepreneurs and bring them into the funnel and provide them immediate support.”

New Haven based CT focused

Pre-accelerator (5 weeks/ PT) 20-30 per

11/12 week sessions
2x year (FBA 1x year)
10 entrepreneurs per

Collab

Office hours

Groundwork

Entrepreneur

Employee

Organizational partners

Pitch Day

Node for other connections (NXTHVN, TCF-MIC)
“It is called KNOWN because I think people first connect with people and they get to be known and as a consequence of that things happen, serendipity kicks in.”

KNOWN

Happy hour
Networking
Pivot talks
Digital Synch
Wall of fame

Wealth generation platform

4 months, 36 hours training, 8 hours mentoring, 1 live showcase

FUTURE vision 3 stage Accelerator with pipeline to Capital:
Stabilization 10k
Sustainable 25k
Growth 100k

FUTURE vision- Nodes to Greater New England Minority Supplier Development Council, BBA, SAMA

New Haven based

“In a nutshell KNOWN is here for turning emerging KNOWN entrepreneurs into star performers.”

Growth Lab
Capital
Marketplace
Co-working
Curated Entrepreneur

36 desks
9 offices
6 conference rooms
Digital address

4 months, 36 hours training, 8 hours mentoring, 1 live showcase
"I'm trying to make sure that they opened the doors to opportunity, so the model as it is doesn't work if you just get a membership to the Chamber, it only works if the Chamber is committed to opening those doors. And if everybody in the Chamber looks alike and has been together for years if you're the new person coming in, no matter what color you are it's very challenging to be able to break into that circle."

"What was not really considered is, it is not as easy as here's the money and we give you the money. We have to prepare the businesses to be ready for funding."

"The amount of work that it takes it is not the same for a Black business to get from A to Zed as it is for a white business, it is not the same."
“The opportunity that the HUB brings to entrepreneurship, whether it’s a student, an incubator or accelerator is the fact that we derisk. 95% of companies fail, and the reason why they fail is not necessarily always because they don’t get capital but because they lack business acumen.”

**HealthVenture-HHH**

- **Y-start Bootcamp**: 4 wks, <$1 million, 12 months
- **Y-Start Global**: 9 month residency, non-US global startups
- **Incubator Accelerator**: Advice, Space, Networks

**Global focus**

- 8-10 week CT university students
- Helix-Yale student team project match
- 7 college/university partners

“I’d like to be in a position to have more persons of color in this ecosystem. This is important from the perspective of access and opportunity but also creates wealth equity and closes the gap associated with wealth inequities. That’s really, really important to me. If there’s a legacy that I would like to leave, it would be that.”
“One-on-one advising is the number one thing for any SBDC in the country—you are coming in for information but leaving with a lot more.”

“I think technical assistance should go along with money. A person says I have an idea, let me borrow $50K—that person does not know how to run a company. That's the missing variable.”

New Haven based
State focus
State and Federally funded

Webinars
Training

Node for other connections (SBRC Academy, Real Estate/city, Business development- Clusters, Certification programs, Global markets, Federal & State programs)

SBDC
-node to $ 

SBA loan guarantees

Angels, VC, Banks
(target = $57 million)
Curriculum Comparison (based on websites/ not member checked)

Similar across ESOS
- Business Planning
- Finance & Accounting
- Marketing
- How to Get Funded
- Social Media
- Legal Basics/Incorporation

Distinct
- Business Plan Writing
- Individualized KPIs
- Value Proposition/Pitch

Distinct output
- SBRC
- Basic Numbers

Distinct
- HHH
  - (iH) Intellectual Property Law
  - (iH) Design Thinking
  - (iH) International Opportunities
  - (Y-s) What to Expect from VCs
  - (Y-s) Post-Due Diligence
  - (Y-s) Navigating the Healthcare
  - (Y-s) Innovation Ecosystem
  - (Y-s) HC as a client
  - (Y-s) HC Innovation ecosystem
  - (Y-s) Equity 101
  - (Y-s) Building a Team
  - (Y-s) Product design

Distinct
- COLLAB
  - (ED) Starting from inside out
  - (ED) Understanding your expertise
  - (Gw) Your Why
  - (Gw) Culture of Entrepreneurship
  - (Food) Procurement
  - (Food) Food regulations

Distinct
- BBA
  - Customer Retention & Service
  - Resume writing

Distinct
- KNOWN
  - Productivity Tools & Strategies
  - Insurance
  - How to Get Minority Certifications
Curriculum Comparison (based on websites/ not member checked)

Collab - Entrepreneurship Decoded
- The Most Important Thing is You
- Entrepreneurship Decoded
- Putting Yourself Out There
- Starting from the Inside Out
- Understanding Your Expertise
- Your Business, Your Community

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Collab - Regular Accelerator
- Customer Discovery
- Value Propositions
- Business Planning
- Legal 101
- Accounting 101
- Marketing 101

Collab - Groundwork
- Orientation & Your Why
- Building a Business Idea
- Understanding Your Customers
- Intro to Business Modeling
- Culture of Entrepreneurship
Example of Curriculum Comparison (based on websites, not member checked)
Entrepreneur engagement *growing well*

Co-working, Maker spaces, Production spaces *emergent*

General entrepreneurship education — *lots of overlap here, some synergies, lots of iteration*

Sector specific networks, specific industry connections *less developed*

Access to capital networks and market access assistance = *variable*
Interview Themes
Key Themes from interviews

Working in Ecosystem

- Desire to know more about each other
- Scarce funding leads to competition
- Overlap not necessarily bad (many touches)

Entrepreneur Needs

- Lack basic business acumen
- Financials (really know how to work with them)
- Mix of technical and culturally sensitive support
- Low or no cost professional services
- Tax assistance
- Back office
- Flexible capital early, attached to pipeline & TA w/capital
- Business development for next level growth

Entrepreneur strengths

- Grit, resilience, people persons, market knowledge, younger generation very entrepreneurial

Inclusion

- Just buzz word, need action
- Not right question
- Representation at all levels (not just entrepreneurs)

View of Funders

- Supportive accessible, good listeners
- 3-5 year funding, not year to year
- Tight pockets, usual suspects getting funded
- Doesn’t always move at speed want them to

NHE3 Process

- Concern about FC history and lack of transparency
- Build trust with action
- Process that gives more marginalized voices a say
- Urgency about the work, serious business leaders
3. Benchmarking to Thriving Ecosystems (select best practices)
Benchmark: Onramps & Pathways

Onramps & Pathways

Forward Cities

1. Accessible (online and offline) business skills training and TA
2. Articulated and active Main Street business recovery and resilience strategy
3. MBWE programs aligned with growth sectors
4. Accessible (online and offline) accelerators/incubators for multiple sectors
5. Free/low-cost start-up and entrepreneurial mindset workshops (online and offline)

IDEAS

- **URBANE (Flatbush/Caton Market)**
  - Business developer and market access onsite
    - Commercial kitchen/lotions, etc. production for rental
    - Set up for live stream
    - Rent to community college for classwork
    - Broker market access to online platforms, hotels, airlines (take a fee/%)

- **ICA (Oakland, CA)**
  - Focus on women entrepreneurs of color
  - Aiming for beyond regional growth (traded cluster)
  - Food focused, but other sectors too/mentor & board
  - CDFI-VC Incubator ($50k) and Accelerator ($100-500k)
Benchmark: Intersections & Conversations

Intersections & Conversations

Forward Cities

1. Ecosystem (virtual) gathering(s) connecting diverse and representative stakeholders
2. Consolidated ecosystem (virtual) event calendar(s)
3. Centralized digital resource directory
4. Accessible and inclusive Public (free) Innovation/work spaces - when safe
5. Entrepreneur-led (virtual) events and initiatives
Digital wayfinding space

St. Louis Startup Ecosystem Map

Curated and edited by EQ. This interactive map is a tried-and-tested guide to the startup ecosystem in St. Louis and a practical illustration of the hubs that form the innovation community.
(Place based) Entrepreneurship Center
Benchmark: Capital & Financing

FORWARD CITIES

1. Low-barrier, alternative capital and/or economic stimulus options.

2. Capital stack available for all stages and series of funding, including recovery.

3. Credit enhancement/ counseling programs.

4. Procurement technical assistance programs focused on MBWE businesses.

5. Diverse executive and board leadership among funding organizations.

“There is flexible capital available but not as flexible as we need it to be.”
“There is no such thing as capitalism without capital!”

Stanley Tucker
Meridian Management Group, Inc
Benchmark: Capital & Financing

STATE and NATIONAL LEVEL

1. MMG, Inc. worked with Black Caucus in MD state legislature to include in GAMING legislation 1.5% gross proceeds from gaming goes to fund for SMWBEs, in process of doing same with RECREATIONAL MARIJUANA legislation.

2. MMG, Inc. effort to ensure Maglev high speed train plan includes set asides for SMWBE and ensures that the set aside includes money for WORKING CAPITAL and BONDING.

Entrepreneurial Support Organization LEVEL

1. **MMG, Inc** uses continuum of capital model, ties accounting under hood review and technical assistance to prepare for growth, starts at the end

Ecosystem LEVEL

1. **New Orleans**-Council of corporations and industry groups pledged to give 200+million in contracts to local entrepreneurs and raised a “6m mobilization fund” to build the capacity to fulfill the contracts.

2. **Albuquerque** Community Foundation conducted landscape analysis to identify entrepreneurs of color, launched quarterly event for peer networking, and piloted Nusenda co-op capital product that allows NP partners to issue micro-loans—creating deal flow for equity funding products.

3. **San Francisco**-Crowdfunding and Angel investing education for professionals of color
Benchmark: Metrics & Learning

METRICS

*Forward Cities*

1. Data sources tracking business demographics, geography and sectors
2. Ecosystem stakeholders capturing and sharing common metrics and data
3. Quantitative and qualitative ecosystem evaluation and measurement tools
4. Promising practices codified and shared across the ecosystem
5. Active relationships and shared learning with other ecosystems prioritizing equity

Example:

Kapor Center for Social Impact (Bay Area)

“Research, applying new solutions, evaluating effectiveness”

Tech Leavers Study (leaks in pipeline)

Collaborations based on research to promote diversity and inclusion in Bay Area Tech

$40 million in initiatives at different stages
“There are many barriers to an inclusive economy... low wage jobs, lack of wealth creation opportunities and the current system, which was not set up to be inclusive.”

Dianna Tremblay

Director of Acceleration,
ICA Fund Good Jobs
Preliminary recommendations

1. Fund general operating grants for ESOs over longer time horizons
2. Create fund for capacity building investments for ESOs
3. Create a formal partnership pipeline for different entrepreneurship pathways - sector specific (eg. food), and across different growth stages
   a. Include capital partners & guaranteed grants/loans at different stages in the process.
   b. Tie funding to free TA.
4. Create flexible early stage capital products for entrepreneurs (consider “relationship lending” model)
5. Create a database of volunteer mentors to leverage expertise available in ecosystem
6. Create a digital, interactive “wayfinding” guide to ecosystem for entrepreneurs and ESOs
7. ESOs partner more strategically with public “spine” (SBRC-SBDC) perhaps through co-location of some activities at a new city entrepreneurship center
8. Survey entrepreneurs for deeper understanding of need
9. Develop best in class Back Office reboot initiative
Preliminary recommendations

1. Define NHE3’s role.

2. Proceed with transparency

3. Move from analysis to action research experiments

4. Pilots to build trust
1. Develop a process on NHE3 that is more transparent and defines NHE3’s role.

*Potential roles*

a. **Advise and consent:** 1) reviewing the results from this report and any other report compiled by research consultants, 2) identifying a subset of challenges and opportunities raised in the report where there is alignment in the group, 3) providing advice and consent to identify the subset of benchmarking ideas and recommendations that the NHE3 stakeholders think have potential and 4) incorporate NHE3 feedback to shape the next phase of work.
Preliminary recommendations

process

1. Develop a process on NHE3 that is more transparent and defines NHE3’s role.

Potential roles

a. Advise and Consent
b. Let the NHE3 Coalition Lead: 1) Data Walk - Randomly assign NHE3 to teams. Task each member to arrive at meeting with list of 5 challenges/opportunities where they see alignment across the interviews and data collected and 3 recommendations or benchmark examples they are especially excited about or see potential for in New Haven. In small groups, shareback and identify where the lists overlap, then do the same for team sharebacks. Develop a list of shared understandings of challenges, opportunities and priorities for action.
1. Develop a process on NHE3 that is more transparent and defines NHE3’s role.

Potential roles

a. **Advise and Consent**

b. **Let the NHE3 Coalition Lead:**
   1. **Data Walk**
   2. **Action Research** - create a facilitated process where the group identifies 1-3 Action Research Questions to guide the next phase of NHE3 work. For example, one RQ might be: **HOW COULD WE BUILD A BACK OFFICE REBOOT AT ECOSYSTEM LEVEL?** Or **HOW CAN WE BUILD PATHWAYS INTO FOOD SECTOR**

1. Develop a process on NHE3 that is more transparent and defines NHE3’s role.
   a. Advise and Consent
   b. Let Coalition Lead

2. Transparency
   a. will NHE3 have some funding to support pilot projects?
   b. will that be voted on?
   c. will coalition decide on metrics to evaluate?
   d. how will decisions get made?

3. Move from analysis to action research experiments

4. Pilots to build trust- look for initiatives that:
   a. Address challenges that are shared across ecosystem
   b. Create opportunities to strengthen connective tissue between ESOs
   c. Invest in capacity of ecosystem as a whole, not just individual programs
   d. Look to future (for example, Back Office Reboot important given the Infrastructure Bill)
New majority founders ecosystem

- Building blocks for scaling
- Culturally welcoming way finding
- More early stage risk capital
- Sophisticated side hustle infrastructure (Ghost kitchens, pop ups, podcasting & music studios, maker spaces, in house branding and business developers at platforms, small amount capital access from platforms)
- Low cost professional services available on demand
- Business development & market access
- Connections to industry specific networks
- Capital networks with aligned industry specific technical assistance
THANK YOU!

PI Contact: Kate Cooney kate.cooney@yale.edu
Appendix:
ESO Curriculum Comparisons
The Most Important Thing is You
Putting Yourself Out There
Starting from the Inside Out
Understanding Your Expertise
Your Business, Your Community

Collab - Entrepreneurship Decoded

Customer Discovery
Value Propositions
Business Planning
Legal 101
Accounting 101
Marketing 101

Collab - Regular Accelerator

Orientation & Your Why
Building a Business Idea
Understanding Your Customers
Intro to Business Modeling
Culture of Entrepreneurship

Collab - Groundwork
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<td>12/16 distinct</td>
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<td>HHH - iHaven</td>
<td>2/15 same</td>
<td>13/15 distinct</td>
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<td>SBRC</td>
<td>1/8 same</td>
<td>7/8 distinct</td>
</tr>
<tr>
<td>BBA</td>
<td>1/9 same</td>
<td>8/9 distinct</td>
</tr>
<tr>
<td>HHH - Y-Start</td>
<td>11/11 distinct</td>
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