

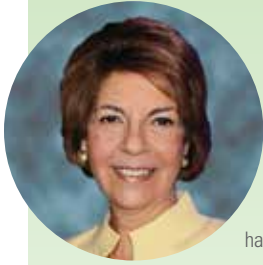
The background of the entire page is a blue-tinted photograph of a racetrack. Multiple long, curved light trails, likely from long-exposure photography of race cars, sweep across the frame from the bottom left towards the top right. The trails are in various shades of blue and white, creating a sense of high speed and motion. In the upper right, a section of the racetrack's safety fence and some trees are visible in the distance.

DRIVING

i n n o v a t i o n

ANN ARBOR SPARK 2017 ANNUAL REPORT

A horizontal bar at the bottom of the page, composed of several small rectangular segments in various shades of blue, green, and yellow.



a letter from the chair

It has been a privilege to serve as Ann Arbor SPARK's board chair. The work of the Ann Arbor SPARK team and fellow board members has supported our economic expansion and success; it is exciting to think about what has been accomplished and what's still ahead.

Two years ago, Ann Arbor SPARK celebrated its 10-year anniversary. From its humble beginning, bringing together the Washtenaw Development Council and the Ann Arbor IT Zone – now officially known as the SPARK Central Innovation Center – the mission of Ann Arbor SPARK has been to attract the jobs and investment critical to economic development in this region. From Pittsfield Township to Howell, Brighton to Ann Arbor, from Ypsilanti to Saline, and every community in between, that work has continued to evolve with the demands of businesses and job seekers alike.

A visible example of this work was the creation of two marquee talent events: Tech Trek and Tech Homecoming. Both of these events were created in direct response to employer demand for more opportunities to meet jobseekers. In four short years, Tech Trek has grown to be an incredibly popular community event that not only brings together companies and job seekers, but also students, community leaders, and more.

Another example is the economic benchmarking report released last year. The report helped to catalyze a way for Ann Arbor SPARK to look at competing regions around the U.S. with a strategic and critical eye, to measure where we are succeeding and where we need to improve.

This past year, the State of Michigan recognized the impact of Ann Arbor SPARK's work with a remarkable funding extension. We are one of only three SmartZones to be extended for 15 years. It is a clear sign of our success growing entrepreneurial activity – in Ann Arbor and Ypsilanti – and illustrates the supportive culture that startups will experience here. As a region, we are serious about helping the earliest stage companies to grow and scale here.

Finally, our region's growing prominence in the mobility sector has been an incredible opportunity to attract industry, jobs, and investment in the greater Ann Arbor area. From hiring a mobility expert at Ann Arbor SPARK to the opening of the American Center for Mobility, 2017 was a banner year and builds our confidence that this critical sector will continue to grow.

Looking back at the progress we have made, the new programs we have implemented, and the opportunities that have been created, I am enthusiastic about our future opportunities for economic growth. I thank you for the opportunity to lead this dynamic organization during the past three years. I am beyond impressed with the commitment of so many who are passionate about our region's success.

Sincerely,

Cynthia H. Wilbanks

CHAIR OF THE BOARD, ANN ARBOR SPARK



a letter from the president and CEO

What an incredible year! A few notable highlights:

- The American Center for Mobility at Willow Run opened its doors
- The Ann Arbor/Ypsilanti SmartZone was renewed for 15 years
- Global brands Toyota, Ford, Lear, and Applied Dynamics International all expanded here
- Livingston County renewed its partnership with Ann Arbor SPARK
- Services offered at the SPARK Central Innovation Center are now available at SPARK East

The grand opening of the American Center for Mobility was certainly an exciting highlight, cementing our region's preeminence in the future of transportation. In this coming year, Ann Arbor SPARK will work to attract businesses – from powerhouse brands to startups – to locate at the new site. We will also continue our work to make sure the emerging mobility companies receive full support in attracting and training talent.

The unparalleled talent base in the Ann Arbor region continues to compel companies to choose Ann Arbor for their most technical operations. FordLabs, a new dedicated mobility software office, opened in downtown Ann Arbor. Lear opened a cybersecurity-focused office. Toyota – celebrating its 40th anniversary in our region – underwent a 135,000 sq. ft. expansion.

In a move that acknowledges the collaborative efforts of many partners, the State of Michigan awarded a 15-year funding extension of the Ann Arbor/Ypsilanti SmartZone. With this funding, services available through the SPARK Central Innovation Center are now also available at our SPARK East business accelerator in Ypsilanti. The extension by the state deepens the foothold we have on being Startup City USA.

The 40 company growth projects Ann Arbor SPARK facilitated in 2017 resulted in more than \$120 million in investment commitments, 800+ new jobs, and 2,050 retained jobs. We assisted 217 startups and incubated 85 innovation workers at the SPARK Central Innovation Center and SPARK East. It is on that solid foundation that Ann Arbor SPARK will implement its updated strategic plan we are unveiling today. This plan, at its core, is focused on continuing to create opportunity for businesses and talent alike in Washtenaw and Livingston counties and southeast Michigan.

Regards,

Paul Krutko

PRESIDENT AND CHIEF EXECUTIVE OFFICER, ANN ARBOR SPARK

accelerated growth

ON THE ROAD TO SUCCESS

Growing from startup to profitable company – and sustaining that growth – is not an easy path. The hard work, dedication, vision, and patience it takes is remarkable. Even more remarkable: when a density of these businesses choose to navigate the road to success from the same location.

Ann Arbor has long been a hotbed of innovation, and innovative businesses continue to accelerate our economic prosperity. Driving industries are being fueled by new innovations across all sectors, including mobility, virtual reality, cybersecurity, and manufacturing. This diversity of businesses and jobs collide here to pave the road forward for companies, talent, and our economy.

SPARK
@nn arbor usa

innovation in



HYUNDAI

Invests \$5M in ACM, begins testing CAVs on-site



warmilu

Raises \$222,000, on track to save 7,200 babies with Kenya Kericho Hospital Project



Raises \$70M, valued at \$1.17B, Ann Arbor's first "unicorn"



may mobility

Establishes Ann Arbor headquarters, raises \$11.5M



nav

Invests \$1M in manufacturing



FordLabs

New specialized software office opens



IndustryStar

Increases revenue 60%

ann arbor



Opens new cybersecurity office

Groundspeed
Raises \$2.4M, expands to new Ann Arbor office

Kulish
Relocates back to Ann Arbor from Austin

Find Your Dittō
Founder named one of 10 People to Know by American Diabetes Association's *Diabetes Forecast*

LYONSCG
Continues growth, builds on previous \$1M expansion

Yoda
new Saline ing plant

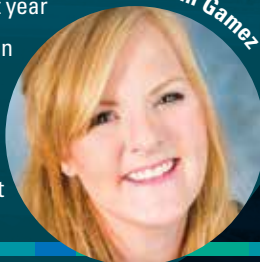
LAKE TRUST
CREDIT UNION
Reaches 175,000+ members and \$1.7B in assets

Ameritrade
\$5.75M expansion creates 75 new jobs



Mi Padrino

- 50,000+ users in first year
- \$100K Accelerate Michigan Innovation Competition winner
- \$50K Chloe Capital Pitch Competition winner
- \$25K Detroit Creative Corridor grant



Kim Gamez



Molly McFarland



- Doubles staff and revenue
- Launches new website
- Signs exclusive agreements with new inventor partners



Christina York

- Graduates to the fourth floor of the SPARK Central Innovation Center
- Gains 16 hospitals as customers
- Attracts Invest Detroit as first institutional funder
- Wins "People's Choice" at Accelerate Michigan Innovation Competition



SPELLBOUND™

women in tech



Invests \$154M in regional expansion

EMERGING COMPANIES have found a home in Ann Arbor's tech sector. As an area of innovation, the high-knowledge talent required to support and inspire new level thinking and testing lives here.



augmented reality



software



cyber



mobility



virtual reality



tech



health & medicine



COYOTE

Grows to 200+ employees



TECH TREK, TALK & HOMECOMING

"It's all here" includes talent, and by showcasing the variety and density of innovation-based businesses and job opportunities in the Ann Arbor region, these marquee events attract and retain talented knowledge workers. These events are a fundamental way Ann Arbor SPARK's work creates economic growth and prosperity.

ACM

Now open, the American Center for Mobility is an opportunity to attract attention – and investment – from global automotive and technological companies.

It's also an opportunity to grow emerging industries driving the development of connected and autonomous vehicle technology. The Ann Arbor region is the nation's epicenter for mobility, and ACM is accelerating our success.



American Center for Mobility
CONNECTED. AUTOMATED. VALIDATED.

TECHtalk 



start. grow. exit. repeat.



SPARK CENTRAL & EAST INNOVATION CENTERS

The Michigan Economic Development Corporation awarded a 15-year funding extension to the Ann Arbor/Ypsilanti SmartZone, which is managed by the Local Development Financing Authority (LDFA). The funding directly supports Ann Arbor SPARK's entrepreneurial services in Ann Arbor – and extended those services to our SPARK East Innovation Center in Ypsilanti. As a result, entrepreneurs in both cities have access to incubator space, business acceleration services, mentors, and grant funding.

The SPARK East Innovation Center also got a facelift, which resulted in 35 percent more space for tenants as well as new interior and exterior paint and signage – ultimately boosting the visibility of the businesses located at the facility.

10,447 attendees

152 events held

37 states represented

INNOVATE YPSI

\$135,000 in grants resulting in \$11.2M in investment

SMARTZONE EXTENSION

Receives 15-year extension
1 of only 3 SmartZones

EMU INTERN PROGRAM

24 students 12 startups 15 hired

Boot Camp Re-booted

In parallel with the entrepreneurial ecosystem's evolution, Boot Camp has adapted to meet the changing needs of startups. With a syllabus focused on helping entrepreneurs define their value proposition and a robust cohort of expert mentors, Boot Camp now offers a \$25,000 prize to its "Best of" winner, selected by a panel of esteemed judges.

“Boot Camp is often the first touch point entrepreneurs have with the tech ecosystem in Ann Arbor – and that's ideal because the expert advice from seasoned mentors gives them a solid path forward. It serves as a launching point from which companies can **ESTABLISH ROOTS, ATTRACT CAPITAL, AND GROW.**”

Bill Mayer

VP ENTREPRENEURIAL SERVICES, ANN ARBOR SPARK

Choose to innovate in A2

Ann Arbor SPARK proudly partners with peer organizations in our community. Sometimes we will work with a company in tandem with our ecosystem partners, sometimes a partner is a “next step” for a company we've helped, or sometimes we refer a company who is not a fit for our services to a partner. No matter your industry, we are Startup City USA because every type of critical resource an entrepreneur needs can be found here.

ACCELERATORS

MI-HQ
Desai Accelerator
TechStars Mobility
U-M Tech Transfer
Michigan Life Science and Innovation Center

INCUBATORS

Startup Garage
Tech Brewery

MOBILITY

TechLab at Mcity

American Center for Mobility
Honda Xcelerator
Tus Accelerator
PlanetM

EDUCATION

New Enterprise Forum
MISBDC
A2 Newtech
U-M Center for Entrepreneurship
U-M Zell Lurie Institute

RESOURCES

First Customer Program

Biotechnology Business Consultants

FUNDING

Michigan Venture Capital Association
First Capital Program
Michigan Pre-Seed Capital Fund II

COWORKING

Back Office Studio
Landline Creative Studios
Cahoots
Workantile



Michigan Angel Fund (MAF) —

With 130 members and 16 companies in its portfolio, MAF is the largest angel organization in Michigan. It fills an important funding gap by investing in very early stage companies across the state that are not yet primed for venture and other sources of capital. MAF is managed by Ann Arbor SPARK with support from the Michigan Economic Development Corporation.

“In 2017, we successfully raised Michigan Angel Fund III and have invested in four exciting companies — Change Dynamix, Court Innovations, JOOL Health, and Groundspeed Analytics — all of which are performing very well. We also made our final investment from MAF II, in Shoulder Innovations. The Michigan Angel Fund not only provides an opportunity for more and different investors to become involved in our entrepreneurial ecosystem, it continues to be a **VALUABLE RESOURCE** to these early stage companies for whom other options for capital aren’t available.

Skip Simms

SENIOR VICE PRESIDENT, ANN ARBOR SPARK



ENTREPRENEURIAL SERVICES AT-A-GLANCE

- Affordable office space for startups
- Entrepreneur Boot Camp
- Expert counsel to entrepreneurs
- Access to funding opportunities
- Educational & networking events

Nurturing and supporting homegrown businesses creates new jobs and increases local investment, which will in turn increase tax revenues.

IMPACT ON OUR LOCAL ECONOMY

LDFA Accomplishments FY 2012-2017:

390 companies served
929 jobs created
128 incubator graduates

\$3.46 million in grants to startups

\$603 million private equity raised

The Ann Arbor/Ypsilanti Smart-Zone LDFA provides capital to commercialize products developed locally. LDFA grows these companies in Ann Arbor and Ypsilanti, funded by the State of Michigan.

ENTREPRENEURIAL SERVICES

Accelerator



AlertWatch

Raises a **Series A** to double R&D staff

Access to Funding

shoptelligence

Launches service on six sites, doubles employees

Mentorship & Expert Counsel



GIVE AND TAKE

Raises **\$2.2M** seed funding round, launches beta of Givitas

TRUE JOB

Quadruples number of customers

SPARK

leadership. vision. resources.

Funding helps employers and skilled trades employees

In 2017, Ann Arbor SPARK worked closely with Michigan Works! Southeast to increase applications to the **Skilled Trades Training Fund (STTF)**. STTF provides competitive awards for employer responsive training that enhances talent, productivity, and employee retention. The funding helped **29 companies** in Washtenaw and Livingston counties with training, developing, and retaining current and potential employees. The training, which is customized to meet skills required by employers, **supported more than 930 jobs** in the region and **leveraged \$985,943** in state funds. The companies that benefited from STTF employ **more than 4,100 people**.

Life science companies

Thanks to its deep talent pool, heritage, and flexible workspaces that support the growth trajectory common with life science companies, the Ann Arbor region is a destination for biopharmaceutical, bioresearch, medical device, bioinformatics, and biomanufacturing companies. Coworking space MI-HQ, located on the west side of Ann Arbor, has grown rapidly and is now home to **13 distinct life science companies**. Biopharmaceutical company Lycera continues to grow in Michigan. It moved into new space in Pittsfield Township in 2017. It worked with Ann Arbor SPARK to secure incentives to renovate its space to accommodate growth.

Long-term growth fuels the economy

ADI APPLIED DYNAMICS INTERNATIONAL

Applied Dynamics International, founded here in 1957, specializes in advanced computing. The company, which is experiencing rapid growth, announced it will invest nearly **\$4.4 million** and create **100 high-paying jobs** to expand in Ann Arbor.

TOYOTA

Toyota celebrated its 40th anniversary in the Ann Arbor region in 2017. The automotive leader also announced a **135,000 sq. ft. expansion** of its research and development center in York Township. Toyota, which has invested **\$126 million** here in the last two years, will invest an **additional \$28 million** in its expansion.





Spotlight on mobility

The past year was a banner year for mobility in the Ann Arbor region. The **American Center for Mobility** attracted AT&T, Visteon, Toyota, Ford, and Hyundai America Technical Center Inc. to begin testing connected and autonomous vehicles at its facility, which opened in December. Autonomous shuttle manufacturer May Mobility, whose technology was developed at University of Michigan, opened its offices in Ann Arbor and began testing its fleet in downtown Detroit. French-based NAVYA, whose autonomous, driverless, and electric vehicles are on the roads around the world, opened its first U.S. operation – a manufacturing facility – in Saline.

LIVINGSTON COUNTY SNAPSHOT

Ann Arbor SPARK and the Economic Development Council of Livingston County are working to advance the economy of Livingston County and the Ann Arbor region. In 2017, this partnership resulted in more than \$19+ million in new investment and nearly 79 new jobs in the county.

\$279M in new private investment
since 2012

THAI SUMMIT HOWELL EXPANSION

\$7 million in investment
33 new job commitments

TG FLUIDS BRIGHTON EXPANSION PROJECT

\$12 million in investment
35 new job commitments

ABERRANT ALES OPENS IN DOWNTOWN HOWELL

Transformed a vacant space into a lively **downtown destination**

Ann Arbor SPARK and the Economic Development Council of Livingston County's guidance throughout our **EXPANSION, HIRING, AND TRAINING** has been great and a tremendous help.

Jaime Portillo

TG FLUID SYSTEMS



BUSINESS DEVELOPMENT AT-A-GLANCE

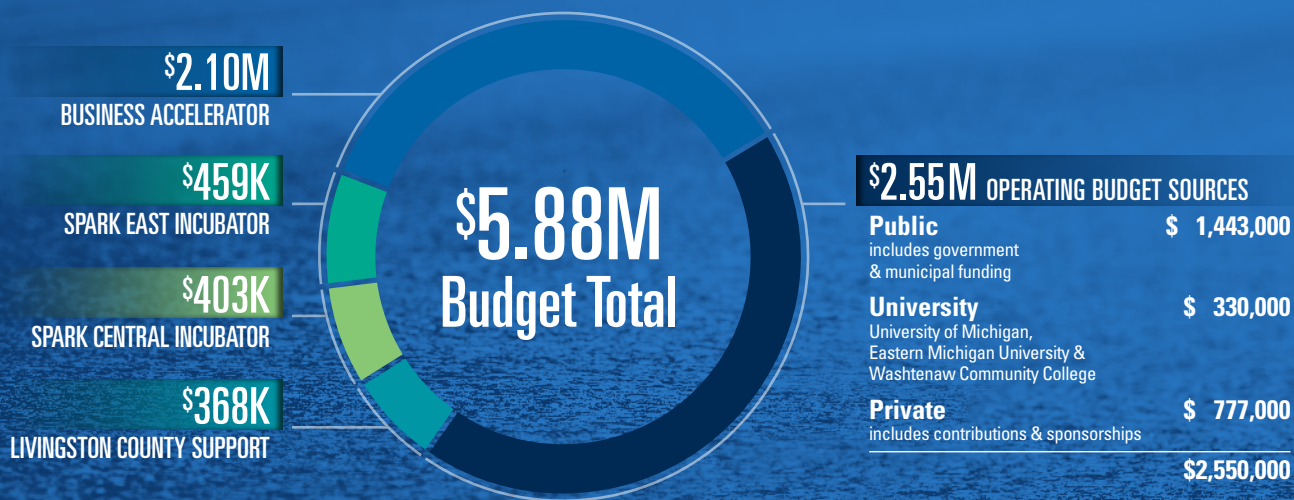
- Local business expansion
- Business attraction
- Business introductions and referrals
- Site search and selection
- Incentive support
- Talent services

From creating business development opportunities in Ypsilanti to promoting a skilled trades training program, SPARK provides the leadership and vision needed to help companies plan and grow.

In the past 13 years, SPARK's business development team has facilitated over **456 PROJECTS** – growing and retaining businesses in the region as well as attracting global companies.



2017: FINANCIAL HIGHLIGHTS



Current Funders AS OF DECEMBER 2017

PRIVATE SECTOR – \$25,000+



PRIVATE SECTOR – under \$25,000

Ann Arbor Area Board of Realtors
Arboretum Ventures
Arbormoon
Barracuda Networks
Blue Cross and Blue Shield of Michigan
Bodman
Business Wire
Butzel Long
Chemical Bank
Citizens Bank
Comcast Business
Comerica Bank
Disher Design
Domino's Farms
Fifth Third Bank

SPARK SUCCESSES

40 | company growth projects creating

217 | startups assisted
170 of those companies received intensive services – those companies currently employ 657 FTE

312 | companies assisted with 823 job postings

\$120 | million in new investment commitments

818 | announced jobs

2,050 | retained jobs

85 | incubator tenants nurtured

2012-2017 RESULTS

226 | company growth projects creating:
\$943.2 | million in new investment commitments
6,223 | announced jobs
807 | startups assisted, 522 received intensive services and have employed 2,415 FTE
10 | pre-seed investments awarded to 9 companies (\$175.4k/company avg)
2,094 | companies assisted with 9,163 job postings
25 | microloans awarded to 23 companies (\$33.6k/company avg)*
186 | incubator tenants nurtured
\$15+ | million community investments leveraged through Federal and State grants, foundations, and other sources

*Includes PSF, LDFA & Eastern Washtenaw funds

GDI Infotech
GenZe
Golden Limousine
Honigman Miller
ITC Michigan
Key Bank
Liebherr Aerospace
LLamasoft
Mannik & Smith Group
Menlo Innovations
Michigan Office Interiors
MLive Media Group
NSF International
Old National Bank
Oxford Companies
Plante & Moran
Ralph Wilson Foundation

Rehmann
Reinhart
Rudolph Libbe Group
SI Company
TD Ameritrade
Thomson Reuters
Truven Health Analytics (IBM Watson Health)
University of Michigan Credit Union

ACADEMIC PARTNERS

Eastern Michigan University
University of Michigan
Washtenaw Community College

PUBLIC PARTNERS

AAATA (The Ride)
Ann Arbor Charter Township
Ann Arbor Downtown Development Authority
Ann Arbor/Ypsilanti Local Development

Finance Authority
City of Ann Arbor
City of Chelsea
City of Dexter
City of Saline
City of Ypsilanti
EDC of Livingston County
MEDC
Michigan SBDC
Michigan Works! Southeast
New Economy Initiative
Pittsfield Township
Scio DDA
Superior Township
U.S. Department of Commerce
Washtenaw County
Ypsilanti Township

talent. growth. investment.

High-level talent creates high-level innovation

Ann Arbor is a destination where talented people know their careers – and their families – can thrive, and businesses know that they can find the talent they need to continue to create innovative products and services. These high tech, high skill jobs are critical to our continued economic success. Part of Ann Arbor SPARK's work is to generate awareness globally of the jobs and jobseekers in this region; this awareness fuels investment, business growth, and an ever-deepening talent pool that work in concert to drive economic prosperity.

TECH TALK

891

REGISTERED

18

STATES REPRESENTED

TECHtalk

#7 best cities for entrepreneurs

LIVABILITY.COM
2017

#1 most educated cities

WALLETHUB.COM
2017

#5 best cities for millennials

FORBES.COM
2016

#1 best cities to live in America

NICHE.COM
2017

TECH HOMECOMING

15

PARTICIPATING COMPANIES

581

REGISTERED

23

WALK-INS

145

RESUMES COLLECTED

17

STATES REPRESENTED

TECH TREK

70+

PARTICIPATING COMPANIES

4,200

REGISTERED

13

SPONSORS

43%

ACTIVE JOBSEEKERS

79%

OF COMPANIES CONNECTED WITH TALENT

30

STATES REPRESENTED

5.1M people exposed to brand

Tech Homecoming started three years ago as a way to engage with talented individuals that had left Michigan for other cities, many of them on the coasts. As they return home to see family and friends, we want them to also see the Ann Arbor job ecosystem in a new way – this is the event in which we get to paint that picture for them. We want to make sure they know that the “SMARTEST CITY IN AMERICA” and best rated place to raise a family also has really compelling career opportunities!

Jordan Fylonenko

SENIOR PR MANAGER, DUO SECURITY

#7 best cities for small businesses

NICHE.COM
2017

2017 region by-the-numbers

VENTURE CAPITAL DEALS

5.8x THE NATIONAL AVERAGE

REGIONAL COMPANIES

41% INVESTING CAPITAL

63% HIRING

58% PROJECTING SALES GROWTH

35% LAUNCHING NEW PRODUCTS

FROM FOREIGN OWNED COMPANIES

84% OF INVESTMENT

37% OF NEW JOBS

DOWNTOWN INNOVATION CORRIDOR REPRESENTS

3,000 EMPLOYEES

231 TECH COMPANIES

#20 happiest cities to work in
FORBES.COM 2016



MARKETING THE REGION AT-A-GLANCE

Creating a global platform for the Ann Arbor region:

- Company successes
- World-class talent
- Career opportunities
- Startup ecosystem

From company investment to jobs, ensuring that the Ann Arbor region is on the global map as a destination is core to Ann Arbor SPARK's mission.

AWARD-WINNING NEW-MEDIA APPROACH

3.6M social media impressions

1.2M online impressions

55.3K PR hits & views

105.7K YouTube views

612K website visits

BOARD OF DIRECTORS
David Parsigian – Vice Chair, **Cynthia Wilbanks** – Chair,
Timothy G. Marshall – Past Chair, **David Ruud** – Treasurer,
Dr. Rose Bellanca – Secretary

THE SPARK TEAM

LEADERSHIP & ADMINISTRATION

Paul Krutko
President & CEO

Skip Simms
Senior Vice President

Phil Santer
SVP & Chief of Staff

Bill Mayer
VP Entrepreneurial Services

Jennifer Cornell
VP Marketing & Communications

Danielle Jones
Director of Development & Assistant to the CEO

Liz Perpich
Director of Admin & Finance

Lisa Bies

Staff Accountant

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Jennifer Olmstead
Director of Business Development

Alex West
Director of Research

Marcia Gebarowski
Director of Business Development, Livingston

Julia Upfal
Business & Municipal Development Manager

ENTREPRENEURIAL SERVICES

Jonathan Goldstein
Director of Entrepreneurial Services

Komal Doshi
Director of Mobility Programs

Phillip Coleman
Events Manager

Mike Flanagan
VP Capital Programs

Ben Harrington
Client Research & Knowledge Manager

Charlotte Dillard
SPARK Central Innovation Center Coordinator

Joe Licavoli

SPARK East Innovation Center Manager

MARKETING

Laura Berarducci
Director of Marketing & Communications

Lindsay Thomas
Digital Marketing Manager

Joshua Thompson
Marketing Analyst & Graphic Designer

DEVELOPMENT
Courtney Looney
Program Associate



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North American Government
Health & Human Services
IBM Watson Health

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Research-Tech Transfer - Retired
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DTE Energy

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Regional President & CEO
Trinity Health Michigan

Greg Dill

County Administrator
Washtenaw County

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Attorney and Advisor to
the President
Eastern Michigan University

Mandy Grewal Ph.D.

Supervisor
Pittsfield Charter Township

Scott Griffith

President
Griffith Realty

Jeff Hauptman

CEO
Oxford Companies

Paul Krutko

President and CEO
Ann Arbor SPARK

Andrew LaBarre

Chairman
Washtenaw County Board
of Commissioners

Howard Lazarus

Administrator
City of Ann Arbor

Sava Lelcay-Farah

CEO
Savco Hospitality

Lon Lowen

Associate Vice President,
Engineering
Arbor Networks

Joanne Rau

Senior Vice President
Business Banking Group Executive
Fifth Third Bank

Paul R. Roney

President
Domino's Farms Corporation

Ann Marie Sastry

Founder and CEO
Amesite

Matt Sharp

Chief Digital Officer
MLive Media Group

Richard B. Sheridan

CEO, Chief Storyteller
Menlo Innovations LLC

Christine Sing

Principal
Rehmann

David Snodgrass

President and CEO
Lake Trust Credit Union

Brenda Stumbo

Supervisor
Charter Township of Ypsilanti

Mickey Swortzel

CFO/COO
New Eagle

Robert Young

Group Vice President
Purchasing, Supplier Engineering
Development & Cost Planning
Toyota Technical Center
Toyota Motor North America

SPARK will advance the economy of the Ann Arbor region by establishing the area as a desired place for business expansion and location . . . by identifying and meeting the needs of business at every stage, from those that are established to those working to successfully commercialize innovations.



www.AnnArborUSA.org

