Team Assembly Guide

General guidance:

- These guidelines are meant to provide some basic information about how our MIT REAP team is thinking about how regions can most effectively engage with the content and program offerings facilitated as part of REAP. Given some basic guidelines, flexibility exists to assemble the team that will simultaneously engage with the program most effectively, represent your regional goals, and create the greatest regional impact.
- This is a draft document to be iterated over time as we continue to understand more about participating regions' challenges and team composition.
- If you have questions, please contact MIT REAP at reap@mit.edu.

Team composition:

- **Team of up to 12**: Each region should assemble a team of up to 12 participants to attend each on-site REAP workshop.
- **Stakeholder representation**: 5 of these participants should represent each of the 5 designated stakeholders:
    o Government / Economic Development
    o Entrepreneurs
    o Risk Capital
    o Universities
    o Large Corporations
- **7 (optional) additional participant slots:** 7 slots are provided to allow for flexibility and coverage of regional interests and organizational representation. For example, regions may designate two individuals from different organizations in the same stakeholder category (e.g. representatives from different regional universities or entrepreneurs in different sectors), or alternatively, regions may choose to send two individuals with different roles from the same organization. These floating slots should be used to round out the regional team with a customized approach.
- **2-year team strategy:** 12 individuals may participate in each of four REAP workshops and mentoring sessions over the two-year program. These can be the same 12 individuals, or alternatively, each region may decide to rotate through a few new individuals in the workshop team slots in order to best represent the various sectors and challenges of a region. Note: there should be enough consistency to build on the learning over the two-year program and continue leadership of the ongoing work and experiments in the region.
- **Designated team facilitator:** One individual on each team will be designated as the team facilitator or "Champion." The regional team project work will be a team effort however this person will be especially important in maintaining tie with the MIT REAP staff team and will help keep a focus on forward-moving progress with project work.

Some answers to frequently asked questions about how to think about who should be on the team:

- **Champion:** Each region likely has a champion in contact with the MIT REAP staff team. This individual will be <u>critical</u> in helping to assemble the initial team of 12 for workshop 1, and will initiate the overall strategy for team participation over the 2-year program.
- **Impact:** The goal is to assemble a team of individuals who will be able to learn and connect at the educational events, and then create the greatest change and impact upon return home.
- **Team work:** The team is a collection of individuals addressing regional challenges as a team. Action plans will be developed for the region by the team and educational events and faculty mentoring sessions will support the work done by the team in their home region. You'll want to assemble the best team possible to represent and analyze the region's challenges. The team members should be willing and able to then catalyze action to address these challenges.
- **Functional area breakouts:** During workshops, opportunities will be provided for individuals to break out into their stakeholder groups to drill deeper into their functional areas and to enable them to contribute more detailed input to the overall regional plan and further develop specific programming in their individual sectors.
- **Responsibilities:** The selected participants should be willing to bring expertise from their sectors, advocate for their sectors, communicate back to their sectors and catalyze action over the course of their participation in MIT REAP.
- **Leadership:** Individuals participating should be willing to be leaders in their entrepreneurial ecosystem. Their level should be such that they carry enough influence to make things happen and catalyze action, balanced with a focus on and ability to get things accomplished.

Participant profiles:

The following profiles are basic sketches of the types of individuals who might form regional teams. To meet regional needs, these descriptions are not intended to be an exact match, but are rather intended to give some initial steering guidance as you think about assembling the most engaged team who will create the greatest regional impact.

Entrepreneurs
- Their role in the program:
  - Bring the on-the-ground entrepreneur's perspective of why and how it is challenging to start and build entrepreneurial, high-growth startups.
  - Represent the voice of the customer of the ecosystem and engage in dialogue with regional team members.
  - Represent and describe the current state of the entrepreneurial ecosystem, its attributes and constraints.
  - Engage in ongoing REAP experiments and development of collaborative and cohesive regional action plans and implementation.

- Additional considerations or descriptive details:
  - This individual would likely be the founder and CEO of at least two (successful and unsuccessful) ventures.
  - This individual should be engaged more broadly in the entrepreneurial ecosystem working with aspiring entrepreneurs, perhaps willing to engage with and/or develop an effective entrepreneurial mentoring network in the region.
  - This individual is preferably experienced in the sector of focus for the region and can bring some sector specific knowledge of the core growth-oriented cluster.
  - This individual should be willing to be engaged in ongoing discussions with policy makers and actors in other stakeholder groups.

Government/Economic Development
- Their role in the program:
  - Be a leader of entrepreneurial ecosystem change and possibly help facilitate the team's regional action.
  - Engage in ongoing analysis and development of entrepreneurial policies and programs.
  - Engage in ongoing REAP experiments and development of collaborative and cohesive regional action plans and implementation.
- Additional considerations or descriptive details:
  - This individual is someone who has responsibility for economic development and ongoing engagement in developing new policies regarding entrepreneurship and innovation. This person can come from government or non-government organizations.
  - This individual likely has some on-the-ground responsibility to implement programs and policies.

Corporations
- Their role in the program:
  - Share experience of the challenges of working collaboratively with entrepreneurial startups in the region.
  - Share understanding of the key sector / cluster focus in the region.
  - Engage in ongoing REAP experiments and development of collaborative and cohesive regional action plans and implementation.
- Additional considerations or descriptive details:
  - This individual is likely to be responsible for open innovation or for engaging with regional economic development and/or policies for product purchasing procedures for dealing with small, local companies, or engaged in sector specific cluster development.

Universities
- Their role in the program:
  - Share and map out the various activities focused on entrepreneurship in the university, including education, technology transfer, and acceleration.
  - Work on an ongoing basis to implement programs and activities internally or champion their regional adoption.
  - Engage in ongoing REAP experiments and development of collaborative and cohesive regional action plans and implementation.
- Additional consideration or descriptive details:
  - This individual is engaged in some aspect of the process of acceleration of ideas to market, tech transfer, and company creation.
  - This individual could be someone with responsibility for education in entrepreneurship or tech transfer, incubation, and tech commercialization.

Risk Capital
- Their role in the program:
  - Represent the current regional landscape of Venture Capital, Angel networks, investing, availability of funding from banks and potentially IPO and PE markets.
  - Engage in ongoing discussions with regional actors.
  - Engage in ongoing REAP experiments and development of collaborative and cohesive regional action plans and implementation.
- Additional considerations or descriptive details:
  - This individual is likely an experienced VC investor with cross-sector experience and/or a focus on the sector of interest in the region.

Data Rockstar
- Their role in the program:
  - Develops and tracks entrepreneurial ecosystem metrics and regional ecosystem data.
- Additional considerations or descriptive details:
  - This individual should be someone who has prior experience in predictive analytics and economic modeling.

Project Manager
- Their role in the program:
  - Be the point of contact between the Team and MIT REAP staff.
  - Ensure that the assignments are submitted on behalf of the Team on time
  - Manage the participation of all team members in Action Phase check-in calls.
  - Manage registration for workshop attendees and inter-team coordination.
- Additional considerations or descriptive details:
  - This individual should be someone who has prior experience in project management and effective communication with internal and external stakeholders.