SITUATION ANALYSIS

Over the past ten plus years, New York State has made targeted and substantial investments to develop an entrepreneurial ecosystem in Buffalo Niagara .This commitment has yielded job growth, spurred investment, strengthened the capacity of local institutions, and sparked Buffalo's entrepreneurial spirit.

A proposal was made to NYS for funding that would expand upon this work and create one of the most entrepreneurial cities in the US.

In 2017, UB's Business and Entrepreneur Partnership office was tapped by NYS Governor Andrew Cuomo to manage a \$32 million NYS grant dedicated to accelerating the commercialization of innovations from UB and its affiliates through startup formation and growth in WNY through a new Innovation Hub Initiative.

This award marks the state's second Buffalo Billion investment dedicated to building Buffalo's entrepreneur ecosystem . Through it, Empire State Development is partnering with the University at Buffalo, Roswell Park Comprehensive Cancer Center, Jacobs Institute, Hauptman-Woodward Institute, and Kaleida Health to help commercialize technologies generated through their research.

Successful entrepreneur ecosystems/communities have strong universities/research institutions as a key part of them .They are often the primary source of new innovations through their research, partnerships and talent (faculty and students) .In our partner organizations, we have over \$380 million in annual research expenditures, 30,000 students and 3,000 faculty, clinicians, and staff who every day make new discoveries and generate new ideas in many technology areas.

These include new advances in medical devices, diagnostics, healthcare delivery, software applications, materials, imaging, clean energy and many other areas.

Not enough of these incredible innovations ever make it to market, due to limited investment (especially very early Proof of Concept & VC funding), limited entrepreneurial experience and lack of specialized expertise to commercialize innovations.



SITUATION ANALYSIS

UB has an extensive array of resources for helping to bring innovations to market and to start and grow businesses .However, target audience research has informed us that awareness of those resources is low and it is difficult to navigate through the UB system to find them. A seamless connection to the entrepreneurial ecosystem at UB and its partners needed to be built/enhanced .UB and its partners were not perceived as engines for innovation and startups and their impact on the economy was not recognized.

The Innovation Hub initiative was therefore created to:

- Help target audiences connect to resources
- Create a seamless entrepreneurial ecosystem
- Provide additional support for commercializing innovations created at UB and its partners
- Increase our impact on the region by growing the innovation economy

 The Hub is focused on moving ideas from the lab, clinic and classroom to the market through new startups. There are three primary components:
- Entrepreneurial programming, outreach and expertise support
- Funds: Proof of Concept/very early stage and Pre-seed/Equity Investment
- Incubator at the Center of Excellence in Bioinformatics and Life Sciences on the downtown campus to house spinout businesses

BEP partnered with the UB Regional Institute (UBRI) to map out the ecosystem of entrepreneurial-related resources at UB available to students, faculty, and the community .Key stakeholders were interviewed and provided extensive, detailed input .A comprehensive resource guide was then created and routed for feedback .The guide comprises nearly 100 existing innovation and entrepreneurial supports available through UB and its partners, from idea generation to product development, business startup and business growth .

Key service gaps were identified such as "pre" and "at formation" legal services; entrepreneurial experience; and mentors.

Progress to Date

So far, the Buffalo: ACCELERATOR Fund has been launched to internal/partner audiences and the Entrepreneurial Law Center was launched in early February.

Other components that have launched or are in the works include:

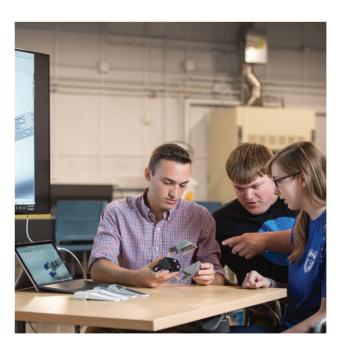
- Faculty Founders
- E & R program
- CBLS Incubator planning

PROJECT OVERVIEW AND PURPOSE OF THIS DOCUMENT

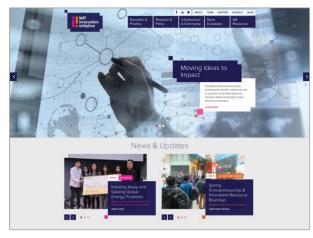
The Innovation Hub's goal is to dramatically accelerate the commercialization of technologies generated by UB and its partners in order to grow more tech companies in Buffalo Niagara .The Hub will catalyze the growth of Buffalo-Niagara's innovation economy by building a comprehensive network of innovation/entrepreneurial support, funding sources, talent, expertise and incubator/shared space, equipment and facilities.

The Innovation Hub initiative connects people to resources at UB and its partners in order to help high-tech/innovative businesses start, grow and prosper.

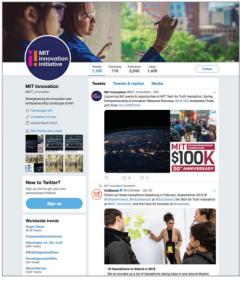
For the Hub to be successful, the communication and dissemination of information, resources, efforts, engagement opportunities and results are crucial and will greatly influence the short-term and long-term impact of the project. The purpose of this document is to describe the communication strategy and year-one plan to enhance project impact.



BRIEF COMPETITIVE REVIEW







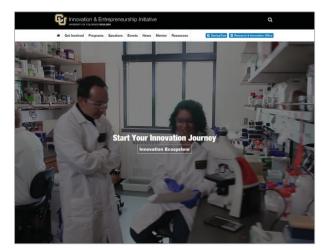


We took at a look at two successful universitybased innovation/entrepreneurial center in the US and one in the UK for reference:

MIT Innovation Initiative

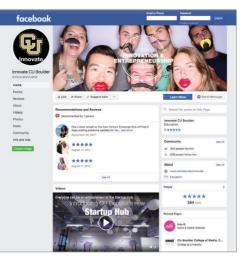
MIT used a specialty web development firm to create a highly interactive and user-friendly website. They used a design firm to create their brand identity, media support materials and collateral elements and have a solid social media presence using Facebook, Twitter and LinkedIn.

BRIEF COMPETITIVE REVIEW









Boulder's Innovation and Entrepreneurship Initiative

Boulder's center also offers a highly interactive and audience focused website .Their site gives a somewhat broader view of their entire innovation ecosystem, and because they are more mature, the site includes impact stories and data .They also engage in social media through Facebook, Twitter and Instagram.

In addition, we reviewed planning materials for:

N2 Innovation Corridor

Balkan-Mediterranean Innoplatform

N2 focused mainly on earned and digital media and events for its communications outreach, while Innoplatform produced a more robust and well-rounded communications plan that included events, earned and digital media, videos and traditional collateral materials such as flyers, banners, brochures, folders, etc.



Create awareness of how to connect to start-up, scale-up, innovation-related and entrepreneurial resources available at UB and its partner organizations in order to directly impact growth in the number of spinout research- and innovation-based businesses and products in Buffalo-Niagara.

Position UB, Roswell Park Comprehensive Cancer Center, Jacobs Institute, Hauptman-Woodward Institute and Kaleida Health as the collective center of innovative and entrepreneurial activity within the region.

Core Messaging

The Innovation Hub connects students, faculty and businesses who are seeking to innovate and commercialize technologies to the knowledge, facilities, funding and talent available at UB and its partner organizations.

Our Initiative's goal is to connect current and aspiring entrepreneurs to resources at UB and its partners that help innovation- and research-based businesses start, grow and prosper.

UB is an innovation engine in the region.

UB, Roswell Park Comprehensive Cancer Center, Jacobs Institute, Hauptman-Woodward Institute and Kaleida Health are igniting innovation and bringing ideas out of the classroom, clinic, and lab into the marketplace.

The Hub will accelerate the commercialization of ideas through startup formation and growth.

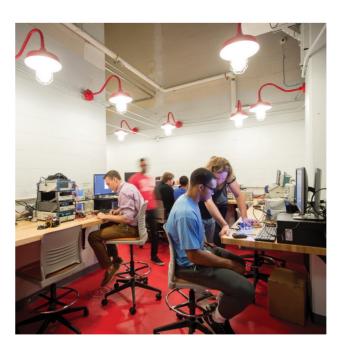
Brand Personality Traits

Creative, technologically advanced, innovative, diverse, inclusive, progressive, ingenious, exciting and impactful.

Tagline

Innovation Hub

Your pathway to knowledge, facilities, funding and talent.



INNOVATION HUB POSITIONING

To: Audience A: Faculty/Researchers & Students at UB and its Hub Partners:
Roswell Park Comprehensive Cancer Center, Jacobs Institute,
Hauptman-Woodward Institute and Kaleida Health

Audience B: Current and Aspiring Entrepreneurs, Mentors, Investors

Innovation Hub is the: Virtual hub for innovators and business entrepreneurs looking for training, guidance, facilities, support services and partnerships.

That:

- Accelerates the commercialization of new ideas and innovations.
- Connects students, faculty and entrepreneurs with resources available at UB that will help them bring their ideas from the lab, clinic, and classroom to the marketplace

Because: UB and its partners are the center of innovative and entrepreneurial activity in WNY, with a comprehensive network of knowledge, facilities, funding and talent.

Missions: Dramatically accelerate the commercialization of technologies generated from the University at Buffalo, Hauptman-Woodward, Roswell Park Comprehensive Cancer Center, Kaleida Health and Jacobs Institute to start and grow more technology companies in Buffalo Niagara.

Connect current and aspiring entrepreneurs to resources at UB that help innovationand research-based businesses start, grow and prosper.

Summary: To current and aspiring entrepreneurs, the UB Innovation Hub is an initiative powered by BEP that connects innovators and entrepreneurs with comprehensive support services and partnerships, to accelerate the commercialization of new ideas and innovations.

We can do this because UB and its Business and Entrepreneur Partnerships are the center of innovative and entrepreneurial activity in Buffalo-Niagara, with a comprehensive network of talent, support, resources and expertise.



BUSINESS AND ENTREPRENEUR PARTNERSHIPS POSITIONING

To: Audience A: UB Academia – Faculty/Researchers & Students
Audience B: Current and Potential Partners in Industry – Innovative Startups &
Mature Tech Companies

BEP is the: Connector, Facilitator, Accelerator

That:

- Identifies viable ideas from within UB that have entrepreneurial potential
- Connects expert faculty and talented students with partners in industry
- Facilitates industry interest and engagement in UB's resources and expertise for research & development and technology licensing
- Funds early-stage exploration and proof-of-concept work by UB investigators; provides investment pitch opportunities
- Develops entrepreneurial programming, educational workshops, incubators
- Manages programs and NYS incentives focused on technology commercialization
 e .g ., Startup NY & Innovation Hub
- Provides pathways for experiential student learning, mentoring and employment
- Supports and expands regional economy helps existing businesses grow, provides seed grant funding

Because: BEP has the expertise, vision and resources to stimulate an atmosphere that fosters and rewards innovation, collaboration, investment and community.

Missions: Accelerate bright ideas, facilitate partnerships in innovation, commercialize technology, expand regional economic development.

Summary: BEP serves as the bridge between academia and industry supporting partnerships to commercialize new technology, advance existing technology and provide pathways for students to experiential learning and jobs .With new programs, policies and incentives focused on facilitating industry engagement and technology commercialization, we make it easy to partner — a win-win for all involved.

What is the difference between the Innovation Hub and BEP?

The Innovation Hub is an initiative that serves as a pathway to connect faculty, students, staff and current and potential entrepreneurs to knowledge, facilities, funding and talent at UB.

BEP is an office within UB that powers the Innovation Hub and offers funding, programming, business development and support services for faculty, students, staff and mature and growing high-tech companies .It helps to connect innovators and industry in order for them to commercialize and grow.

TARGET AUDIENCES/MESSAGING/CHANNEL MATRIX

Audience	Objectives	Messaging	Channels
UB Faculty/ Researchers/ Staff at UB and its partner institutions Includes faculty and partner employees working on research/ innovation/entrepreneurial programming who might also be current or potential entrepreneurs, investors, mentors, networking participants. (Need input here on how to reach partner audiences.)	Inspire faculty and researchers to build the pipeline of ideas going to market and encourage them to get engaged in commercializing their innovations. Inspire faculty to revise inclass content to integrate entrepreneurial skill-building into curriculum. Build mentorship opportunities.	The Innovation Hub will help take your ideas out of the classroom, clinic, and lab and into the marketplace .We will connect you with the resources you need to build or grow your business, including: funding, lab/incubator space, student talent, networking opportunities, business partners, investors and start-up support services such as legal or accounting expertise.	Presentations, in-person/face-to-face communications. Enewsletter and website and existing UB publications including: UB Now (Research section) AtBuffalo On-campus/on-site visuals such as: Posters/flyers, laptop stickers, window clings, self-standing banners, plasma screens On-campus events, internal communication campaigns Partner kits/outreach Campus dining and transit

TARGET AUDIENCES/MESSAGING/CHANNEL MATRIX

Audience	Objectives	Messaging	Channels
UB Students/Potential Students Primary: Undergraduate and graduate students at UB and prospective upper classers considering transferring to UB. Secondary: Parents and influencers	Inspire students to want to build employability by learning business and/or entrepreneurial skills. Awareness and registration/ participation in programs/ classes, creation of new products/ businesses in collaboration with faculty and UB resources, participation in internships/ postdoctoral fellowships at start-ups along with events and workshops. Inspire students to be entrepreneurial and raise awareness/improve perception of UB as a great school for innovative/entrepreneurial pursuits.	UB will help you build your creative problem solving and business-related skills. You will gain entrepreneurial knowledge and hands-on skills through academic classes, linkage to internships and fellowships, events, funding competitions, lab work, expert faculty guidance, mentorships, and connections to capacity-building resources.	and publications including:

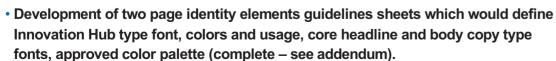
TARGET AUDIENCES/MESSAGING/CHANNEL MATRIX

Audience	Objectives	Messaging	Channels
Entrepreneurs Primary: Alumni, existing and potential entrepreneurs Secondary: Innovative industry leaders, funders/investors, mentors, business support professionals (eg: attorneys, accountants, etc.), incubator managers, networking/entrepreneurial/start-up support groups.	Connect entrepreneurs with UB resources that will help them grow, such as incubator space, competitions, seed money, life sciences and other expertise, mentors, student talent, supercomputing/big data, genomics analysis, etc.	The Innovation Hub will help you bring more of your innovations to market to grow your business. We will connect you with funding and facilities such as lab and incubator space, high-tech equipment along with advanced expertise.	Presentations, speaking at events, in-person/face-to-face communications, IH ambassadors, Enewsletter and website, main-stream earned and paid media and AtBuffalo magazine. Partner kits/outreach









· All elements will be consistent with UB brand guidelines and materials will have prominent UB logo.

Earned media/media partnerships

- to inquire about ongoing partnership:





- Business First
- Buffalo Rising
- Launch NY newsletter
- Upstart NY
- Buffalo Niagara Partnership
- Phase II launch press event/reception







- Tripathi and Zemsky as speakers
- Orsi as host and speaker
- Website and video to be shown on large surface
- Need visually appealing location, preferably on Medical Campus
- Press kit: release, thumb drive with photos/graphics/video, outer folder, brochure
- Live social media stream
- Social media posts
- Photographer
- Other elements TBD



- Faculty/ Researchers /Staff
- Students
- Businesses



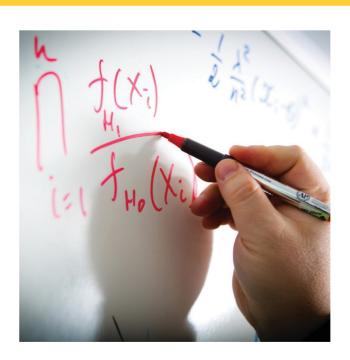


- Media releases and events throughout the year featuring (a) (5) (6) newsworthy events/Hub activities/components (see calendar)
- magazine and Innovation & Tech Today magazine.

(These pubs and many others accept contributor pieces.)

Digital Communications

- - This is the core of our communications for the Hub
 - Most of our communication elements will direct people here.
 - The objectives of the site are to:
 - Provide an online portal that guides our target audiences to the best mix of innovation and entrepreneurial-focused resources available to them at UB and its partners.
 - Allow users to easily surface information that is specific to their needs.
 - Increase/deepen the users' engagement with UB and its partners.
 - Inspire visitors to start or grow a business, learn about entrepreneurship, and/or become involved with the fast-growing innovation economy in WNY.
 - Share success stories of past and current innovation-related partnerships supported through the Hub.
 - Inform audiences about upcoming Hub/UB/partner events and news.
 - · Help to position the Innovation Hub as the central authority and resource for entrepreneurial and innovative activity in WNY.
 - The overall design, color combinations, easy-to-use/intuitive navigation, content structure and the software architecture of our website are all important factors to the user experience. The user should be able to navigate our website easily and quickly.



- Faculty/ Researchers /Staff
- Students
- Businesses

- Because we are innovation focused, our site also needs to be cutting edge in the digital world. We can't position ourselves as leaders in innovation with an outdated. archaic, slow-loading site.
- Website speed is also an important factor for achieving a high search engine rank.
- In addition, as mobile usage has been on the rise, search engines rank websites that are mobile-friendly and responsive to different mobile devices highly.

• Introductory video (E) (S) (B)

A futuristic, fast-moving video will create excitement about the launch and existence of the Innovation Hub and will provide a memorable snapshot of what the Hub will be accomplishing for the region .By providing our message in a mix of medium, we will increase our reach and reinforce the professionalism of the new entity.

• PPC advertising (Google ads) 🕒 🔕 🗈





- Essentially, PPC, or pay-per-click is a way of buying visits to our site, rather than attempting to "earn" all visits organically.
- Every second, 2.3 million Google searches are performed, and the majority of search results pages include Google ads.
- Google ads can be an extremely effective way of driving relevant, qualified traffic to our website.

Digital print ads



- Start with The Buffalo News - test one-month run to support Phase II launch. Gauge results based on clicks and traffic to website.



 With new incubators and hub spaces being developed, opportunities for high-impact environmental branding will be investigated.



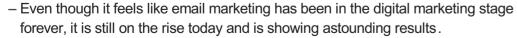
- Faculty/ Researchers /Staff
- Students
- Businesses









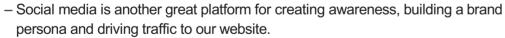


- According to 56% of digital marketers, email marketing is the most effective channel for business communication.
- We can quickly provide useful information to our subscribers about news, upcoming events, new funding opportunities, successes, etc.
- As previously defined, our end goal is to have three versions of Enewsletters for: 1)students 2) faculty researchers 3) business people/others. Logistics for building contact lists and versions will need to be worked through with internal and external groups/partners.

• Social media (B) (B)







- We will focus on multiple channels and take advantage of what each has to offer . This will help us reach our different target audiences effectively.
- Recommendation is to work with UB social communications team and start with LinkedIn, Facebook, Twitter and Instagram.
- An outside vendor/consultant/content manager might be required to maintain/post consistent, ongoing content.



- Faculty/ Researchers /Staff
- Students
- Businesses



Traditional/Other Channels

- On-campus/facility promotion F

 Push message to every dean and key faculty member with a kick-off breakfast, on-campus digital signage take-overs, incorporate into a President's message, consider "teaser" messages, eg: "The hub is coming...", do a Faculty Founders Forum touch, consider unique promo items (things they'd use every day) every other month to remind them of the website asset and fund .Consider incorporating the bigger vision of the Innovation District and what is happening at the partner organizations that are complementary are they building any co-working space, do they have an idea-lab, even if virtual? Create an Inn Hub kit-in-a-box for partners to use at their employee meetings or fairs .
- Create Pop-Up opportunities and provide event materials –
 Create a buzz at the Spring Career fair/Start-up Alley to peak interest for students and start-ups .Attend/present at key LaunchPad events, Buffalo start-up events.
- Plan monthly innovation update podcasts **(F)** (S) "Hub Bub" with key innovators from UB, Roswell, HWI, etc.
- Partner support
 Kit with messaging, digital graphics, PowerPoint presentation, ordering sheet for collateral
- Internal and external ambassadors 🕞 S
- Events/presentations (F) (S) (B)
 We should have a team of presenters ready to attend any face-to-face meetings



- Faculty/ Researchers /Staff
- S Students
- B Businesses



- •Influencer marketing B

Influencer marketing establishes relationships with popular and influential people who share our mission and who our target audience already follows. Influencers who share our mission will often be open to promoting our products or becoming ambassadors.



- Flyer
- Brochure
- Folder
- Posters
- Notepads
- Static clings for any facility related/part of the IH
- Self-standing banners
- Laptop stickers
- Update/annual progress report



- F Faculty/ Researchers /Staff
- S Students
- B Businesses

INITIAL CREATIVE THEME







Innovation happens

_> here... now... with you.

	January	February	March	April	May	June	July	August	September	October	November	December	January
PLANNING	Marketing Communications Plan presented on 1/25	Revisions/partner buy-in/input by 2/6	Finalize plan by end of month								Assessment and planning for 2020		2020 Plan complete and approved
WEBSITE	Website digital team meeting 1/22 Approach/team for build and upkeep identified	Content creation/ approvals/ finalization	By 3/7 all content including copy and graphics finalized.	Beta testing and tweaking 4/16-23 Ready to launch by 4/30	Early May - public launch			Phase II enhancements				Audit/ enhancements recommended	
Brand Identity			Finalize by end of month										
EARNED MEDIA		Law Center launch	Announce Accelerator fund panel/awards	Menior network launch/search	5/1-5/8 Phase II Public Launch	CBLS Incubator Press Conference - unveil of design	Seed fund launch CBLS Incubator groundbreaking	Innovation Hub Launch event - North Campus	ICorps Pitch Night			CBLS "client move in" celebration	
DIGITAL PPC								Ongoing				Results assessment and review.	
Online Ads					Launch message		Consider extending if results deem worthy					Results assessment and review.	
Enewsletters					One version to start with launch message	19		Quarter 3			Quarter 4	Results assessment and review.	

	January	February	March	April	May	June	July	August	September	October	November	December	January
DIGITAL (cont.) Social					Launch message	asse					Results assessment and review.		
					Launch message							Results assessment and review.	
Video					To be played at launch event							Results assessment and review.	
EVENTS/ SPEAKING OPS			Talking points fine-tuned Powerpoints developed					S ie as o	nen as possible				
PARTNER OUTREACH	Meeting, 1/31)ngoing content Results assessment and review.					assessment and		
COLLATERAL DEVELOPMENT		Creative briefs developed and approved 2/7- 2/11	By 3/1 copy and designs presented. Approval by 3/8. Finalized by 3/29.	Core elements delivered for use at launch event.	Brochure and banners ready for launch event			Remaining elements complete					Update/impact/ annual report piece
ONGOING CONTENT					Meet the Inventor	Start-up/ Company profile	Meet the Inventor	Start-up/ Company profile	Meet the Inventor	Start-up/ Company profile	Meet the Inventor	Start-up/ Company profile	
DEVELOPMENT For use across mediums						company promo		Meet the Investor		Meet the Investor		25parij promo	
						20			Student Entrepreneur		Student Entrepreneur		

PARTNER INPUT/BRAINSTORMING



BALLPARK BUDGET

Branding elements (design)	\$2,500.
Earned media/media partnerships Direct outreach Phase II launch press event/reception Media releases/events throughout the year (per calendar) Outreach to specialty publications	\$2,500. \$4,000. \$7,000. \$3,500.
Digital Interactive, dynamic website creation Website maintenance Video PPC advertising Digital print ads Environmental branding Outdoor electronic billboards Social media building /contentmanagement/promos	TBD TBD \$8,500. \$8,000. \$8,500. TBD \$9,000. \$6,000.
Traditional/Other Channels Existing UB communication outlets On-campus/facility promotion Pop-Up opportunities Monthly innovation update podcasts Partner support Internal and external ambassadors Events/presentations Face-to-face meetings Influencer marketing Marketing collateral, design, development and production Miscellaneous/unforeseen opportunity	\$2,500. TBD TBD TBD TBD TBD TBD TBD TBD TBD \$45,000. \$3,000.
TOTAL	TBD



NEXT STEPS

Feedback/buy-in from partners and input on how to best incorporate them into the plan's execution.

Identification of marketing partners for plan review and implementation.



Innovation Hub type treatment

Built with Sofia Pro Black font and 2 colors (Blue and Black)

INNOVATION HUB

Primary colors

Aligned with UB identity and brand color palette



UB Blue

CMYK: 100/53/0/0

PMS: 2935 RGB: 0/91/187 HEX: #005bbb



Solar Strand

CMYK: 0/19/89/0

PMS: 123

RGB: 255/199/44 HEX: #ffc72c

Fonts

Aligned with UB's identity and brand

Primary Font - Sofia Pro Secondary font - More Pro

For guidelines on usage: http://www.buffalo.edu/brand/creative/typography.html Sofia Pro 11pt Black abcdefghijklmnopqrstuvwxyz ABCDEFGHIJKLMNOPQRSTUVWXYZ 1234567890

11pt Bold abcdefghijklmnopqrstuvwxyz ABCDEFGHIJKLMNOPQRSTUVWXYZ 1234567890

11pt Regular abcdefghijklmnopqrstuvwxyz ABCDEFGHIJKLMNOPQRSTUVWXYZ 1234567890 More Pro 11pt Wide Light abcdefghijklmnopqrstuvwxyz ABCDEFGHIJKLMNOPQRSTUVWXYZ 1234567890

11 pt Wide Bold abcdefghijklmnopqrstuvwxyz ABCDEFGHIJKLMNOPQRSTUVWXYZ 1234567890