



BUSINESS INNOVATION ZONE (BIZ) FEASIBILITY STUDY

Prepared for the Kosciusko County Economic
Development Corporation; July 22, 2020

Abstract

Provides an overview of the Kosciusko County economy, other co-working or business accelerators, concept summary including ownership and management structure, suggested location, recommended services, potential clients, suggested partnerships

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Purdue University Fort Wayne Community Research Institute

The Purdue University Fort Wayne Community Research Institute is a fee-for-service Center of Excellence at the northeast Indiana regional campus of the state's land-grant institution. CRI was formed in 1983 and is housed within the College of Professional Studies. Rachel Blakeman, J.D. serves as the director. In 2018 and 2019, CRI conducted the Small Cities, Big Futures project for the Kosciusko County Economic Development Corporation. This report serves as the third-party feasibility study for a grant application, as explained below in the report summary.

This report is provided for informational purposes and does not constitute legal advice. Purdue University Fort Wayne and Rachel Blakeman are not in an attorney-client relationship with any of the entities named in this report.

Report summary

The Kosciusko County Economic Development Corporation (KEDCO) is applying to the U.S. Economic Development Administration (EDA) for funding to build or develop a physical location for the Business Innovation Zone (BIZ) to serve as an entrepreneurial hub to support key industries, namely orthopedic medical devices, production agriculture – specifically livestock and associated products –and agriculture-related businesses. As part of that process, KEDCO seeks a third-party feasibility study to understand how such a location could take shape to advance the entrepreneurial goals of KEDCO to support and grow the identified industries.

This report includes the following:

- **An overview of Kosciusko County's economy and industries:** What makes Kosciusko County's industry mix unique?
- **Review of other co-working or technology park facilities:** How do other co-working or entrepreneurship support organizations operate?
- **Concept summary:** How could the BIZ operate?
- **Potential client profiles:** Who is likely to use the BIZ?
- **Potential BIZ locations:** Where could the BIZ be located?
- **Desired space and services:** What is offered via the BIZ's physical location?
- **Partnership opportunities:** Who can the BIZ work with to make this effort successful?

Kosciusko County overview

Located in northern Indiana, equidistant from South Bend and Fort Wayne, Kosciusko County is an economic powerhouse that is home to the city of Warsaw and the "Orthopedic Capital of the World." Since this location is located away from metropolitan population centers, it can be overlooked when evaluating the state's med-tech clusters, which are often ascribed to Indianapolis's Eli Lilly or Cook Medical in Bloomington. The longevity and maturity of the industry¹ and its corporate mainstays can make it less visible than more prominent medically related industries.

¹ Revra DePuy founded DePuy Manufacturing Co. in Warsaw in 1895 to make fiber splints.
<https://www.jnjmedicaldevices.com/en-US/companies/depuysynthes>

Warsaw is home to two of the world’s leading orthopedic medical device manufacturers, publicly traded Zimmer Biomet and Johnson & Johnson subsidiary DePuy Synthes, as well as Medtronic’s spine division and numerous start-ups, spin-offs, and suppliers. Kosciusko County and the surrounding area have developed a robust supply chain of suppliers and the workforce ready to support this key Indiana industry that pays above-average wages.

Orthopedic medical device manufacturing is a mature and heavily regulated industry, typically with a limited scope of applications – namely hip, knee or spine.² This is in contrast to pharmaceuticals, which is also heavily regulated, but has nearly endless applications ranging from heart disease to psychiatry to infectious disease with new opportunities to create pharmaceuticals daily.³ Accordingly efforts to develop and enhance orthopedic medical devices must be specific and targeted.

While Indiana is proud to tout manufacturing’s dominance for both GDP and employment, orthopedic medical device research and development is a key differentiator for Kosciusko County’s economic health and vitality. A 2009 report found that Kosciusko County had a rate of 32 patents per 10,000 people, compared to 13 in Indiana and five per 10,000 in the United States.⁴ In other words, Kosciusko County doesn’t just make things; it creates new things to make.

The contract supplier and producer network is key to the industry’s growth and viability in Kosciusko County. Akin to the automobile supply chain, where the nameplate outsources many of the parts that go into the vehicle, the publicly facing brands of DePuy, Zimmer Biomet, and Medtronic tend to produce the valuable implants and bring the final product to market. Contract suppliers produce instruments, accessories, packaging, or other components that are necessary for the success of the surgical implant but typically don’t have publicly recognized brands. Three key Tier 1 contract suppliers in Kosciusko County and the US 30 “orthopedic corridor” in Whitley and Allen counties are Micropulse, Paragon Medical, and Nextremity Solutions.

The Tier 1 suppliers’ importance in the local industry continues to grow. Paragon Medical, located just east of Warsaw in Pierceton on U.S. 30, launched its Bioskills Lab with cadaveric capabilities in 2011.⁵ The lab is available for research and development, educational functions, and surgical specialties.⁶ It offers cost-effective specimen procurement, preparation, and disposition using appropriate donor protocols.⁷ This facility can be rented in half- or full-day increments with evening and weekend hours available.⁸

NN, Inc. acquired Paragon Medical’s parent company in 2018, which put Paragon as part of NN Life Sciences.⁹ NN Life Sciences launched its 14,000-square-foot Advanced Manufacturing Center in

² Ibid. 9.

³ Ibid.

⁴ “Warsaw, Indiana: The Orthopedics Capital of the World; An overview, analysis and blueprint for future industry and community growth,” BioCrossroads (2009). 4.

⁵ https://www.odtmag.com/contents/view_breaking-news/2011-01-21/paragon-medical-opens-new-bioskills-lab/

⁶ <https://www.paragonmedical.com/bioskillslab/>

⁷ Ibid.

⁸ Ibid.

⁹ <https://www.prnewswire.com/news-releases/nn-inc-announces-definitive-agreement-to-acquire-paragon-medical-300623381.html>

Warsaw.¹⁰ Unlike the aforementioned Bioskills Lab that concentrates on the clinical side, this site focuses on additive manufacturing production and prototyping using CNC machining.¹¹ NN Life Sciences is also based at the Paragon facility.¹²

Tier 1 suppliers also take an interest in investing in orthopedic start-ups. Sites Medical is located within Micropulse’s Orthovation Center, which is a business incubator established there about 10 years ago for companies that the company or its founder invests in.¹³ Nextremity provides similar support for Ignite Orthopedics.¹⁴

Local and state leaders have recognized Warsaw’s unique position in this global industry by developing OrthoWorx and AcceLINX. OrthoWorx is a non-profit organization founded in 2009 that looks to retain and grow the orthopedic medical device industry in Kosciusko County through talent development, talent attraction, and innovation. Launched in March 2017, AcceLINX is the musculoskeletal health business accelerator to support early-stage investors and entrepreneurs. It offers access to industry expertise, funding, suppliers, facilities, and strategics through a four-stage accelerator program that could include an equity stake or fee-for-service agreement from AcceLINX.¹⁵

For Kosciusko County to remain competitive, it needs to build and maintain a spirit and culture of innovation. “Grow your own” implants via biologics or “build your own” implants using on-site 3D printing are a threat to Kosciusko County only if they are not developed using local knowledge and talent. The traditional implant market is likely to remain viable for the foreseeable future and the equipment used during surgery will still be needed for implants, regardless of the implants’ source.

While healthcare is often assumed to be a “recession-proof” industry, orthopedic medical device manufacturing is not. In April 2020, Kosciusko County had an unemployment rate ahead of both the state and the nation, as shown in Chart 1. A similar spike in local unemployment occurred in 2010 as part of the Great Recession. While 18.5% of this industry’s workers may not have been laid off, a weak economy does affect the local job market. Kosciusko County’s employed workforce showed some improvement in the subsequent months, but the local unemployment rate remains far from the pre-coronavirus levels.

Chart 1: Local, state, national unemployment rate

Unemployment Rate (%) (not seasonally adjusted)	Jun-20	May-20	Apr-20	Mar-20	Apr-19
Kosciusko Co, IN	9.0	8.9	18.5	2.7	2.2
Indiana	11.2	11.9	17.0	3.2	3.1
U.S.	14.4	13.0	14.4	4.5	3.3

Source: Indiana Department of Workforce Development

¹⁰ <https://www.paragonmedical.com/additive-manufacturing.html>

¹¹ Ibid.

¹² <https://www.paragonmedical.com/additive-manufacturing.html>

¹³ Email from KEDCO CEO Alan Tio to CRI Director Rachel Blakeman, July 14, 2020.

¹⁴ Ibid.

¹⁵ <https://accelinx.com/about/>

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Source: Indiana Department of Workforce Development

Recognizing the vulnerabilities of basing a community’s economy and workforce on a single employer or industry, Kosciusko County has spent the past two years building supports for production agriculture and associated industries, often called agribusiness.

While agriculture doesn’t appear to be a power play at first blush, Kosciusko County has a strong agricultural base for poultry-related production like Maple Leaf Farms, Egg Innovations, and Creighton Brothers LLC, and companies that support agriculture across the United States, like Silveus Crop Insurance and Berkshire Hathaway’s CTB that designs and produces livestock feeding systems.

Based on the USDA’s 2017 Agricultural Census, Kosciusko County ranked fourth out of Indiana’s 92 counties for agricultural sales at \$298 million, putting it in the top 10% of counties nationally based on total crop and livestock sales.¹⁶

KEDCO has been working to develop a spirit of ag-tech entrepreneurship through involvement with AgriNovus Indiana, which is working to grow Indiana’s “agbioscience” industries. KEDCO represents the only Indiana county that serves on the AgriNovus board of directors. This leadership role has created opportunities to attend the Thrive Innovation Summit and Forbes AgTech Summit, where KEDCO has engaged national and international ag-tech startups and subsequently connected these companies to prospective Kosciusko County customers and suppliers. According to Forbes, AgFunder’s Agrifood Tech Investing March 2019 report indicates that 2018 was a record-breaking year for ag-tech funding.¹⁷

An example of business attraction to Indiana as a result of AgriNovus involvement was the recent relocation of Solinftec’s global headquarters from South America to West Lafayette.¹⁸ The company provides a software platform for farmers, and looks to create as many as 90 jobs this year and 334 jobs by 2024, according to the 2019 announcement.¹⁹ Hopefully similar events will occur in Kosciusko County as a result of KEDCO’s involvement with the organization.

Industry employment, earnings

Chart 2 shows key industry data for Kosciusko County as it relates to industries that may be connected to the proposed BIZ. CRI selected the primary North American Industrial Classification System (NAICS) code for orthopedic medical devices and ag-related industries.

¹⁶

https://www.nass.usda.gov/Publications/AgCensus/2017/Online_Resources/County_Profiles/Indiana/cp18085.pdf

¹⁷ <https://www.forbes.com/sites/jennysplitter/2019/03/08/the-agtech-industry-may-be-growing-up-agfunder-reports/#4431084f335a>

¹⁸ <https://www.agrinovusindiana.com/2019/12/12/purdue-based-solinftec-to-move-global-headquarters-to-west-lafayette/>

¹⁹ Ibid.

The chart includes the following information:

- Number of jobs in 2015 and 2020
- Projected jobs for 2025
- Average earnings per job
- 2019 location quotient
- Number of business locations with employees in 2019
- 2019 gross regional product

Chart 2: Key industry jobs, average earnings, location quotient, locations, gross regional product

NAICS Code	Description	2015 Jobs	2020 Jobs	2025 Jobs	Avg. Earnings Per Job	2019 LQ	2019 Payrolled Business Locations	2019 GRP
3391	Medical Equipment and Supplies Manufacturing	7,029	8,167	8,633	\$122,417	94.09	22	\$2,111,931,926
3331	Agriculture, Construction, and Mining Machinery Manufacturing	454	395	400	\$78,577	6.80	2	\$56,236,900
1120	Animal Production	542	534	505	\$47,173	4.89	27	\$62,024,605
3111	Animal Food Manufacturing	80	71	64	\$65,999	4.41	3	\$10,736,878
3116	Animal Slaughtering and Processing	646	425	317	\$44,156	3.39	3	\$33,708,242
1110	Crop Production	282	164	127	\$50,368	0.86	21	\$16,534,215
1152	Support Activities for Animal Production	<10	<10	<10	Insf. Data	0.61	1	\$1,803,653
	Kosciusko County	40,644	42,827	44,346	\$61,308		1,944	

Source: EMSI Q2 2020

The Chart 2 demonstrates how medical devices, agriculture, and ag-related businesses are key to the local economy.

Orthopedic medical devices enjoys the highest location quotient and the largest number of jobs, as measured by 4-digit NAICS code, in Kosciusko County. It is not the highest-paid industry – that goes to NAICS code 4242 (Druggists or Druggist Sundries' Merchant Wholesalers) at \$240,110, which employed only 20 people in 2020. Note that the average earnings for orthopedic medical devices in 2019 was almost exactly twice the average earnings of Kosciusko County's workers in general. Additionally the

medical device industry is expected to grow its employment over the next five years, as it did in the past five years, as shown above in Chart 2.

Not surprisingly, the average wage for agricultural production jobs is below the county's average, but the ag jobs tied to manufacturing are more competitive. Although job growth is projected to be nonexistent or meager, these projections show that with the appropriate capital or intellectual investment, it could change the projected trend line. Agribusiness remains a "boutique" industry sector, as measured by the number of jobs when compared to orthopedic medical devices in Chart 2. Yet with the right mix of entrepreneurs and supports, it can create long-term growth and competitive wages in an industry separate from orthopedic medical devices to diversify Kosciusko County's economy and employment base.

Other co-working or tech park facilities

CRI looked at other co-working or tech park facilities regionally and nationally to better understand what services or facilities would be appropriate for Kosciusko County's BIZ. CRI reviewed the following:

- Mid-America Science Park in Scott County, Indiana
- COhatch in multiple locations in Ohio and Indiana
- Pantheon Business Theatre in Knox County, Indiana
- The Purdue Foundry in Tippecanoe County, Indiana
- The Mill in Monroe County, Indiana
- Notre Dame's IDEA Center in St. Joseph County, Indiana
- The Northeast Indiana Innovation Center in Allen County, Indiana
- HudsonAlpha Institute for Biotechnology in Huntsville, Alabama
- Massachusetts Medical Device Development Center (M2D2) in Lowell, Massachusetts
- ZeroTo510 in Memphis, Tennessee

Mid-America Science Park

Located in Scottsburg, Indiana, Mid-American Science Park (MASPark) consists of 112,000 square feet under roof with 19 acres ready for expansion and 62 acres reserved for light industrial or commercial development.²⁰ Its training and workforce development center, operated in conjunction with Ivy Tech,²¹ is the centerpiece of this certified tech park.

MASPark offers a traditional co-working environment as well as commercial space for manufacturing, light industrial or warehousing with loading docks, drive-in doors, appropriate parking, and additional land for development.²² The site also has a business incubator with entrepreneurial supports and wet and dry labs with fume hoods, piped gases and plumbing.²³

It also offers event and conference facilities for rent.²⁴ It includes a presentation hall with theater-style seating, similar to a college lecture hall; a 300-person banquet hall; display hall; conference rooms with

²⁰ <https://maspark.org/about/>

²¹ <https://www.ivytech.edu/midamerica/index.html> Ivy Tech's full-service campus is in Sellersburg but offers select classes and

²² <https://maspark.org/office-coworking-space/>

²³ Ibid.

²⁴ <https://maspark.org/about/>

seating for 10 to 48 people; a training room; and two soundproof secure conference rooms for meetings involving sensitive or national security information.²⁵

MASPark opened in 2011.²⁶

COhatch

COhatch positions itself as a place to work, meet and live as the “community town hall 2.0.”²⁷

It is a for-profit membership-based co-working, office, and meeting space provider with five locations in Columbus, Ohio, and another in Dayton.²⁸ Locations in development include suburban Columbus, Cincinnati, Cleveland, and Indianapolis/Noblesville.²⁹ Membership at one location offers use of the other locations.³⁰ Office space starts at \$475 a month in the Columbus market, depending on location, and co-working memberships start at \$59 monthly for 10 hours per month or \$199 a month for unlimited use.³¹

Other COhatch features include health and wellness coaching for members, member events, specialty business services like photography, discount cards for nearby businesses, game rooms, and a makers’ market.³² It also has some plans to integrate non-profit organizations into their sites at discounted rates.³³

COhatch customizes the offerings at the respective location. For example, the Dayton-area location in Springfield (The Market) has an emphasis on food-based entrepreneurs with a commercial kitchen and production and processing capacity in a former public market space.³⁴

Pantheon Business Theatre

The Pantheon Business Theatre, located in a renovated theater in Vincennes, Indiana, was scheduled to open this spring, but with the coronavirus shutdowns, the opening has been pushed back to late summer.³⁵ It is designed to be a co-working space coupled with a business incubator.³⁶

It looks to work with both Vincennes University and Purdue University as well as providing an entrepreneur-in-residence.³⁷

²⁵ Ibid.

²⁶ <https://maspark.org/about/>

²⁷ <https://www.cohatch.com/mission>

²⁸ <https://www.cohatch.com/locations>

²⁹ Ibid.

³⁰ Ibid.

³¹ https://c8d399d4-d47b-4fd6-9483-09396190e2c5.filesusr.com/ugd/d69bf0_f0963cb4d9724f869203b2af406d6208.pdf.

³² <https://www.cohatch.com/perks> Members can also rent the COhatch beach house in Florida for a week at a time.

³³ <https://www.cohatch.com/nonprofit>

³⁴ <https://www.cohatch.com/locations/oh-springfield-the-market>

³⁵ <https://indianaeconomicdigest.com/Content/Most-Recent/Knox/Article/Knox-County-Development-Corp-gives-650-000-to-finish-Pantheon/31/195/100230>

³⁶ <https://indianaeconomicdigest.com/Content/Default/Major-Indiana-News/Article/Vincennes-Redevelopment-Commission-votes-to-give-Pantheon-another-150-000-/-3/5308/98899?s=1>

³⁷ <https://knoxcounty.in.gov/pantheon-business-theater>

On June 2, 2020, the Purdue Research Foundation and school of chemical engineering announced an agreement with the Pantheon to place Purdue chemical engineering alumni with undergraduate interns to commercialize Purdue technology with established companies and startups.³⁸ This partnership is an extension of Purdue's work at the WestGate Authority and Naval Surface Warfare Center Crane Division (NSWC-Crane) for technology research, commercialization, and job creation.³⁹ This followed the 2018 announcement of Purdue's \$2 million endowment for the Pantheon.⁴⁰

The Mill

Located in 19,000 square feet of what was once a century-old sawmill, The Mill serves as Bloomington, Indiana's co-working space and entrepreneur center.⁴¹ It is operated as a 501(c)(3) non-profit organization funded with membership fees, event-space rentals and donations from corporate sponsors and angel investors.⁴² Entrepreneurial programming started in 2017, and its co-working space opened in 2018.⁴³ The site also includes a professional-level podcast studio for members of The Mill.⁴⁴

The Mill's members include individuals and startup companies, using the site for its co-working space or entrepreneurial programming including investor pitches.⁴⁵

Entrepreneurial services include an entrepreneur-in-residence from Elevate Ventures, a statewide pitch competition called Crossroads, and the Flywheel Fund.⁴⁶ A member-managed capital fund, the Flywheel Fund invests in early-stage and high-potential life sciences and medical device start-ups.⁴⁷ It uses a cohort-based model for both investors and entrepreneurs. The investor cohort contributes a set amount and listens to pitches with each winning pitch getting a \$25,000 investment coupled with ongoing mentorship.⁴⁸

The Mill is part of a regional entrepreneurial ecosystem that combines Bloomington and Columbus via the Columbus Chamber of Commerce and Elevate Ventures to form the Velocities network for start-ups and early stage companies.⁴⁹ Similar to the Mill's efforts to support entrepreneurs, Velocities offers capital assistance, advisory services and a knowledge portal to grow companies.

Like other co-working ventures, The Mill offers monthly membership co-working tiers, ranging from an evenings and weekends only plan at \$90 to 24/7/365 at \$185.⁵⁰

³⁸ <https://www.purdue.edu/newsroom/releases/2020/Q3/purdue-launches-commercialization-initiative-in-vincennes,-indiana.html>

³⁹ Ibid. and <https://www.prf.org/researchpark/locations/purdue-at-westgate/index.html>

⁴⁰ <https://www.wthitv.com/content/news/Purdue-announces-2-million-towards-Pantheon-project-498344271.html>

⁴¹ <https://dimensionmill.org/about/>

⁴² Ibid.

⁴³ Ibid.

⁴⁴ <https://dimensionmill.org/join/#link4>

⁴⁵ <https://dimensionmill.org/about/>

⁴⁶ <https://dimensionmill.org/events/pitching-funding/>

⁴⁷ <https://dimensionmill.org/events/pitching-funding/#link4>

⁴⁸ Ibid.

⁴⁹ <https://velocitiesin.com/>

⁵⁰ <https://dimensionmill.org/join/#link3>

Northeast Indiana Innovation Center

Branded as “an entrepreneurial community,” the Northeast Indiana Innovation Center (NIIC) was founded in 1999. The NIIC is located in a 55-acre certified technology park in Fort Wayne with three buildings and 76,400 square feet under management.⁵¹ It operates as a 501(c)(3) nonprofit organization and is located adjacent to the north campuses of Ivy Tech Fort Wayne and Purdue University Fort Wayne.⁵² The NIIC is one of a handful of ISO 9001:2015 registered business incubation and acceleration programs in the United States.⁵³ It offers a mix of programming and facilities including office space and wet labs.⁵⁴

Programming at the NIIC spans the range of entrepreneurship from concept to scale. Specialized services are available for female entrepreneurs, and it launched an inclusive entrepreneurship strategy that includes access to capital, workspaces and talent.⁵⁵

For Kosciusko County’s efforts, the NIIC’s Connected Health Internet of Things (IOT)⁵⁶ Lab/Network may offer the greatest value to the proposed BIZ. While not a laboratory in the traditional clinical sense, the NIIC seeks to work with healthcare companies, IOT supplier companies, universities and other innovative support organizations to pilot and experiment with innovative ideas to improve the patient experience and solve problems experienced in today’s healthcare industry.⁵⁷ Connected Health IoT Lab/Network’s clients will receive ongoing intensive business coaching and connections to capital for the most promising projects.⁵⁸

The Foundry (Purdue University)

The Purdue Foundry, located in West Lafayette, Indiana, positions itself as the place “where concepts become companies.”⁵⁹ Opening in 2013 at the direction of Purdue President Mitch Daniels and with the assistance of the Purdue Research Foundation, the Foundry offers Purdue students, faculty and alumni the opportunity to take ideas to market by transforming innovators into entrepreneurs.⁶⁰

Foundry services include:

- Mentorship
- Access to capital and funders
- Education
- Events for entrepreneurs
- Access to the Purdue alumni network
- Physical space including offices, labs, and co-working space

⁵¹ Northeast Indiana Innovation Center Corporate Profile Fact Sheet (February 2020).

⁵² Ibid.

⁵³ <https://theniic.org/about/>

⁵⁴ Northeast Indiana Innovation Center Leasing Guide: Office Spaces and Professional Services (May 2020).

⁵⁵ https://theniic.org/wp-content/uploads/2020/02/NIIC-Inclusive-Entrepreneurship-Program-SummarySheet1_29_20.pdf

⁵⁶ The NIIC is defining health IoT as health-related technologies that “can be connected, communicated and used remotely in an intelligent way.” <https://theniic.org/iot/>

⁵⁷ <https://theniic.org/iot/>

⁵⁸ Ibid.

⁵⁹ <https://purduefoundry.com/about>

⁶⁰ Ibid.

- Marketing support
- J-1 visa program
- Connections to the federal government’s Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs
- Connections to Purdue’s Burton D. Morgan Center for Entrepreneurship
- Specialized business services like accounting, legal counsel, web and software development, and market research from MBA students

Purdue Ventures works within the Foundry, using funding from the Purdue Research Foundation, partnering organizations, endowments, private investors, and state entities. Purdue Ventures funds are:⁶¹

- Ag-Celerator: Focusing on plant and crop sciences
- Elevate Purdue Foundry Fund: A cooperative venture with Purdue Foundry and Elevate Ventures to Foundry companies for proof-of-concept activities
- Foundry Investment Fund: A life sciences side-car fund matching up to 30% of capital investments for Purdue-connected companies
- Purdue Angels: A network of angel and private investors for the Purdue technology ecosystem by providing deal flow to members
- Purdue Startup Fund: Focusing on commercialization through start-up capital

The Foundry’s website lists more than 75 startups that have been part of its efforts.⁶²

The IDEA Center (University of Notre Dame)

Located in South Bend at the 80,000-square-foot Innovation Park, the University of Notre Dame’s IDEA Center looks to support research through commercialization for university researchers and students.⁶³ IDEA stands for Innovation, De-Risking and Enterprise Acceleration.⁶⁴

It offers space and services for idea development, commercialization, business formation, prototyping, entrepreneurial education, and student entrepreneurial efforts.⁶⁵ Innovation Park houses more than 60 start-up companies.⁶⁶

The IDEA Center uses a process it calls the Commercialization Engine to take initial concepts to final applications or products.⁶⁷ It looks to find the value and product-market fit using potential customer feedback while protecting intellectual property and developing a viable business model with an acceleration plan.⁶⁸

⁶¹ <https://purduefoundry.com/purdueventures>

⁶² <https://purduefoundry.com/startups>

⁶³ <https://ideacenter.nd.edu/about/>

⁶⁴ <https://ideacenter.nd.edu/>

⁶⁵ Ibid.

⁶⁶ <https://ideacenter.nd.edu/innovation-park/>

⁶⁷ <https://ideacenter.nd.edu/commercialization-engine/for-researchers/learn/our-process/the-commercialization-engine/>

⁶⁸ Ibid.

IDEA Center services include:

- Processes to transform technologies to products or applications
- Maker space
- Commercialization funding from the university, federal grants, and private investors

HudsonAlpha Institute for Biotechnology

Founded in 2005 with the facility opening in 2008,⁶⁹ HudsonAlpha is a biotechnology campus in Huntsville, Alabama, that includes three buildings at over 460,000 square feet of co-working, incubator, and wet- and dry-lab spaces.⁷⁰ HudsonAlpha brings together faculty and researchers in human health and genomics along with healthcare providers to develop solutions in the field.

HudsonAlpha works with human health companies and commercialization consultants to incubate new businesses.

HudsonAlpha services include:

- Human health and genomic research
- K-12 student programming
- Healthcare provider education
- Co-working space
- Commercialization support
- Mentor portal

Massachusetts Medical Device Development Center (M2D2) (University of Massachusetts)

Massachusetts Medical Device Development Center (M2D2) is a medical-device incubator space in Lowell, Massachusetts, affiliated with the University of Massachusetts' Lowell and Worcester campuses as well as the UMass Medical School.⁷¹ It offers medical-device and biotechnology lab space and access to researchers, technical expertise, and funding for development and commercialization of new biotech solutions. It offers fee-based services in the areas of business planning, product prototype development, and clinical pathway assistance.⁷²

M2D2 has an extensive network of programming, including office hours with industry experts, a regular schedule of workshops, and the annual \$200K Challenge pitch competition that attracts dozens of applicants each year.⁷³

M2D2 already has a KEDCO connection with CEO Alan Tio visiting the space and a M2D2 representative subsequently visiting Kosciusko County in 2019, plus an AcceLINX connection with partner Mike Hawkins advising an M2D2 portfolio company.

⁶⁹ <https://hudsonalpha.org/the-story-of-hudsonalpha/>

⁷⁰ <https://hudsonalpha.org/lease-lab-office-land/>

⁷¹ <https://www.uml.edu/Research/M2D2/facilities-services/>

⁷² Ibid.

⁷³ <https://www.uml.edu/Research/M2D2/200K-challenge/>

M2D2 services include:

- Medical device and biotech labs
- Business development support
- Engineering and design services
- Clinical pathway support
- Incubator space
- U.S. Small Business Administration Small Business Innovation Research (SBIR) assistance

ZeroTo510

Another industry-specific organization, ZeroTo510 is a medical device accelerator in Memphis, Tennessee, that leverages biomedical research and medical device manufacturing cluster strength to support new medical device startups.⁷⁴ It focuses on a curriculum with mentors and partners to connect medical-device entrepreneurs to the local entrepreneurial ecosystem. The program provides a \$50,000 investment and three-month accelerator program for accepted startups.⁷⁵

ZeroTo510 services include:

- Co-working
- Funding
- Lab space
- Mentors
- U.S. Food and Drug Administration 501(k) premarket notification support

Concept summary

In short, the BIZ should tap the entrepreneurial spirit of idea and talent in Kosciusko County and beyond for medical-device research, development, manufacturing, and production agriculture and ag-related products and services.

It can serve as a hub and accelerator for people and companies with new ideas and products to serve and grow the above industries using an “orthopedic-plus” model. The focus should be on commercialization to build the critical pipeline of innovation that has defined Kosciusko County’s economy for more than a century. As shown at Notre Dame’s IDEA Center and the Purdue Foundry, it should cover the full business development continuum from concept to production. Accordingly the BIZ should be open to everything from the initial idea to how to expand the market for new products and services.

A multi-phase approach is probably the best fit by starting with an initial location to fill the most immediate needs but recognizing that either expansion or a second location may be needed in the years to come. This report focuses on the BIZ’s launch but will also explore ideas for later phases.

While co-working spaces have been the hot trend in the past five years, the reality of the coronavirus and its associated physical-distancing practices should cause KEDCO to re-evaluate how the BIZ will operate until a successful vaccine or clinical treatment is developed for COVID-19. In other words, more

⁷⁴ <http://zeroto510.com/>

⁷⁵ <http://zeroto510.com/accelerator/>

virtual services and less human-to-human interactions are appropriate for 2020 and probably into 2021. As people and companies have quickly embraced teleconferencing services, a similar approach could work in the interim here. Plus it removes geographic barriers for services so that it can reach entrepreneurs outside Kosciusko County.

Looking at the unique local industry mix with a national and global reach with the desire to avoid duplication of existing efforts, the BIZ can actualize the concepts put forward in Ladig Consulting's "Entrepreneurship Ecosystem Assessment and Initiatives" report for KEDCO, completed in March 2019. This report proposed an entrepreneurial hub for idea-, early-, revenue-, growth-, or exit-stage ventures where they could get information, resources, connections, and support for the next step.

Other concepts from the Ladig Consulting entrepreneurial assessment worth considering for the BIZ are:

- **Innovation workshops:** Including civic hackathons to create actionable solutions to community challenges and "intrapreneur" workshops to encourage employees' entrepreneurial solutions within existing companies
- **Entrepreneurial meetups:** While this is already happening, the BIZ will provide a permanent location to continue this key curated experience
- **Resource navigator:** 1:1 coaching to connect entrepreneurs to all forms of resources with regular meetings

BIZ ownership and management

As seen with the above co-working or entrepreneurial support organizations, multiple viable paths exist: a for-profit corporation like COhatch, non-profit corporations like the NIIC or The Mill, or university ownership like Notre Dame's IDEA Center or university support from the Purdue Research Foundation at Pantheon Business Theatre. Ultimately, the ownership and operations model must have economic sustainability as its core mission.

In Kosciusko County, KEDCO, the local economic development organization (LEDO), has been the lead agency to date. Since time is of the essence for this project's grant funding, KEDCO or one of its associated business entities like the Kosciusko County Development Corporation is likely the appropriate owner for the BIZ at launch. It is possible as the location takes further shape that it could become a separate legal entity, likely as a non-profit or benefit corporation, as more partners come on board, but it is premature to speculate what corporate form it could take in five to 10 years. The priority now is to bring the concept to market.

As a LEDO, business accelerator services are not the primary mission or focus of KEDCO. As a small mission-driven employer, it does not presently have sufficient human capacity or skills to staff or operate the BIZ. The contracted-services model from the Pantheon Business Innovation Theatre and Purdue Research Foundation⁷⁶ could be the appropriate operational model for Kosciusko County to quickly expand skills and staff capacity rather than doing so incrementally through traditional hiring.

An operational agreement with Purdue University and the Purdue Research Foundation has significant potential based on the university's STEM focus. According to CRI's conversations with KEDCO CEO Alan

⁷⁶ See <https://www.purdue.edu/newsroom/releases/2020/Q3/purdue-launches-commercialization-initiative-in-vincennes,-indiana.html>.

Tio, initial discussions have occurred with Purdue for staffing and operating the BIZ. In the event that the Purdue arrangement does not work out, KEDCO should talk with the IDEA Center at Notre Dame or the NIIC in Fort Wayne as both have a strong emphasis on the product development pipeline in addition to a co-working leasing model.

Potential BIZ clients

The BIZ can expect to have an industry-specific rather than geographic-specific focus, unlike some other incubator or accelerators evaluated here. While entrepreneurs of all industries will be welcome to engage with BIZ services, many will find that what they need are better served by other entrepreneurial service organizations like the Small Business Development Center (SBDC) or SCORE.

CRI has identified the following as potential customers of the BIZ:

- Potential entrepreneurs interested in knowing if their idea has product-market fit, i.e. is it viable
- Existing entrepreneurs or startups in orthopedic medical device manufacturing looking to scale
 - Includes entities in this sector that are located outside of Kosciusko County or Indiana
- Existing entrepreneurs or startups in production agriculture looking to scale
 - These are likely to be from Kosciusko or surrounding counties
- Existing entrepreneurs or startups in agribusiness looking to scale
 - Includes entities in this sector that are located outside of Kosciusko County or Indiana
- Employees of existing companies who want to start their own companies
 - May or may not currently work in Kosciusko County
- College students with entrepreneurial ambitions
 - May come from local higher education institutions or elsewhere
- High school students engaging in youth hacking competitions
 - Likely to be from Kosciusko or the surrounding counties
- Other entrepreneurs in need of services that align with the BIZ's offerings

With the industry-specific focus of the proposed BIZ, its clients will be narrower, like AlphaHudson or M2D2, than the more general entrepreneurial models used by COhatch or even The Mill in Bloomington or Fort Wayne's NIIC. While it is possible if not likely that KEDCO may get pushback about the focus, trying to be all things to all entrepreneurs will duplicate services and dilute the focus of the BIZ. The unique attributes of Kosciusko County's economy demand a particularized solution.

Potential locations

Kosciusko County is fortunate to have multiple locations to consider for this project.

CRI looked at three locations:

1. **North Buffalo Street Project:** Downtown Warsaw's renewal corridor that offers urban office space with proximity to the central business district of Kosciusko County's largest city
2. **Warsaw Tech Park:** A certified technology park off of U.S. 30 – Warsaw's east-west corridor that connects to Fort Wayne and northwest Indiana/Chicago – with available lots and new build opportunities

3. **Gatke Corporation campus:** A 3.3-acre former industrial campus at 2321 Winona St. that has had partial environmental remediation with buildings that need significant rehabilitation before being usable

North Buffalo Street Project

Like other cities of all sizes, local leaders including the City of Warsaw have prioritized downtown revitalization with the North Buffalo Street Project. This takes a mixed-use approach to combine first-floor restaurants or retail with offices and upper-floor housing on North Buffalo Street and to integrate pedestrian-friendly features and a plaza at the Center Lake shoreline. New urban-style housing is already underway at this location.⁷⁷

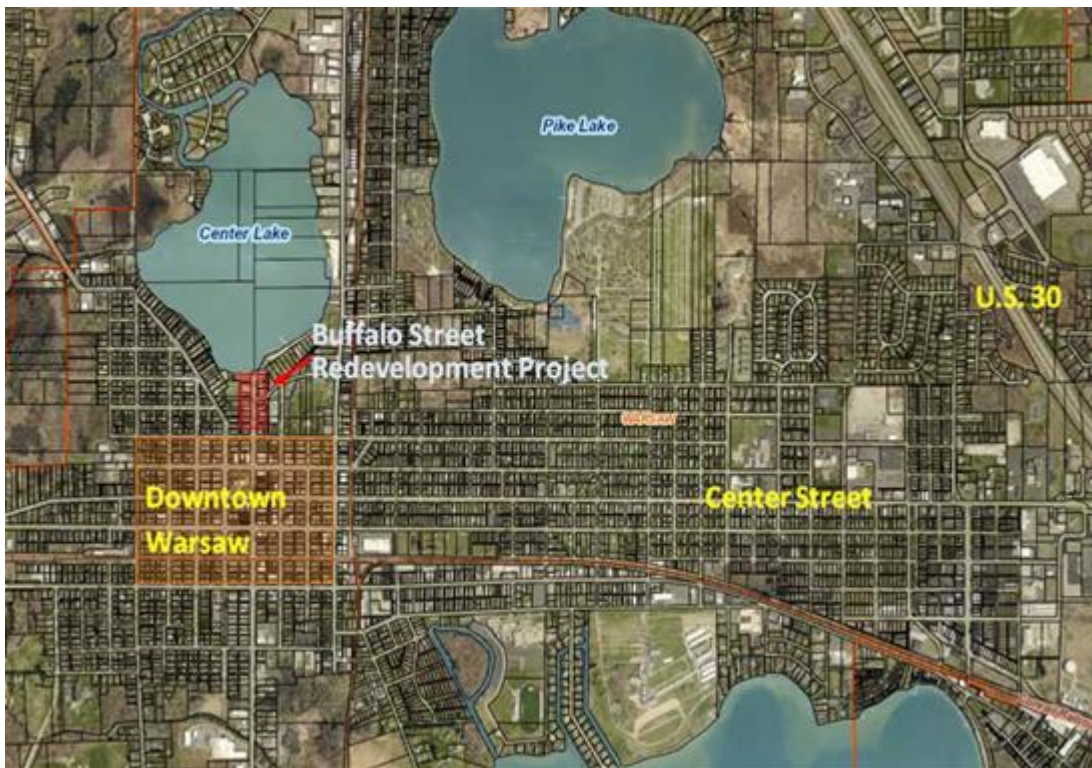


Image 1: North Webster Street Project, courtesy the City of Warsaw

This location offers very attractive spaces for offices or co-working facilities, but the urbanized, developed location that makes it pedestrian friendly could prove problematic for activities like implement prototyping, which may require large equipment moving in or out.

Warsaw Tech Park

The Warsaw Tech Park is one of 22 certified technology parks⁷⁸ in Indiana located off of the U.S. 30 “Ortho Corridor,” which is Warsaw’s east-west corridor that connects northwest Indiana/Chicago and Fort Wayne and houses orthopedic medical device manufacturer facilities.

⁷⁷ <https://www.inputfortwayne.com/features/Warsaw-gets-urban-housing.aspx>

⁷⁸ Indiana’s Certified Technology Parks have a tax-advantaged structure to recapture state and local taxes for reinvestment in the park. <https://iedc.in.gov/programs/certified-technology-parks/home>

It is comprised of 95 acres with sites available for development⁷⁹ as well as the West Hill Development LLC's shell spec building, constructed in 2019.⁸⁰ The industrial park opened in 2015 with phase 1; phase 2 opened in 2018. It is adjacent to Medtronic's Warsaw facility.

On May 28, 2020, Tier 1 supplier Nextremity Solutions announced plans to expand operations at the Warsaw Tech Park, creating up to 111 jobs by 2024, in the aforementioned shell building located at 1195 Polk Dr.⁸¹

The Tech Park is home to Ivy Tech Warsaw's campus, which is Indiana's statewide community college system. Although not located on the Tech Park campus, Ivy Tech Warsaw has the Orthopedic and Advanced Manufacturing Training Center (OAMTC), which is a 20,000-square-foot facility that supports workforce development and training needs for orthopedic medical device producers and other manufacturers.⁸² This facility and program are unique to Warsaw. OAMTC participants develop technical and soft skills for regulated orthopedic quality standards and Lean manufacturing practices within a hands-on CNC machine training program.⁸³

Gatke Corporation campus



Image 2: Gatke Corporation Building, photo courtesy of KEDCO

This 3.3-acre site, with the addresses of either 2321 Winona St. or 2321 S. McKinley, was once the interurban station serving Warsaw and Winona Lake.⁸⁴ It became the Gatke Corporation plant in 1926, which produced asbestos-based brake pads, but the facility closed in 1991.⁸⁵ The City of Warsaw has owned the property since 2003.⁸⁶ In 2018, the site was divided into two separate lots, so that buildings could be demolished on one lot while preserving a 20,000-square-foot structure for future rehabilitation and use.⁸⁷ While multiple ideas have been put forward for the site over the years, none have come to life.

⁷⁹ <https://www.warsaw.in.gov/545/Warsaw-Tech-Park>

⁸⁰ <https://timesuniononline.com/Content/Local-News/Business/Article/2nd-Phase-3rd-Shell-Building-Mark-New-Chapters-At-Tech-Park/2/244/116326> This is the third shell building constructed in the Warsaw Tech Park.

⁸¹ <https://timesuniononline.com/Content/Local-News/Local-News/Article/Nextremity-Solutions-Inc-Expanding-At-Warsaw-Tech-Park/2/453/126893>

⁸² <https://www.ivytech.edu/fortwayne/28011.html>

⁸³ https://wwwcc.ivytech.edu/shared/shared_bcompwg/corporate-college/Corporate_College_S2012.pdf

⁸⁴ <http://www.inkfreenews.com/2015/06/24/a-brief-history-of-the-gatke-building/>

⁸⁵ Ibid.

⁸⁶ Ibid.

⁸⁷ <http://www.inkfreenews.com/2018/08/14/warsaw-plan-commission-replats-gatke-property-into-two-lots/>

CRI's location recommendation

While each of the sites offers a unique and attractive package of amenities, CRI recommends KEDCO pursue a location for the first phase of the BIZ at the Warsaw Tech Park.

Advantages to the Warsaw Tech Park:

- **Proximity to other orthopedic medical device manufacturers:** With the industry-specific emphasis, a location near industry partners could enhance the viability of this location at launch
- **Access to U.S. 30:** On the primary east-west corridor through Warsaw, the Tech Park offers a superior location for people visiting the site from out of town
- **Ability to build to suit:** As a new-construction project, KEDCO can build the facility that is needed for current needs with the capacity to flex the space as desired for things like a training center or other services yet to be identified

Challenges with the Buffalo Street location:

- **Suitability for office or co-working space at the expense of flexible or prototyping space:** What makes this location remarkable for a traditional co-working environment means it could have problems for moving equipment in and out
 - This may be a good site for a future BIZ phase that emphasizes front-facing services like co-working or corporate training
- **Location:** Distance from orthopedic medical device manufacturers' facilities
- **Existing structure:** Need to work within existing structures or a limited footprint for a new build since it was never designed for the BIZ's intended Phase 1 purpose

Challenges for the Gatke Corporation site:

- **Existing buildings that need significant rehabilitation before achieving needed functionality:** Potentially costing too much and perhaps taking too much time to launch
- **Scale not appropriate for current needs:** The buildings and site are too large for what is presently needed for Phase 1 of the BIZ

Space and services

As identified above, the Warsaw Tech Park is CRI's preferred location for the initial phase of the BIZ. This will permit a build-to-suit arrangement, either via new construction or use of an existing building. KEDCO will need to consult with architects and engineers and potential users and partners to develop the plans for the physical structure, but KEDCO can expect the initial location to be between 5,000 to 25,000 square feet based on the anticipated service offerings and potential for spec space.

Phase 1 should take a form-follows-function approach, enabling the space to help deliver the services rather than the services being dictated by the building's constraints.

CRI's Phase 1 recommendation is to serve as the entrepreneur's front door to innovation and commercialization of their products and services. This should emphasize access to specialized business services including connections with attorneys, banks or investors, accountants, and experts in commercialization and regulatory processes. This suite of services will offer value across industries

because these needs transcend industry. Like a startup pursuing the quickest path to market, KEDCO can partner with Purdue Foundry or a similar entity to develop the front door for entrepreneurs.

When developing these services, CRI encourages KEDCO to work with the Tier 1 suppliers mentioned earlier in the report and with the Ivy Tech Warsaw locations in and near the Warsaw Tech Park to avoid duplicating technical or specialized facilities that already exist, as noted in the Kosciusko County overview. It may be premature to identify the exact features for the first phase of the BIZ, but these functions should be easily discerned in the development process to include flexible space to support office, light assembly, and warehousing functions, and space that can be adjusted to fit specific client requirements. In other words, how can the BIZ provide entrepreneurial services not currently available? The Mill in Bloomington as well as the aforementioned universities' commercialization ventures offer some functions that could be useful here, but again these need to be tailored to industry needs, not trendy, sparkly features that do not advance the mission and purpose of the BIZ.

Flexible space will be a key feature to a Tech Park location. In light of the coronavirus and the associated public-health cautions about limiting close contact with others, CRI does not recommend a large-scale co-working operation as part of the BIZ's launch. Since these spaces often generate revenue for their associated organizations, excluding these services at this point limits the ability to cover costs, but launching such a service during a global pandemic that could last for another year or more could equally hurt KEDCO. Waiting to launch co-working space also allows the BIZ to respond to the market shift of employees who choose or need to work from home and what that looks like going forward. As of summer 2020, it is impossible to know if working from home most or all of the time is a permanent feature to professionals' lives or if they will be seeking a return to an off-site location to work. This pause will allow the BIZ to respond to post-coronavirus market conditions.

The above suggestion should not be interpreted as no offices or meeting and conference rooms in Phase 1. As physical-distancing measures loosen over time, entrepreneurs and BIZ partners will need a location to convene, build, and show. As discussed more in the next section, the partnership opportunities will require a physical presence and location. This space should be designed to accommodate such when conditions are ready.

Partnership opportunities

To be successful, the BIZ will need to partner with other organizations that support and advance the mission of innovation and commercialization. These partnerships may take the shape of tenants occupying the BIZ's physical location or informal or contractual arrangements that connect entrepreneurs to existing facilities for technical services.

CRI has identified the following partnership groupings:

- Existing entities that support orthopedic medical devices and ag-related businesses
- Existing Tier 1 orthopedic medical device suppliers
- Local higher education institutions
- R1 research universities
- Entrepreneur service organizations

Existing organizations

As discussed in the Kosciusko County overview, OrthoWorx and AcceLINX exist to support and enhance the orthopedic medical device industry in Indiana and are currently renting space in city hall in downtown Warsaw. OrthoWorx emphasizes talent attraction and talent development while AcceLINX is the industry's business accelerator. Both make sense to co-locate at the BIZ with the specialized industry focus, including the proximity to manufacturers.

On the agriculture side, AgriNovus Indiana is a statewide organization that supports and promotes STEM-focused agricultural innovation, which it has termed "agbioscience." AgriNovus is based in Indianapolis with a statewide focus so it is unreasonable to expect for the entire organization to relocate to Kosciusko County, but a physical presence at the BIZ could expand the organization's reach into livestock-heavy northern Indiana and create opportunities for corporation expansion into the Kosciusko market.⁸⁸

Existing Tier 1 orthopedic medical device suppliers

Connections with Tier 1 or contract orthopedic medical device manufacturers including Micropulse, Paragon Medical, and Nextremity Solutions are key in helping to identify new products or processes that could have market viability for the OEM companies of DePuy Synthes and Zimmer Biomet. The Tier 1 suppliers also offer specialized facilities in Kosciusko County or nearby that are available for short-term or contracted use, thus reducing the facilities costs to launch the BIZ. While they are not likely to have a physical presence at the BIZ, supplier relationships with BIZ clients will be critical in the success of this endeavor.

Local institutions of higher education

Kosciusko County is fortunate to have two institutions of a higher education to support local workforce development needs: Ivy Tech Community College and Grace College.

Ivy Tech's Warsaw location has the Orthopedic and Advanced Manufacturing Training Center (OAMTC), which is the only facility of its kind in the state. The full-service Warsaw campus⁸⁹ is located in the Tech Park, providing ready access for BIZ clients and vice versa.

Grace College, located in Winona Lake with an enrollment of about 1,600 undergraduate students,⁹⁰ has created a niche for bachelor's-degree programs for orthopedic medical devices in biomedical engineering and regulatory and clinical affairs, which are both key in support for the research and development functions in Kosciusko County. The college has also launched agribusiness and engineering programs in recent years to contribute toward the local talent development pipeline.⁹¹

While neither is a research-focused institution, they consistently get favorable remarks from community members about helping to create the skilled workforce needed to support local employers.

⁸⁸ There are significant poultry operations in other nearby counties, according to 2017 USDA Agricultural Census data.

⁸⁹ The OAMTC is located in a separate 20,000-square-foot facility not located at the Tech Park campus.

⁹⁰ <https://www.collegetuitioncompare.com/edu/150677/grace-college-and-theological-seminary/enrollment/>

⁹¹ See <https://www.grace.edu/major/agribusiness/> and <https://www.grace.edu/grace-college-launches-engineering-program/>.

CRI anticipates that it is unlikely either will have a physical presence at the BIZ, but like the Tier 1 suppliers, they offer a key relationship in talent development.

R1 research universities

As top-tier research universities look for ways to commercialize ideas, the opportunity to connect with established industry clusters like Kosciusko's agribusinesses and orthopedic medical devices offers a promising arrangement. Indiana is advantaged to have three R1 institutions with the flagship campuses of Indiana and Purdue universities and the University of Notre Dame.

KEDCO has already been in discussions with Purdue about the potential to serve as the contracted operator of the BIZ. This includes the possibility of two or three academic or research areas in alignment with Kosciusko County industries.

Notre Dame's IDEA Center with its multiphase startup process, which is discussed earlier in this report, is already working with AccelINX and the physical proximity of the private university's campus to Kosciusko County creates potential for additional partnerships.

Indiana University's IU Ventures and the IU Health system and orthopedic surgeons may provide a clinical connection between production and patient application. IU's School of Analytics' focus on "big data" could add an entirely new dimension to this work. Of the three R1's listed, KEDCO's relationship with IU is the least developed, but has potential for rapid expansion through the recently launched IU Ventures' Angel Network, which is led by Jason Whitney, who previously served as a vice president at Launch Fishers.⁹²

Entrepreneur service organizations

In addition to the industry-specific players mentioned above, CRI recommends engaging more generalized entrepreneur service organizations (ESOs) at the BIZ. The KEDCO Entrepreneur Navigator serves as a business concierge for clients and will connect ESOs to the BIZ. Local ESOs include:

- Indiana Small Business Development Center
- Elevate Ventures
- Elevate Northeast Indiana and the Fortitude Fund
- Northeast Indiana Innovation Center's Women's Economic Opportunity Center and Connected Health IoT Lab
- KEDCO's CIRCUIT Entrepreneur Roundtable
- KEDCO's Agribusiness Roundtable
- KEDCO's CEO Roundtable
- Own Your Success women's entrepreneurship organization
- Believe In a Dream youth entrepreneurship organization

Conclusion

In summary, CRI has identified the following for KEDCO's proposed BIZ:

- **Concept:** Using an "orthopedic-plus" model, the BIZ should be a commercialization hub and accelerator for entrepreneurs or start-ups with new ideas and products to serve and grow the

⁹² <https://iuventures.com/about/>

medical device, production agriculture, agribusiness, or other ag-related services or product industries. Innovators in other industries are welcome to engage with the BIZ because of the relationships it will have with needed business services but the BIZ should be structured for a narrow industry scope that emphasizes Kosciusko County's existing or emerging strengths. The BIZ should also partner with existing companies and organizations so as to avoid duplication of services and facilities.

- **Ownership and management:** KEDCO or an associated venture should own the BIZ with a contracted-services arrangement for the day-to-day operations using the Purdue Research Foundation or another experienced organization in these ventures.
- **Potential clients:** With the orthopedic-plus focus, the BIZ can expect to have clients in Kosciusko County and beyond who are existing or aspiring entrepreneurs with varying levels of experience in their respective industry and as a start-up venture. As noted in the report, services will be available for entrepreneurs in other industries as well as high school and college students.
- **Suggested location:** CRI recommends a new or existing 5,000- to 25,000-square-foot building in the Warsaw Tech Park, located off the U.S. 30 Orthopedic Corridor, to best accommodate Phase 1 services for the targeted industries.
- **Services:** In the initial phase, the BIZ will be entrepreneurs' front door to innovation and commercialization of their products and services by emphasizing access to specialized business services. Services should be structured to recognize the likelihood of ongoing coronavirus physical-distancing requirements so as to deploy tele-services as much as practicable.
- **Partnership opportunities:** The strength of the BIZ will come from existing and future partnerships and relationships with organizations ready to assist with and connect to orthopedic-plus entrepreneurs. Potential partners include AcceLINX, AgriNovus Indiana, Indiana's R1 research universities, local higher education institutions, Tier 1 orthopedic medical device manufacturers, and entrepreneur service organizations as listed in this report.

KEDCO has a unique opportunity to be the catalyst for a new generation of growth and innovation with an international reach by building on existing strengths and enabling new ones to develop and prosper.

The BIZ should be structured to blend the best of existing accelerators and business incubators as mentioned in this report while also serving the particularized needs of Kosciusko County specifically and Indiana in general.