



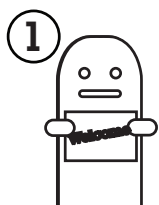
ANNUAL REPORT



Startup Weekend is the world's largest community of passionate entrepreneurs with representation in over 195 cities in 65 countries around the world in 2011. Startup Weekend is a non-profit on a mission to provide the world's premier experiential education for entrepreneurs.



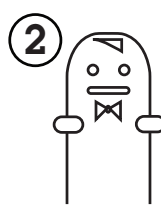
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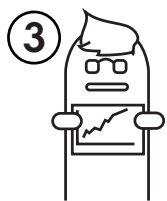
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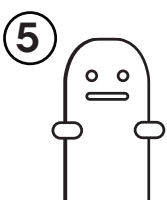
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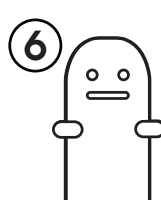
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TO *Fabulous*

**Startup
Weekend**
powered by the Kauffman Foundation



Welcome Letters

Over the last year, Startup Weekend has grown into something much larger than three guys working out of a condo, or even the current team in Seattle. It has become a global movement - one that is actively impacting and shifting models of traditional entrepreneurial education. Startup Weekend's impact goes far deeper than our attendees and has helped foster a cultural change. We are shifting the established education model, attempting to fundamentally change the way even the most experienced entrepreneurs view business creation. Startup Weekend is leading the charge, impacting the development of communities and startup ecosystems at their foundations. Unveiling the mysteries of what it takes to solve real problems and create true value is something the academic world has been attempting to do for decades.

Startup Weekend helps harness creativity and human potential by empowering individuals and teams to build and validate solutions to the opportunities and problems they experience every day. Through Startup Weekend, people are able to pursue their passions and find the people they need to transform their visions into reality. They are given opportunities to learn how to succeed not only on a local level but with the ability and potential to create high-growth ventures. I'm confident these opportunities will influence thousands of entrepreneurs and contribute to an infrastructural change and cultural movement that will positively impact our communities and ultimately, our economy.

Two years ago, we had this (seemingly irrational) passion and dream to establish Startup Weekend at the center of the global stage of entrepreneurship. Having worked in hundreds of cities, and personally experiencing over 50 different startup communities with thousands of incredibly passionate entrepreneurs, I couldn't be more confident about the positive impact the Startup Weekend model has, now and in the future. The world is at a pivotal point right now, re-evaluating models of education and forming policies that will shape and foster new business creation for decades to come. The members of the Startup Weekend community are leading the way for both-- not by talking about issues, but by solving them from the bottom up and affecting change for all.

-Marc Nager
Chief Conductor

Welcome Letters

Like entrepreneurship, education should be a choice driven by passion. We've run Startup Weekend with passion for almost 2 years now, and I feel nothing but continued excitement because of our amazing growing community of organizers and entrepreneurs!

We are at the dawn of a new generation of entrepreneurs, leading, to the best of my belief, what will be later recognized as an Entrepreneurial Revolution. We are witnessing a shift in the way people perceive their potential. Through organizations like Startup Weekend, they will allow themselves to be visionaries, to work together, to fail sometimes, but to succeed as well. This positive loop demonstrates Startup Weekend's efficiency as an educational system: the entrepreneurial leap cannot happen without time devoted to experiential learning.

Our unique experiential education model challenges potential entrepreneurs while giving them a place to work together, face-to-face. Anyone who's interested is encouraged to attend a Startup Weekend event. This openness is an integral part of our core philosophy: Everyone should be able to dive into the world of entrepreneurship.

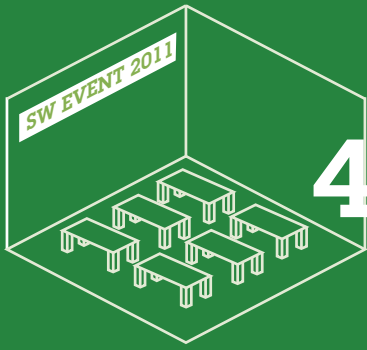
This report will show you our vision and how we've been striving to achieve it. We are an educational institution, we rely on the quality of our attendees and the excellence of our alumni and our amazing volunteers to build stronger and better entrepreneurs and communities around the world.

Through Startup Weekend, entrepreneurs in cities all over the globe now speak the same language; there are almost no differences between a Startup Weekend in San Francisco and a Startup Weekend in Egypt. A truly global movement, I call our alumni network the Startup Nation (a large aggregate of people united by common descent, history, culture, or language). To grow this community, we need to fight inaction and procrastination while we continuing to spreading our motto: "No Talk. All Action."

As Dr. Richard Feynman, once said, "No problem is too small or too trivial if we can really do something about it." This is what drives us at Startup Weekend!

- Franck Nouyrigat
Research and Creative Tech French Guy

Current Stats



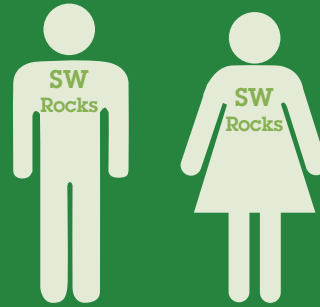
437 Past Events



196
Cities



35,933
Past Attendees



240+
Local Organizers



4,500+ Startup Teams

Stats By Region

Region	Events	Cities
North America	157	80
Europe	90	62
Western Asia	13	10
Africa	18	16
Southern Asia	7	5
Central America	6	7
East Asia	22	7
Australasia	4	3
Southeast Asia	15	11
South America	10	9

N. America

157 Events
80 cities



Europe

90 Events
62 cities



Africa

18 Events
16 cities



OPERATIONS

Organizational Overview

Startup Weekend is the world's largest community of passionate entrepreneurs with representation in over 195 cities in 65 countries around the world in 2011. Startup Weekend is a 501(c)3 non-profit on a mission to provide the world's premier experiential education for beginning and early stage entrepreneurs. Startup Weekend establishes itself as a sustainable initiative within every community it reaches. By bringing together a powerful mix of communities' most experienced, creative, and ambitious individuals, Startup Weekend has become an integral element in catalyzing and building healthy startup communities in an organic and grassroots way.

In order to capitalize on opportunities for active networking across industries and levels of experience, Startup Weekend recruits equal ratios of entrepreneurs with business backgrounds and those with technical backgrounds. All attendees benefit from hearing speakers, working with local mentors, and receiving feedback from judges (though leaders and experienced entrepreneurs). Startup Weekend strives to ensure members from all influential aspects of the ecosystem are present in each local startup community.

The environment during a Startup Weekend is one of openness, collaboration, and education. It embodies the paradigm shift taking place in our education system today by emphasizing the power of collaborative, hands-on learning utilizing real problems and scenarios. All ideas are welcome and decisions are made democratically. No idea is considered unworthy and any team with passion and vision is encouraged to continue working after the weekend, regardless of judges' feedback.

Since 2009, more than 35,000 attendees have participated in Startup Weekend workshops around the globe. More than 850 ventures are still active and of those, several startups have gone on to secure investment and/or funding. Startup Weekend companies are participating in accelerator programs, hiring employees, generating revenue, winning awards, and, most importantly, solving real problems and creating value for themselves,

their communities, and the economy.

Startup Weekend has helped establish a culture that fosters creativity and innovation in communities around the world. It has become an infrastructural element at the earliest stage of hundreds of ecosystems. Startup Weekend drives intentional conversations around which elements are necessary to sustain and amplify the momentum of early stage entrepreneurs.

Current Organizational Structure

Startup Weekend has undergone a transformation, beginning as an LLC in 2007 and reorganizing into a non-profit in 2009. The organization grew from the idea spawned Andrew Hyde into the bootstrapping startup of three guys working out of a condo into a company of 9 full-time staff and several part time interns. Most important is the community ("family") of over 240 Startup Weekend volunteers who help organize and facilitate the growth of quality educational and community building programs around the world.

Impact of the grant from the Kauffman Foundation

Running on fumes, passion, and the last pennies in their pockets, by 2009 the Startup Weekend Co-Directors had established something extremely disruptive and powerful; however, without additional support, continuing to grow or improve the organization would have been extremely difficult. In September 2010 Startup Weekend received a \$400,000 grant from the Kauffman Foundation to help the organization build a sustainable infrastructure, scale to meet ever growing demand, and to refine and improve the overall program. With the establishment and progress of the new team, Startup Weekend is on pace to nearly double all of its key goals for 2011.

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Through the model of open growth, anyone is able and welcome to join the Startup Weekend network.

This model has facilitated cross-pollination and some of the highest level conversations in existence regarding ecosystem building and entrepreneurial development from a grassroots perspective. This program has also evolved into a very intentional form of leadership development training for all of those involved on a deeper level.

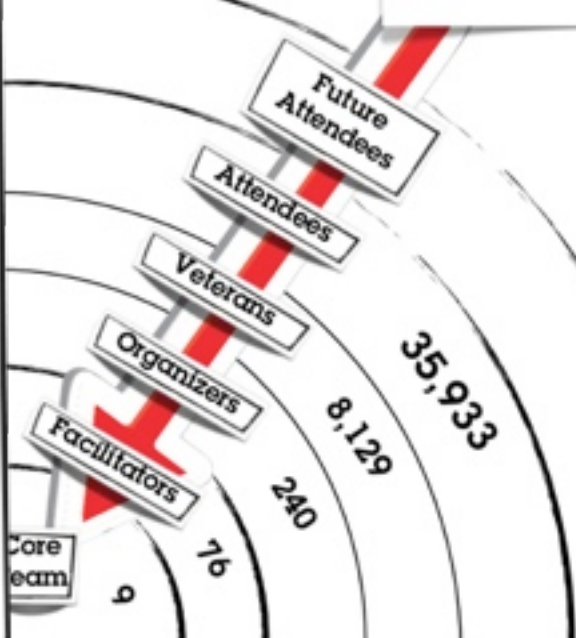
In a survey of all Startup Weekend organizers and facilitators (who have led one or more events), just under 75% reported a direct positive correlation to change in their employment status following their involvement with Startup Weekend. These Startup Weekend leaders are not only coaching their communities on entrepreneurship, but they are and are also the indi-

viduals who are leaving their jobs, starting new business, and ultimately, pursuing new opportunities and interests.

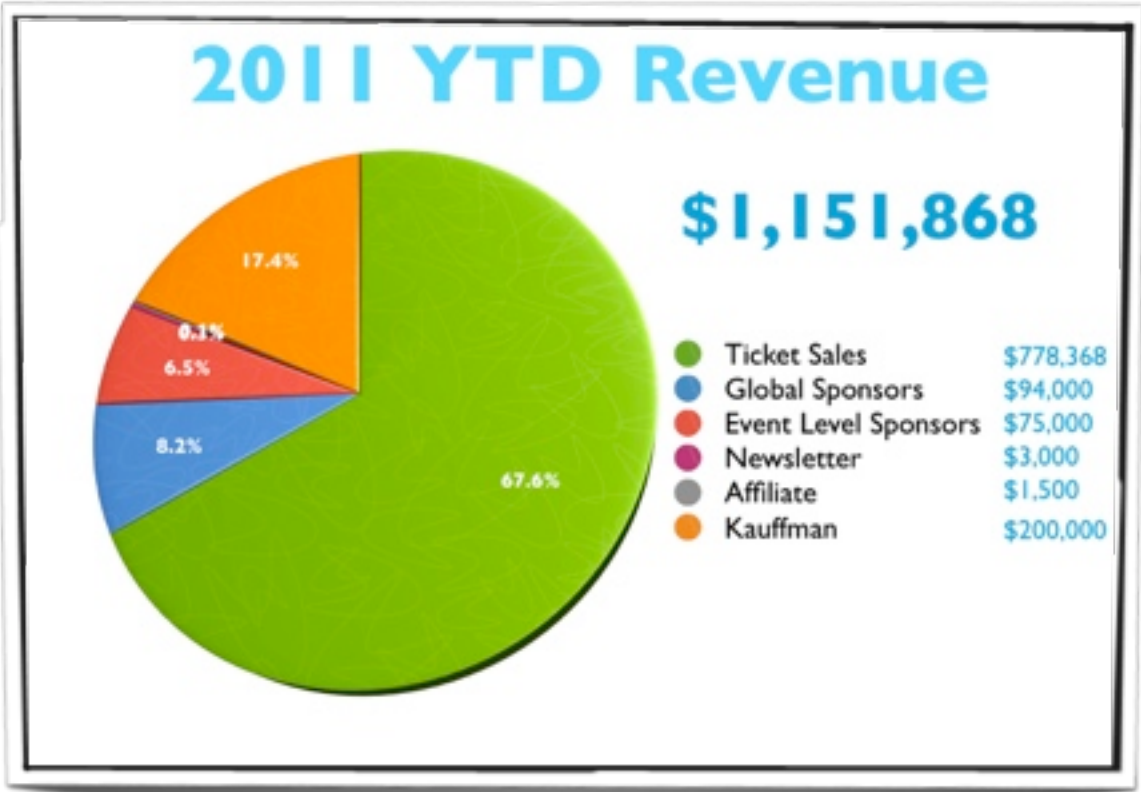
This element of new success and personal development on the part of the Startup Weekend leaders instills into the model a level of sustainability and enthusiasm that cannot be achieved in a traditional educational environment.



Our Family



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Financials

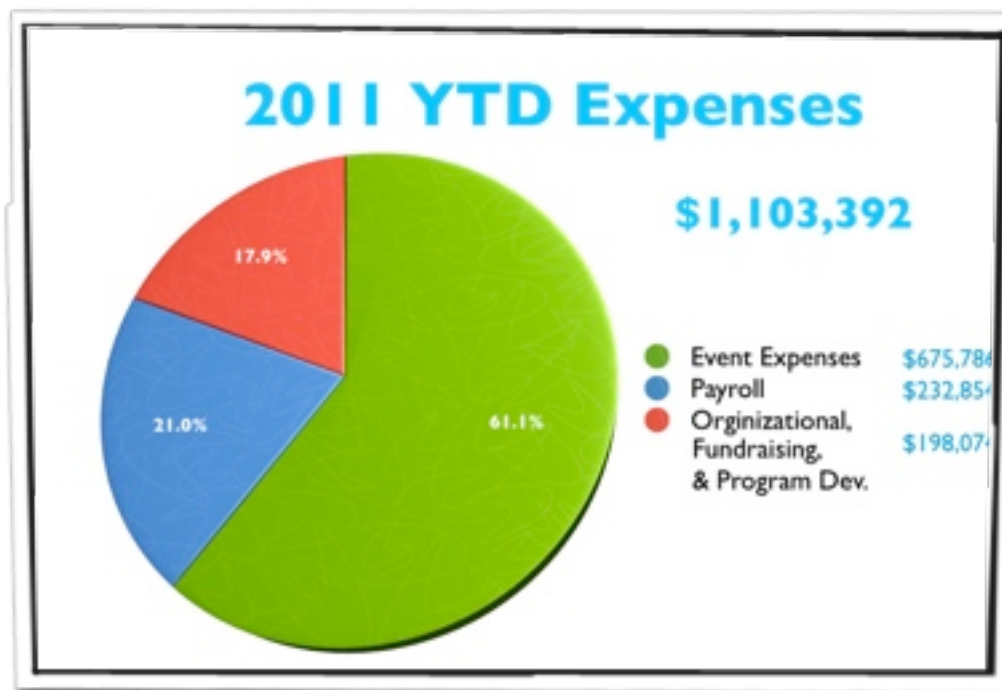
Year-to-date, our main revenue stream is ticket sales. While increasing our number of Global Sponsors, we're also exploring new opportunities for revenue, including newsletter advertising and strategic affiliate partnerships. Developing new revenue streams will continue to be one of the largest focuses of the organization in the coming two years. With an ambitious goal of being fully self-sufficient without any support from the Kauffman Foundation by September 2013, Startup Weekend will continue to develop strategies that target enhanced support from global sponsors as well as high net worth individuals.

OPERATIONS

Startup Weekend continues to be a lean organization, never forgetting its bootstrapping roots. The below graph represents the expense streams that we track internally; however, there are countless thousands of dollars invested in Startup Weekend events indirectly that are not represented. At almost every event, sponsors purchase food/supplies directly and make in-kind donations (materials, venues, technology, etc.). Another expense stream not represented is virtually all expenses associated with events in smaller countries, which

tional front-end website, a soon to be finished back-end content management system, formal marketing materials and videos, and much effort spent developing and refining the operational tools that are used to coordinate Startup Weekend events around the globe. The remainder of 2011 will see additional investments in the operational infrastructure, which will help the organization increase efficiency and effectiveness.

Moving into 2012, organizational investments will decrease sharply with larger investments going to curriculum and program development. This change reflects Startup Weekend's commitment to reinventing the our model and challenging the Core Team and all network leaders to lift organ-



accounted for about 40 events (20% of events) in 2011. We estimate the additional costs, donations, and payments we do not handle directly to be around \$250,000 for the first six months of 2011.

With the current grant from the Kauffman Foundation, 2011 saw significant investments in the Startup Weekend organizational infrastructure. The focuses thus far for key investments include developing new initiatives and expanding to new cities, building what is possibly one of the most complex accounting solutions and procedures in QuickBooks' history (for a startup), a fully func-

izational quality and support structures as high as possible.

Compared to other non-profits, Startup Weekend has something of a unique position since all of our educational programs are also revenue-generating activities (at least on the event level) and provide incredible sponsorship value. Practically and philosophically, Startup Weekend is intentionally run and built to be a sustainable business.

OPERATIONS

again when we see this ratio out of balance on either side, the overall experience for all attendees is diminished.

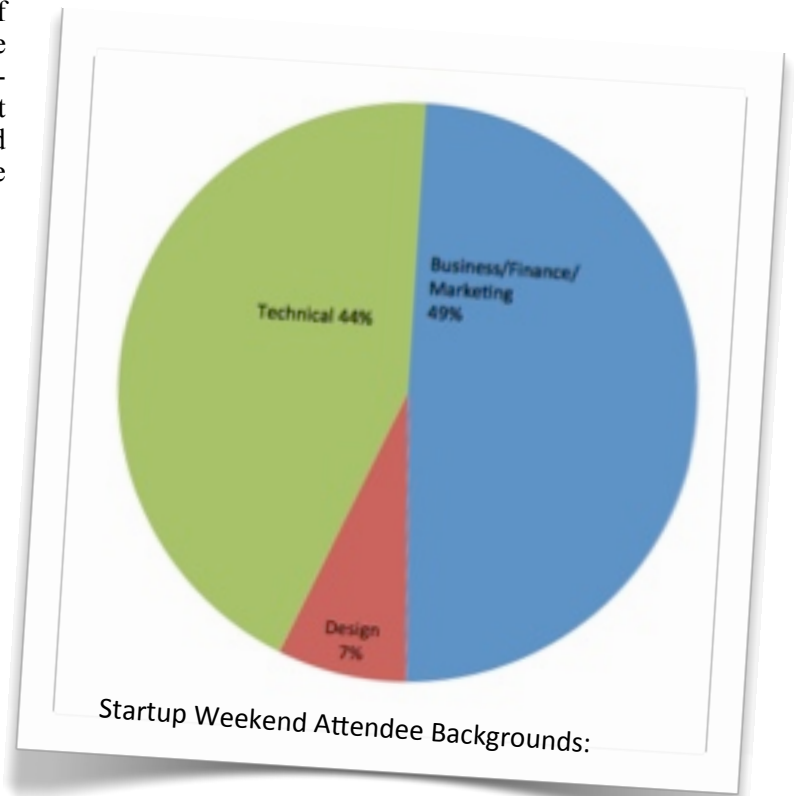
Startup Weekend Key Performance Indicators

The metrics of success for Startup Weekend are often presumed to revolve around the number of successful teams directly emerging from the weekend events; however, the goals and true metrics of success for Startup Weekend have a lot more to do with the educational impact on and success of the attendees. The following are Startup Weekend's main KPIs:

Metric 1: Repeats - The number of “repeat” attendees, speakers, sponsors, mentors, etc. at second and subsequent city events. Startup Weekend continues to evolve and strive for higher impact in communities as events become more frequent. We rely on engaging a given communities' most experienced and passionate entrepreneurs to ensure that our events quality continues to increase, while assuring the sustainability and overall impact for the community. Our goal for “repeats” for second time or subsequent events is currently around 23%.

Metric 2: Satisfaction Scores - Every event is also followed by a quality control survey which measures attendees' overall satisfaction and captures other valuable data, (see Section Two: Impact). The key metric is to maintain a 95% satisfaction score (Startup Weekend events met or exceeded attendees' expectations). Maintaining a 95% satisfaction rate requires increased event quality as higher percentages of repeats come to have higher expectations as to even execution, content, and value.

Metric 3: Maker Ratio - A good balance of different types of attendees is key to the perceived success of an event and the overall outcome for each individual. “Makers” is the term we use to refer to the developers, designers and engineers who attend Startup Weekend events. For each event we strive for a population composed of 50% makers in order to ensure a proper mix of ideas, execution, ability, and creativity. Time and time



OPERATIONS

Current Statistics: (as of July 1, 2011)

	Goal Was	July 1 Current	Projected Actuals	% of goals
# of events	130	96	220	169%
# of attendees	5,000+	6,933	23,610	372%
# of startup teams created	550+	713	1,400	155%
# of New Cities	30+	63	151	400%
# of total Cities	145	154	196	135%

Activity by Region: (projected numbers for 2011)

BY REGION	Events	Cities
North America	157	80
Europe	90	62
Western Asia	13	10
Africa	18	16
Southern Asia	7	5
Central America	6	7
East Asia	22	7
Australasia	4	3
Southeast Asia	15	11
South America	10	9



NO TALK, ALL IMPACT

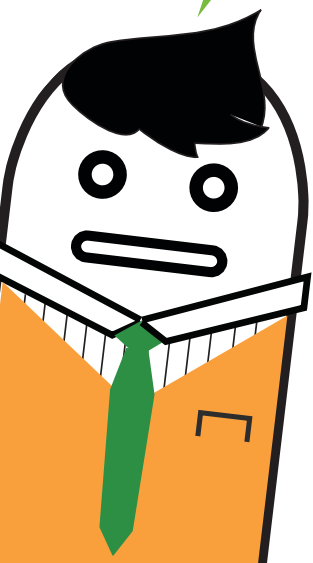
IMPACT

Surveying Efforts: Startup Weekend Alumni (GEW 2010)

Starting in November 2010, Startup Weekend began a program of surveying and data collection in partnership with the University of Washington. Timed to coincide with the Kauffman Foundation's Global Entrepreneurship Week (GEW), 11 GEW Startup Weekend events were surveyed (US only). Participants were asked basic demographic questions as well as questions pertaining to their individual and group experiences and expectations during the weekends.

The GEW survey revealed the makeup, backgrounds and experiences of US Startup Weekend attendees:

- 53% of Startup Weekend attendees have a Bachelor's Degree and an additional 28% have a Master's Degree
- On average, attendees have worked at 2.03 startups and have founded or co-founded 1.34 businesses
- 77% of Startup Weekend attendees expected to continue working on their startup venture
- On Friday night, only around ¼ of the participants know even one other participant
- Startup Weekend participants reported their areas of greatest work experience as
- Developer (39%), Business (25%) and User Experience (10%)
- Startup Weekend attendees have an average of 9.6 years of work experience
- 47% of participants are employed full time and 28% are self-employed
- 58% of teams had a working beta at the end of the weekend



IMPACT

The main takeaways from this survey are that Startup Weekend participants have significant experience in their industries of expertise. While they may not consider themselves full time entrepreneurs, they are not novices to the world of startups. Most Startup Weekend attendees are highly educated and have full time jobs, which suggests that they are exploring entrepreneurship as a way to transition out of more traditional business environments. Startup Weekend attendees see huge value in the events; in addition to being fun they also provide opportunities to work outside daily skill sets, meet new people, and learn the processes by which products and companies are built. Another trend can be gleaned with regards to the evolution of an event within a community: with each additional event, the demographics increasingly attract more experienced and more serious entrepreneurs. Startup Weekend becomes a place for both great ideas and a high-impact experience for the communities' most capable entrepreneurs, while remaining open to even the most novice and passionate individuals.

Surveying Efforts: Event Impact

The GEW survey campaign provided insight to the makeup of US-based Startup Weekend attendees. In an effort to better understand the global experience, Startup Weekend began sending out a post-event survey to all attendees, beginning in January 2011. An aggregate

report, created in April, combined data from Europe, North America and Asia (with anecdotal reporting from MENA, Latin America, and Oceania).

The key insight from this survey is that Startup Weekend has done an effective job in marketing and executing events. As an education-focused organization, Startup Weekend strives to provide an environment where entrepreneurs, regardless of their experience, can develop serious startup ideas and work alongside likeminded individuals across industries. The goal of a 50/50 split between technical and business participants has been realized and attendees are satisfied (or delighted) by 5 distinct opportunities provided at the events.

Backgrounds and experiences of global Startup Weekend attendees:

93% of attendees stated that they would attend Startup Weekend again

75% of participants plan on continuing work on their startup ventures after the weekend

50% of all participants indicated that Startup Weekend more than exceeded their expectations

Attendees stated that the biggest individual benefit of attending a Startup Weekend was:

Starting a viable venture: 26%

Getting advice from mentors: 16%

Networking: 15%

Learning a new skill: 14%

Meeting a co-founder: 14%

IMPACT

Job Creation

In June 2011, Startup Weekend reached out to a database of past companies (self-reported) to assess “passive” job creation-- as defined as jobs created by Startup Weekend companies or companies launched by co-founders who met at Startup Weekend events. Although preliminary, responses indicate that Startup Weekend is responsible for the passive creation of over 200 full and part-time jobs.

Startup Weekend plays a substantial role in developing healthy ecosystems that support the creation of new startups and ultimately, new jobs. Startup Weekend will continue to solicit and improve the level of feedback regarding job creation. While this is not a core focus of the organization, it is a metric that is certainly worth tracking and understanding on a more fundamental level. At all levels of the organization, from Startup Weekend employees to the Board of Advisors to organizers and attendees, all believe that entrepreneurs and the startups they create are the keys to a healthy and robust economy. By checking in with established and new startup ventures, Startup Weekend can not only track job creation but can also identify which geographic areas and industries are most conducive to startup growth.

According to Jared Bernstein, chief economist and senior economic advisor to the vice president, the cost per job creation is around

\$92,000 (Direct Federal cost, based on the stimulus funds). These numbers are hotly debated over, and possibly far higher. In Los Angeles, for example, the city controller reported last October a net job creation of only 55 after two years with \$111 Million in federal stimulus TARP funds resulting in a cost per job created of about \$1.5 Million.

(Referenced numbers : <http://fxn.ws/daSzd>)

Our lowest estimation (based on only 30 SW companies responding to our survey), shows a direct job creation last year of 82. The economical cost for the administration based on the best case number above from Jared Bernstein of \$92,000 cost per job created would have been approximately \$7.54M!

This would be more than 6 times the grant from the Kauffman Foundation.

Again, this is the most conservative estimation we can make as it's only a small subset of the successful companies emerging from Startup Weekend. Another aspect that is nearly impossible to track is the indirect impact we have on individuals in the form of job transitions, co-founders launching other companies after the weekend, and thousands of networks that lead to value for the community and ultimately the economy. We can confidently estimate that over 600 jobs have been created both directly and indirectly out of Startup Weekend events over the past 2.5 years. This is why we are currently building a platform to track direct and indirect job creation by Startup Weekend to help track and produce quality data pointing to these amazing results.

An Overview:

- 43 companies reported creating 130 full time and 90 part-time jobs
- 30 companies are US-based ventures (82 FT, 59 PT)
- 11 companies are Europe-based ventures (25 FT, 13 PT)
- When asked to project job creation 6 months into the future, the aggregate projections were for an additional 92 full time and 71 part-time jobs
- If we conservatively extrapolate this data, we can assume an average of 3 jobs created per startup, with an estimated 200 ventures within the survey group, that comes to a total of 600 new jobs created by (self-reported) Startup Weekend companies

IMPACT

Focused Impact: Specialized Event Verticals

Startup Weekend serves as an incredible catalyst and foundational element for ecosystem development strategies. While Startup Weekend exists predominantly in the web-tech world, the model is tested and more than applicable in just about any vertical imaginable. While much of the growth is passively sought, Startup Weekend is pro-active in a few industries that it wants to contribute to and help lead the development of.

Startup Weekend enters new verticals through a process of testing. We have successfully piloted our model around the Education, Gaming, University, Green, Social, and Mobile verticals. In the coming months, new verticals are being pursued in Health, Food, Developing Worlds, Government, Art/Design, Journalism, and Media/Entertainment.

During vertical events, participants with experience or interest in the vertical are encouraged to pitch ideas and lead teams. (Non-vertical ideas are still allowed at these events.) For example, in June 2011 Startup Weekend, in partnership with a local collaborative space, hosted Bay Area Startup Weekend: Education. The event was extremely successful. The event sold out a week before kickoff, keynote speaker Eric Reis was very well received and 14 teams presented education-focused startup ideas. Given the event's success, Startup Weekend is currently pursuing a grant from the Bill and Melinda Gates Foundation, which would provide funds for additional education-focused events and operational support in several US cities.

As with the Education event, upon the successful completion of any pilot vertical program, the model is refined and set to scale through the global infrastructure of estab-

lished leaders and influences to ensure its proper launch and success. Startup Weekend will actively seek financial support for proven vertical models to establish dedicated operational support to ensure sustainable and quality implementation.

External Network Expansion: Partnerships

Startup Weekend is leveraging strategic alliances in order to make the most of the startup activities in the United States. As of January 2011, Startup Weekend became an official Partner Program of Startup America. As a Partner Program, Startup Weekend is committed to providing and sharing resources with Startup America. Other Partner Programs include organizations familiar to Startup Weekend alumni, such as Microsoft, TechStars, and MassChallenge, as well as organizations that support women entrepreneurs, such as Astia and DEMO.

Startup Weekend is also a partner with the Global Entrepreneurship Program (GEP), an initiative of the US Department of State. Startup Weekend first came into contact with the GEP during Cairo Startup Weekend in April 2011 when the GEP's Entrepreneur-in-Residence in Egypt attended the event and realized that there were numerous synergies between the two organizations.



IMPACT

Startup Weekend and GEP will be working together to promote early-stage entrepreneurship in African countries, such as Tunisia and Egypt, and Southeast Asian countries, such as Malaysia and Indonesia. Most importantly, this partnership will take advantage of each organizations in-country networks so that both Startup Weekend and GEP can mobilize entrepreneurs on the ground and build disruptive, innovative momentum from the bottom up.

neurs. Dr. Sargeant also attended the Friday night pitches and mentored teams on Saturday. Dr. Sargeant was so impressed by what he'd seen at Seattle Startup Weekend that, once he returned to Washington DC, discussions for future interactions and support between Startup Weekend and the Office of Advocacy are underway.

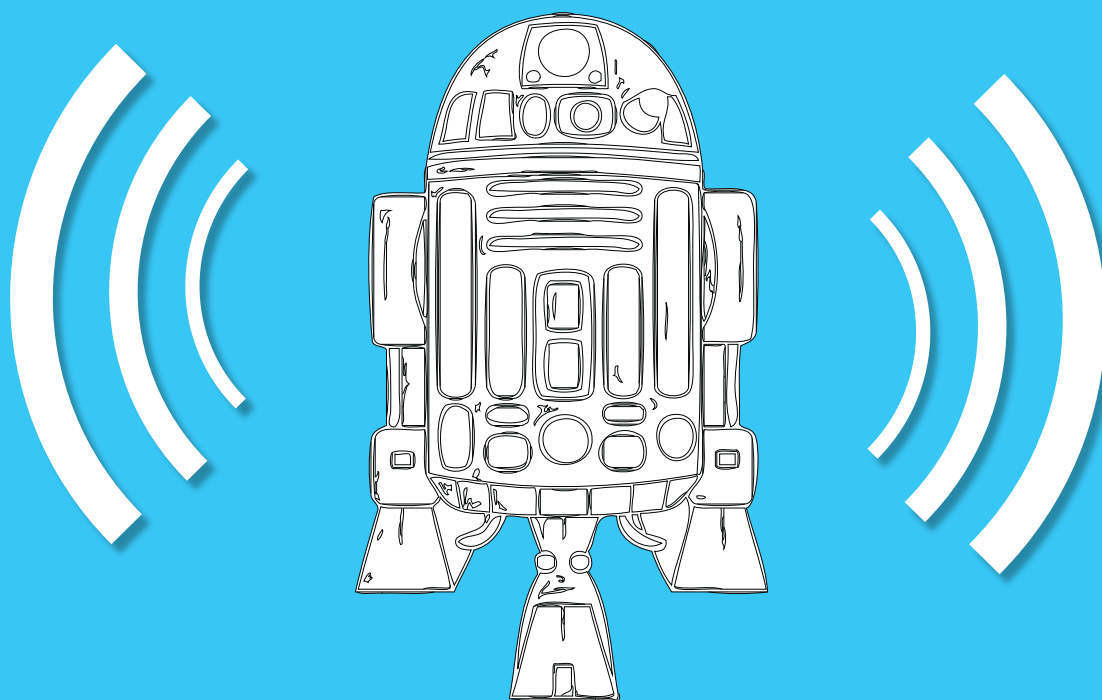


In June 2011, Startup Weekend met with Dr. Winslow Sargeant, Chief Counsel for Advocacy of the US Small Business Administration's Office of Advocacy. Dr. Sargeant attended a round table prior to the Seattle Startup Weekend kickoff where he spoke with Startup Weekend volunteers and participants as well as other local entrepre-

STARTUP WEEKEND

★ — *powered by the* Kauffman Foundation — ★

FUTURE



"WHERE NO ONE HAS GONE BEFORE"

FUTURE

Overall Growth:

Startup Weekend will continue to grow at a rapid pace in the years to come. Startup Weekend will never say “no” to qualified, ambitious community leaders wanting to join the network. Startup Weekend receives between 3-4 qualified applications every week for new events, 50% of which are applications from organizers in new countries. This trend will likely continue through the second half of 2011 and most, if not all, of 2012. During this period, event concentration is also expected to increase in established countries.

Startup Weekend aims to do well over 300 events in 2012. With established teams and past events in over 196 cities around the world by the end of 2011, the goal is to ensure that every city has around 2 events a year. The core team will grow only as necessary and as funding permits, which will place additional burdens on the Operations Team. There will be a strategic focus on establishing more regional operational support and leadership to help ensure the sustainability and quality of our operations. With the continued development of management tools, even greater efficiencies of scale will be realized.

Curriculum:

With over 450 events completed, Startup Weekend organizers and the Core Team are seasoned experts regarding the best practices to be used over the course of weekend events. The lessons we teach are not necessarily new but we aggregate all the key methodologies and deliver them to Startup Weekend attendees in applicable, easy to use ways. The philosophies and methodologies we teach are as applicable over the course of the weekend as the models used by the best VC firms and most experienced entrepreneurs.

With help from the startup world’s leading influencers and voices, Startup Weekend has formalized and adapted those materials that have had the most impact on event attendees. These are also the materials and practices that are the most influential to the evolution of good startup ideas.

While many entrepreneurs are aware of the leading principles found in blogs, textbooks, and classrooms, surprisingly few people have actually put these ideas into solutions for real world problems. Concepts such as Customer Development, SCRUM, Kanban, LEAN, Business Model Canvas and the like are models advocated over the course of Startup Weekends. By taking these theoretical concepts and providing a framework in which the tools are utilized both alone and as a team, attendees leave with valuable new insights that are sure to be utilized in their future jobs or at future startup ventures.

In addition to developing and modifying our curriculum, we are actively experimenting with changes to the Startup Weekend model itself. As mentioned before, ideas are merely a mechanism for connecting and grouping individuals around compatibility, backgrounds and similar interests.

There remain further opportunities to facilitate relationship building in quicker and more meaningful ways and we are working to incorporate these practices into our events.

As we continue to consolidate and improve upon all of our learnings going into the future, they will always remain open source and available to community leaders around the world to hopefully utilize and improve upon.

FUTURE

Website:

As a technology-focused, community-building company, the Startup Weekend website is our first touch with many curious entrepreneurs around the world. In the past 6 months (February to July 2011) we've had over 500,000 visitors to our website. Additionally, our newsletter distribution is currently over 30,000 unique addresses. We will aggressively seek opportunities and strategies to grow our audience over the remaining months of 2011.

More than anything else, our participants ask for ways to keep in touch with their Startup Weekend team members and colleagues after events. Past solutions, such as Ning, failed to sufficiently solve the demand, and generally events settle for Facebook groups. Startup Weekend is currently working on a long-term, sustainable solution that will satisfy the needs of our global alumni network.

Before the end of 2011, a new online system, built to highlight the individual, team, and event experience, will be rolled out. This has been a work in progress for almost a year and was developed with endless feedback from the community. The goal is to meet the current needs of our large and heterogeneous community while allowing for growth into a much more robust platform that will provide insight into the motivations and activity of aspiring and active entrepreneurs.



FUTURE

Gamifying Entrepreneurial Education

Startup Weekend continues to develop and evolve its core model and the overall organization to continue to build and strengthen a sustainable community of supporters. Fundamental to the Startup Weekend model are several layers and aspects of Gamification theory that we continue to embed and weave into various levels of engagement.

1. Intrigue: Content and story line often represent the consumer tech side. The enterprise needs to develop relevant content to keep users engaged.

Content could include help topics, related information, user generated comments, etc.

Startup Weekend's brand provides an inherent intrigue and appeal to its target audience. The goal of starting a business in just one weekend is not always attainable, but is still a very real possibility and is encouraged and promoted with support from previous success stories. One element that must be further developed is a retention strategy. We need to focus on providing more materials, information and user-generated content to keep the community engaged pre- and post-weekend.

2. Reward. Both non-monetary and monetary incentives can be deployed. Rewards should match level of difficulty so users gain a sense of accomplishment. Non-monetary rewards could include exclusive information, access, or recognition.

Those closest to Startup Weekend include the vast network of organizers and facilitators. We provide each with a special set of rewards including Startup Weekend branded track jackets, Moleskine notebooks, personalized Startup Weekend business cards, and even a fancy glass beaker with the Startup Weekend logo. Startup Weekend participants receive stickers and event-level swag; however, a technology-based rewards structure is under development to recognize and create incentive for attendees who participate frequently

3. Status. Leaderboards codify status in gamification. Leaderboards reward status and provide a recognition mechanism as well as a way to tier users. A robust analytics platform must align with the objectives of gamification and support reward systems.

Startup Weekend facilitators and organizers get

special recognition; however, we have not yet developed a public leaderboard. This will be addressed in the coming year though new individual and team websites.

4. Community. Social is a key part of gamification. Users want to connect, share, and reach out to other "players". Expect integration back to mobile and social platforms.

Startup Weekend is based on an offline world where meaningful, lasting communities and relationships are forged. There is no stronger bond entrepreneurs can build over the course of a weekend than actually launching a business together. This is core strength of the Startup Weekend model. Our online social solution will also address and emphasize community energy and needs long past the weekend.

5. Challenge. Users must earn a sense of accomplishment to remain engaged. Gamification in the enterprise should tie back to the achievement of levels with increasing difficulty. Challenges will tie back to reward and intrigue over time.

Another strength of the Startup Weekend model is that despite the varying levels of attendee experience, there are always new, intriguing and challenging things to learn and take away from the event. Building a program that rewards the veterans and increases their challenge levels will surely raise engagement and performance levels.



FUTURE

Startup Weekend: The Book

Startup Weekend is active in more cities and countries than ever before and as the brand awareness continues to grow, Startup Weekend is able to enter smaller, less urban cities. However, regardless of the number and frequency of the venues, it's inevitable that Startup Weekend will miss some entrepreneurs and startup communities. For this reason, Startup Weekend has written a book.



Startup Weekend: How to Take a Business form Concept from Creation in 54 Hours will be published by John Wiley & Sons in Fall 2011. The book is an introduction to the Startup Weekend philosophy and model. Readers are not only in-

troduced to the Startup Weekend story but are walked through a virtual weekend, with all the best practices, lessons learned, and main takeaways explained. Of course, reading the book is no substitute to attending a weekend event, but until Startup Weekend is in every town multiple times a year, the book is a great way for interested entrepreneurs to learn more about early stage entrepreneurship and follow actionable steps to further them on their entrepreneurial journeys. Over 150 Startup Weekend participants, mentors, and organizers submitted material for the book.

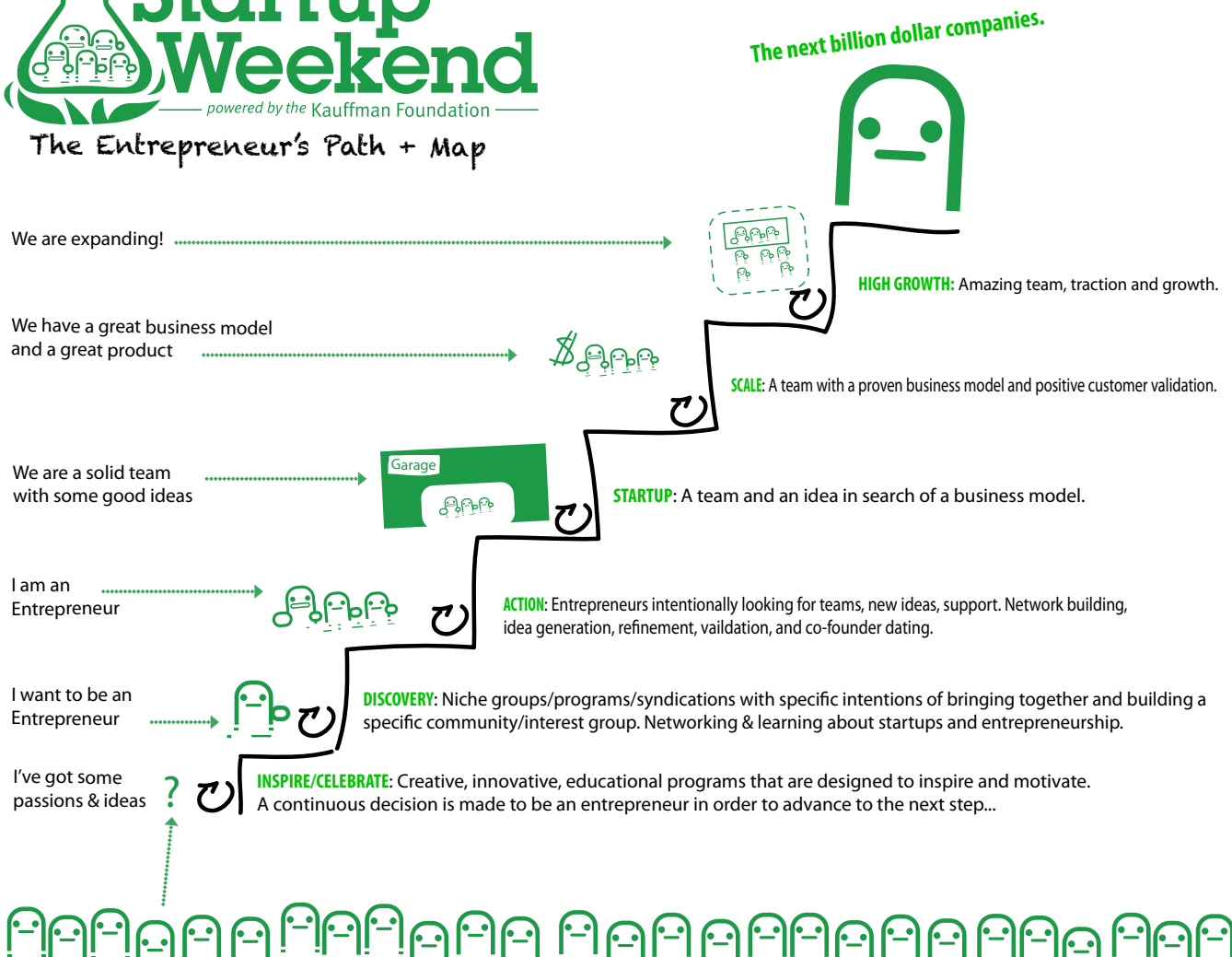


FUTURE

The Startup Foundation

As Startup Weekend has evolved and been recognized for the integral role it plays in bringing communities together and facilitating conversations around further ecosystem development, it has been drawn into many of the leading conversations about how to develop and grow healthy and sustainable ecosystems. The Startup Foundation is an internal test project, unofficially launched of July 1, 2011, that has allowed Startup

Weekend to become more intentional about facilitating conversations around healthy startup ecosystems development. The Startup Foundation aims to utilize Startup Weekend's unique insights to help formalize, unify, and legitimize the voices and the needs of grassroots entrepreneurs in communities across America. More information and leanings will be released in the Startup Foundation's first formal ecosystem development report, scheduled for publication in September 2011.



FUTURE

Future Focuses: Trends of the Future of Entrepreneurship

Similar to the evolution seen in economic theory, which states that macroeconomics served as a predecessor to microeconomics, we feel that an understanding of startups and entrepreneurship has only just established a foothold on the macro-level. We are only scratching the surface of the micro-level. Being one of the world's largest hyper-local organizations, Startup Weekend will continue to pioneer an understanding of micro-level, grassroots entrepreneurship. The following are some of the biggest conversations Startup Weekend is helping to drive:

1. *Deconstructing the investment world paradigm* - Most current models of entrepreneurship and entrepreneurial activity revolve around the investment world. It is a well-known fact that only a small fraction of the Fortune 500 companies ever accept investment and an even smaller percentage do so when they are young firms. This misconception can be found in almost every classroom and model. It leads to the false expectations of what "success" means for new entrepreneurs and influences the creation of poor policy and practices, both public and private, intended to help entrepreneurs and new firm creation. Startup Weekend is uniquely positioned to help highlight and build a new paradigm that helps model the actual evolution of most entrepreneurs.

2. *Individuals are greater than ideas* - Another conversation and current paradigm shift Startup Weekend attempts to address is the current focus around programs and initiatives that support ideas rather than individuals. There are incubators, funding groups, political incentives, grants, etc. all designed to catalogue, facilitate and foster ideas irrespective of the individuals and people

behind them. In truth, ideas are a commodity. At Startup Weekend, we see the exact same ideas pitched around the world over and over. Every so often an idea works, not because of the idea itself, but because of the team, their leader, their shared vision, and their superior ability to execute. By shifting the conversation away from ideas and towards the individuals and teams, we can foster foundational initiatives that will educate the next generation of co-founders and teams who will have the resources, tools and understanding they need to execute on good ideas. Imagine if the question "what is your million dollar idea" was replaced with, "who is your million dollar team." In this scenario, entrepreneurs' incentives would be more aligned for success.

3. *Influence of the creative class* - Discussions about the rise and importance of the creative class abound and Startup Weekend is a prime example of an organization illustrating their influence. Segregating various groups of individuals by education level, background, professional focuses or strengths needs to be re-evaluated since it has led to the segregation of communities, curriculum and interests. The realization that most people who start creative, innovative, or disruptive businesses are not actually business or entrepreneurship majors should be more widely acknowledged and understood. The simple fact is that a combination of various backgrounds is required to generate good ideas and form successful teams. Ensuring that we continue to build programs that intentionally bring together the creative types, the engineers, the business people, along with everything in-between, is at the forefront of all of Startup Weekend efforts and may influence other models.

FUTURE

4. *Passion Economics* - Perhaps the most powerful outcome of the Startup Weekend model is helping individuals discover their strengths and passions, and empowering them with tools and experience. The more people realize the reality of being able to pursue things they are passionate about, the more creative solutions to real problems we as a society will see. Those solutions will, in time, lead to more new firms and ultimately more jobs, which will contribute to the overall welfare of local and the global economies.

5. *Ecosystem Specialization* - Just as 2011 has seen the increase in the number of incubators and the trend of entrepreneurship itself, we believe that we are seeing a natural move towards a higher specialization of communities. In a landscape of increased competition and dilution, differentiation is a growing need. Each community, sometimes a city (sometimes an entire region), is starting to realize and develop competitive advantages. Ultimately contributing to a better understanding of entrepreneurship on a micro-level, we will witness a growth in outward specialization in the coming years (branding, strategies, platform, community specialization, etc.). Startup Weekend intends to help communities develop community-wide conversations and support around these topics and help them establish themselves on a global playing field as they develop and promote their strengths and strategic focuses.

6. *Building healthy communities* - With experience operating on an intimate level in nearly two hundred various communities, Startup Weekend continues to draw information and insight about

early-stage entrepreneurial best practices. We've begun to assemble this information into useful research sets, which will be open to the public, in order to generate more productive conversations about ecosystem development. The fundamental focuses of our research activities are contextualizing entrepreneurial activity across four dimensions: individuals, firms, initiatives, and time. As seen in the above diagram, all initiatives and programs can be classified into one of several steps within the context of the evolution of an entrepreneur: Inspire, Discovery, Action, Startup, Scale, and High Growth. This model is inclusive of several concepts listed above and helps to illustrate any ecosystem and its initiatives as they pertain to the creation of entrepreneurs and new firms. Startup Weekend continues to refine and collect data around this model.



FUTURE

The expected results are meaningful data and visualizations which will help identify strengths, weaknesses, and best practices of any given community by aggregating the data across communities both large and small, around the world. It will also provide the potential to serve as a dynamic feedback mechanism for placing individuals in startup ecosystems and recommending to them the relevant resources, activities, and individuals they should be interacting with based on their experience, goals industry, and location.

Challenges Startup Weekend Faces

Revenue Streams - Startup Weekend has been incredibly successful by maintaining its “controlled open-source” model in which, as mentioned previously, all qualified community leaders bring Startup Weekend to their community. This open model is one of our most fundamental elements of success, however, it also poses the organizational challenge of keeping up with the demand. On a global average, Startup Weekend nets just over \$1,000. The event-level model is one that Startup Weekend intentionally developed to be as frictionless as possible and will not change moving forward. In order to maintain the integrity of the current model, additional variable revenue will not come from the event-level revenue streams.

Given Startup Weekend’s current activity of 200 events in 2011, event-level revenue will be \$200,000. We expect another \$200,000 from global sponsors, which provides a total operating budget of around \$400,000. Current demand requires a team of 10 people to fulfill operational requirements, at a cost of roughly \$550,000, before any developmental, marketing, or other operational costs, leaving us with a shortfall of roughly \$380,000. Currently, this gap is covered through the support from the Kauffman Foundation. Startup Weekend has a goal of achieving

sustainability independent of the Kauffman Foundation by September 2013. This will require additional revenue streams to supplement at least \$450,000 in annual costs.

Alternate revenue streams being developed include the bi-monthly newsletter, which is netting roughly \$1,000 per month and affiliate partnerships (with groups such as Udemy) to provide educational content to our community. The projected revenue from affiliate partnerships is roughly \$10,000 per year. Another high potential revenue stream under development targets startup-specific job recruitment.

Above and beyond the revenue streams listed above, our primary focus centers on securing additional more substantial forms of sponsorship. This need poses one of our biggest administrative challenges. Corporate sponsorships are not a sustainable at high volume. With each additional sponsor comes more demands, more KPIs and another set of operational challenges, which in a lot of cases, end up costing the organization more in management hours than the sponsorship is worth. Also, after a certain point, volume leads to a dilution of value for each sponsor, along with the unintended consequence of overwhelming and creating friction among the attendees. For these reasons, Startup Weekend will pursue no more than 10 major sponsorships. Instead, strategy is under development to target high net worth individuals and applicable grants.

CONCLUSION

Despite Startup Weekend's rapid growth, there remains an insatiable global demand for more events. More cities, new global and regional events, more verticals, more robust technological systems, a more formal curriculum, and more support pre and post weekend.



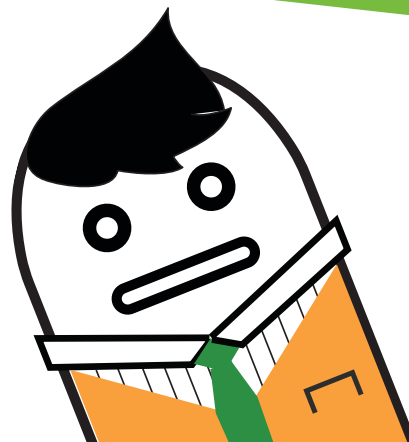
Currently, Startup Weekend is only able to service about 71% of the organic demand for new events. Within the development of new verticals, there lies the potential to establish Startup Weekend vertical-specific events in all of the existing communities with up to 4-5 events per year. In addition to new events there exists the need to establish more robust data collection and online solutions to enhance research opportunities and the value given to attendees before, during and after an event.

Startup Weekend's greatest asset is by far its incredible network of passionate ambassadors and leaders around the world. Our mission is to continue investing into infrastructure to empower them even more. Our question remains what to do with our demand and how to invest in those passionate people. With more resources, Startup Weekend could easily ensure thousands of events in nearly every country on the map occur. If asked

to paint the best case, realistic potential of Startup Weekend (given sufficient resources),

Startup Weekend is far larger than any single person or group of entrepreneurs. The passion and energy that surrounds Startup Weekend will forever be both owned and controlled by engaged, problem-solving people around the world. As we continue to grow and evolve we will never forget our bootstrapping roots. We will also remember to practice what we teach, which means that customer validation, pivoting, and holding fast to Lean and Agile methodologies will always remain deeply held practices. Most importantly though, it means that although we'll be working hard, we'll always be having fun!

If you or anyone you know wants to get more involved with Startup Weekend or might be able to support the organization and its efforts, please let us know. Join our global community of entrepreneurs, organizers, and supporters. We can guarantee that not only are the learning opportunities enormous, but that every ounce of energy you put into Startup Weekend will result in an exponential benefit to your startup community.



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Our goals by the end of 2012:

- Standard Events in 300 cities and 90 countries : 525 events, ~45,000 attendees, ~5,000 teams!!!
- Vertical Specific Events:
 - University: 50 Events/5,000+ students
 - Health: 30 Events/2,250+ attendees
 - Education: 30 Events/3,300+ attendees
 - Green-Tech: 10 Events/800+ attendees
 - Journalism: 20 Events/1,500+ attendees
 - 3D Printing: 10 Events/800+ attendees
 - Art/Design: 10 Events/1,000+ attendees
 - Gaming: 20 Events/2,200+ attendees
 - Mobile: 20 Events/1,800+ attendees
 - Developing Economies: 20 Events/1,500+ attendees
- 372 Pre-Startup Weekend educational workshops
- 3 Regional Startup Weekend Final Events in the USA
- 5 internationally with one final held in the US: ~2,400+ participants/80 successful ventures
- Open Source, online Ecosystem Mapping and Startup Tracking:
- 100 communities mapped ~5,000 startups with active tracking.

Appendix



Appendix

Testimonials

“The effect of SW has been so profound on my life it borders on the absurd.” – Wendy Overton (Baton Rouge Startup Weekend Organizer)

“Startup Weekend fundamentally changed my perspective on what is possible in today’s society.” – Adam DeLong (Interaction Networks)

“Pitching and winning at the Startup Weekend gave me the push, motivation, and recognition that I needed to really bring my idea to life.” – Cristina Stoian (123DressMe)

“Startup Weekend—a weekend I’ll never forget and an experience like no other. It’s exciting to see the power of an idea and how it can bring strangers’ minds together to build something no one thought was possible before. If you haven’t done Startup Weekend before, do it. Words only give you a taste of the experience. You truly don’t fully understand the excitement and high that comes off such a weekend. It’s worth every hour and every dollar.” – Kyle Ellicott (Eventify Me)

“Ultimately, the connections, community, skill-leveraging, and pure energy of Startup Weekend changes one on the inside and crystallizes the hope that just a few people working together passionately can change the world.” – Daniel Knoodle, MeLinda McCall and Steven Thrasher (Proxomo)

“Startup weekend is where it all begins. Combine a lot of great energy and talent, and not a lot of time, and sometimes the outcomes are spectacular. Startup Weekend is about being in the game, and not on the sidelines watching!” -

Buzz Burggeman

“Startup Weekend is like catnip for entrepreneurs and aspiring entrepreneurs. There is simply no better place to meet, hang out with, and build technology alongside others who are as passionate about startups as you are. Because it’s over a weekend, the experience is intense. The bonds you form in a short amount of time with those on your team are unusually strong.” - Greg Gottesman

“The real value of Startup Weekend has everything to do with finding and building great teams with entrepreneurial passion as common ground. Even if your first pitch isn’t a hit, perhaps your founding team is. Sooner or later, practice makes perfect (enough) for your crew to create something you can be really proud of.” - Matt Shobe



“Startup Weekend is the ultimate grass-roots organization for startups. It works, precisely because it enables the talented and motivated members of each community to find each other. The format helps people “kick the tires” and experience what it’s like to actually work on a startup project. The crucible of an intense weekend working toward a common goal can help future entrepreneurs find the people they do (and those they don’t) want to work with. It’s also a really fun experience, and a great way to spend a weekend making new friends and learning.” - Mike Koss

“I’m in the subway, about to return to my wife (who’s forgotten what look like) at the end of NY’s second Startup Weekend, and I’m reminded of what makes SW so exceptional. It reminds people of possibility. It reminds people that they don’t have to do what they do every day if it doesn’t make them happy. The Weekenders will return to work tomorrow after having spent their weekend working harder than most people do in a week. They will not be relaxed. They will not be



rested. But they will be re-freshed, because they’ll be reminded of what’s out there, what the possibilities are in a world their grandparents couldn’t have imagined, where they can test an idea for a few hundred dollars or build a company for a few thousand.” - Jonathan Berger



“Startup Weekend is the most exciting event for people considering building a startup and for people already doing so. It gives them an intensive learning experience and open their minds for the potential of what’s possible in today’s tech world. I highly recommend to every future or current entrepreneur.” - Marcello Calbucci

“It takes a village to raise a startup and Startup Weekend is a great place to get introduced to the village.” - Bob Crimmins

Appendix

Successful Startup Weekend Ventures

Please note, this list is intended as an overview of Startup Weekend companies' focuses and milestones, it is in no way a comprehensive.

Memolane

Copenhagen, Denmark, April 2010

Website: www.memolane.com

What they do: Your time machine for the Web. Memolane captures your entire online life in one timeline making it easy for you to travel back in time and re-live great memories. Whether you'd like to re-discover your holiday of a lifetime, re-live that great party last week or get all nostalgic about when the kids were little, now with Memolane it's easy to keep the memories alive.

Milestones to date: \$2million funding. Private beta.

Foodspotting

San Francisco, California, 2009

Website: www.foodspotting.com

What they do: The Foodspotting website and mobile apps make it easy to find and share your favorite foods: Instead of reviewing restaurants, you can recommend your favorite dishes using photos and see what others have recommended wherever you go.

Milestones: 600,000+ iPhone app users; \$3,75M in investment Partnerships with Travel Channel, Zagat, OpenTable and others.

SuperMarmite

Paris, France, May 2010

Website: www.super-marmite.com

What they do: Super Marmite is the geolocalized social network and a marketplace for homemade meals. Its couchsurfing in your neighbors kitchen.

Super-Marmite.com allows our cooks (members of the site) to earn money by selling extra portions of their homemade meals online, and allows time conscious consumers and foodies to find and pickup homemade meals available in their neighborhood. Some cooks deliver the meals in their local area as well. Super Marmite is a way to recreate social bonds around the joy of food and avoid waste. The idea is to praise the gastronomic richness and eclecticism produced daily by individuals, in order to provide an alternative choice to the classic take away businesses. Milestones to date: 4,800 users in less than 4 months; Private alpha release in September of 2010 with 500 users; Public beta release in October of 2010.

Giant Thinkwell

Seattle, Washington, March 2010

Website: www.giantthinkwell.com

What They Do: Giant Thinkwell is creating the next generation of fan club platforms using mobile and social web apps.

Milestones: We are in an early beta release for QA limited users. We are in the process of raising a \$500k round of funding.

Appendix

Zaarly

Los Angeles, California, March 2011

Website: www.zaarly.com

What they do: Zaarly is a proximity based, real-time buyer powered market. Buyers make an offer for an immediate need and sellers cash in on an infinite marketplace for items and services they never knew were for sale.

Milestones to date: Raised \$1 million in three weeks from various Los Angeles-based private investors as well as Lightbank (venture fund created by Groupon's founders). Launched at SXSW in Austin, Texas in March 2011.

Roqbot

San Francisco, California, May 2010

Website: www.roqbot.com

What they do: We are a new music service for Music Venues.

Milestones: We are currently in beta release while we finalize music licensing and fundraising. Launched at SXSW in Austin, Texas in March 2011.

Keepstream

Columbus, Ohio, July 2008

Website: www.keepstream.com

What they do: Keepstream is a real-time curation tool for organizing and preserving social media content. Users collect social media statuses from their Twitter and FB streams and place them into permanent topic collections. Twitter favs and FB likes are sent directly to Keepstream where they are tagged and organized via a clean, simple Interface.

Milestones: We went through Capital Factory business incubator in Austin, Texas, which provided mentorship, free services, and 20k investment.

Moglu

Seoul, South Korea, May 2010

Website: www.moglu.com

What they do: Our team is currently developing a platform that will allow anyone to design and build their own interactive applications for iOS and Android touchscreen devices, and publish them to their respective app stores with one-click publishing. The application is the first of its kind, utilizing a non-technical, friendly user-interface. For the very first time, people without prior programming knowledge will be able to create their own apps. This will be possible across Mac, Windows and Linux systems. Create. Play. Share. Moglu believes that everyone should have the tools to be a Shakespeare or Beethoven in our modern world. Be an artist, right now.

Milestones to date: Moglu is preparing to engage in a closed beta for publishers and professional content creators, set to begin January 24, 2011. In February the team will roll out their open beta.



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Appendix

Press Links

Yahoo!News

"Recession spurs web drifters, entrepreneurs to create their own jobs"

April 12, 2011

http://news.yahoo.com/s/yblog_newsroom/20110411/us_yblog_newsroom/recession-spurs-web-drifters-entrepreneurs-to-create-own-jobs

Reuters

"10 Things Every Entrepreneur Needs to Try"

April 5, 2011

<http://blogs.reuters.com/small-business/2011/04/05/10-things-every-entrepreneur-needs-to-try/>

Inc. Magazine

"Speed Dating for Co-Founders"

April 2011 Issue

<http://www.inc.com/magazine/20110401/speed-dating-for-co-founders.html>

Entrepreneur Magazine

"Let's Get It Started: This crash course for would be entrepreneurs is hard-core"

March 2011 Issue

<http://www.entrepreneur.com/article/218104>

The Marker

"Israelis and Palestinians come together in search of investors"

February 27, 2011

<http://english.themarker.com/israeli-palestinian-entrepreneurs-come-together-in-search-of-investors-1.345923>

