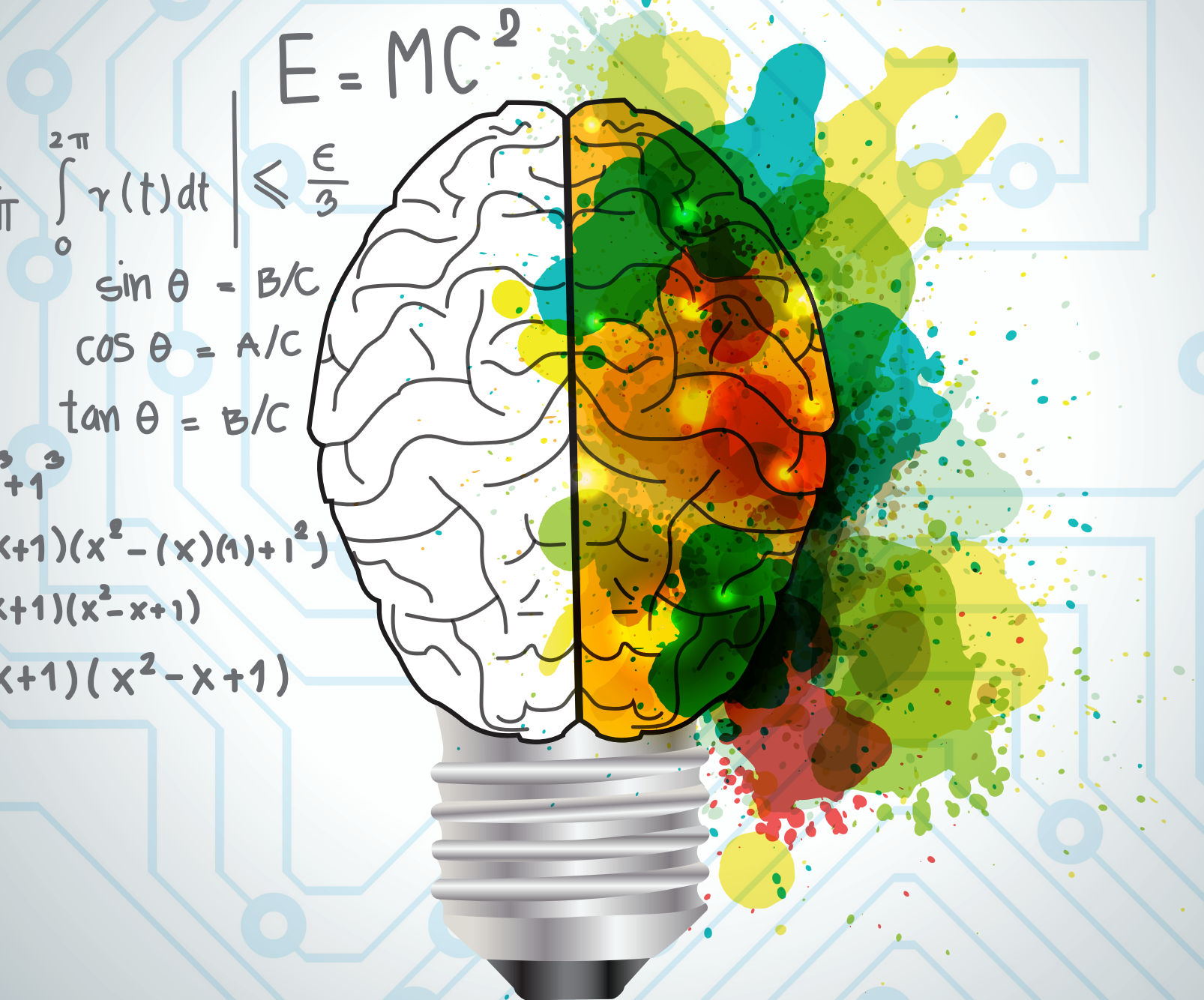


TECHCONNECT

ARIZONA'S TECHNOLOGY MAGAZINE



THE INNOVATION ISSUE

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HOW DO YOU GET TO BE THE LEADER OF THE OTHER 49?



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In Arizona, we kick the future into high gear. So do the top-level talented people moving here for unbeatable lifestyle and opportunities. Arizona is a best state for business. We're 1st in the nation for job growth. We have the country's largest public university graduating the best and brightest in high-demand disciplines. Arizona's undisputed top-line priority is supporting and backing business. Icons Intel, Avnet, Boeing, GoDaddy and more thrive here. Our aggressive pro-business, tax reductions and pro-growth legislation mean record relocations and expansions. Simply put, our state leads the pack. When it comes to success, Arizona is all business.



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DR. HEIDI JANNENGA

Epicenter of Innovation

PHOENIX GROWS INTO HUB FOR TECH IN THE SOUTHWEST

When I survey the entrepreneurial landscape in Phoenix, I can't help but think about how far we've come.

It was only eight years ago that my husband, Brad, and I were in the "bootstrap" stages of building our company. As with many startups, WebPT was really more of an idea than a company—an innovative solution to a problem in the healthcare sector. I find, as an entrepreneur, that's the most gratifying part: using technology to solve a problem for my industry, the physical therapy profession.

At the time, the innovation ecosystem in Phoenix was, let's say, local. The resources, programs and investors didn't exist like they do today, especially compared to tech hubs like Silicon Valley, Boston and New York City.

But what we lacked in cachet and readily available capital for technology deployment, we made up for in great thinkers and innovators who stuck together, shared ideas and helped make things happen for the entire startup community. Thanks to leaders like Brad, there's been a groundswell of collaboration that has brought the disparate tech community together to form a more unified voice and vision—and that move-

ment has breathed new life into Arizona's job market and economic development.

And in that regard, Phoenix is still local. Tech and software founders and entrepreneurs are eager to network, help each other solve problems, and share what works and what doesn't. The difference now is that we have grown into one of the top tech hubs in the country. Phoenix truly has become the epicenter of the startup community in the Southwest.

And it's happened at light speed.

Over the past eight years, WebPT has helped establish and grow this ecosystem—all while achieving remarkable growth in our own right. We've gone from three people co-working out of a coffee house in 2008 to more than 270 employees today—and we plan to double that number over the next few years. Obviously, that means we're going to need more space but we have grown roots in the Phoenix Warehouse District and don't plan on leaving. In fact, we've already broken ground on our new headquarters across the street from our current location. We see this neighborhood as a blank slate for creatives and entrepreneurs, problem-solvers looking for open spaces and open minds. It

certainly has played a role in our success: today, we're the fastest-growing electronic medical records (EMR) company in the country.

In addition to WebPT and other homegrown successes—like GoDaddy, Infusionsoft, Flypaper, Pure Chat, Pagely and CampusLogic—Arizona has, in recent years, become home to expansion locations for tech giants like Apple, Garmin, Zenefits, Gainsight and Weebly to name a few.

Clearly, there's a reason Arizona has earned a reputation as one of the top states in the country for companies to start, expand and relocate. In fact, Arizona topped Fast Company's 2013 list of states with the most entrepreneurial activity. And in 2015, Forbes reported that Moody's Analytics pinpoints Arizona as the top state for future job growth.

What's most impressive is that much of this activity has happened organically. But, the Arizona tech scene also has benefited from an uptick in locally hosted events, co-working spaces, public and private resources and an infusion of much-needed capital. The city of Phoenix, Phoenix City Council, Greater Phoenix Economic Council and the Arizona Commerce Authority (ACA) also have been extremely supportive.

When I think of Phoenix, I think of innovation. I think of events like Phoenix Startup Week, competitions like the ACA's Arizona Innovation Challenge and Venture Madness, programs like the state's Angel Investment Tax Credit and our network of more than two dozen accelerators and incubators—all of which support entrepreneurs and help companies advance from idea to commercialization.

That's the local community coming together. We stick to our roots, we innovate and collaborate, and we know that rising tides raise all boats—a mindset that's especially relevant in a desert. Most importantly, we share our successes and we make sure the groundwork we lay has a lasting impact on all the startups to come because we know there's going to be a lot of them. Arizona has plenty of sunshine, and when it comes to the tech scene, the future is especially bright. 🌞

HEIDI'S VIEW

With so many lessons learned in business and life, Heidi Jannenga has a perspective from which others can benefit. Thanks to WebPT's blog, anyone can take a look behind the healthcare curtain, especially as physical therapy's new era evolves. Whether a practitioner or consumer, here is Jannenga's take on branding in her profession. Or maybe yours?

In today's healthcare market, consumers have more power—and more choices—than ever. With access to so many educational resources—hello, Google!—they also have the ability to conduct extensive research as they make those decisions. This represents a huge shift in the healthcare paradigm. It used to be that primary care doctors were the gatekeepers to all other specialties. Now, in many cases, patients have the freedom to seek out specialized care on their own. And that is precisely why it is so critical that we, as PTs, create a solid consumer-facing brand identity.

Now, some of you may argue that PT has a brand identity but is it a strong—or positive—one? Is it one that will stick with consumers and prompt them to choose—and recommend—our services whenever they experience an issue that we are skilled at addressing?

The public's perception of PT isn't going to change overnight but every step forward—no matter how small—is a step in the right direction. With each tweet that presents PT in a positive light, we move closer to creating the brand we want. And eventually, all of those good tweets can drown out the noise of the negative ones. That's why we started a social media campaign in response to mean tweets. Here's how it works:

1. Download this sign; it reads "I'm a physical therapist, and I can help you _____."
2. Fill in the blank.
3. Snap a picture of you holding the sign.
4. Post it on Twitter with the hashtags #physicaltherapy and #getpt.

Ultimately, consumers have a choice and we need to demonstrate why their first choice should be PT, not surgery or pain meds. Let's show the world what we actually do and how we genuinely help. Let's inspire the masses to experience the power of PT for themselves—one tweet at a time.

DR. HEIDI JANNENGA, PT, DPT, ATC/L, is president and co-founder of Phoenix-based software company WebPT, the leading EMR for physical therapists, occupational therapists and speech-language pathologists, with more than 50,000 members and 8,000 clinics as customers.



TROPHY LIVES

Venture Madness offers shot at success for past winners

For the teams at Pinnacle Transplant Technologies and CampusLogic, victory was sweet as champions of their brackets in their respective “Madness” competitions. That’s because they won far more than trophies without having to try landing three-pointers.

Both were winners in the bracket-style Venture Madness, the signature event staged annually by Invest Southwest in partnership with the Arizona Commerce Authority (ACA). Pinnacle Transplant, a multi-service tissue bank with headquarters in Phoenix, was the winner of the 2014 competition. Gilbert-based CampusLogic, whose cloud-based software simplifies financial aid for higher education, was named the best in the 2015 contest.

While each won \$30,000—and the bragging

rights that come with being on top—there was far more to it than the cash prizes. As the 2016 Venture Madness finals were approaching at press time, TechConnect asked Gabriel Hyams, president and executive director of Pinnacle Transplant, and Gregg Scoresby, CEO of CampusLogic, about the experiences and lessons learned after their becoming past winners.

Hyams’ company wasn’t even sure it wanted to enter Venture Madness when a mentor raised the idea. “We were very cautious in the beginning due to the sensitive nature of our business, and did not want a public presence until we felt that we were able to provide the whole package,” he says. There was a slightly different mindset at CampusLogic. “While I was hardly over-confident,” Scoresby says, “I knew that winning that competition could change the trajectory of the company.”

While their views on entering differed, each knew his company had a shot at the top spots. By being one of only 19 tissue processors in the nation, judges were curious about Pinnacle Transplant. Add to that having actual revenue to report without debt—not typical of companies early in the lifecycle—the company had a shot. “There was a clear growth trajectory,” Hyams says, “and I believe that is extremely important to a potential investor.” The company was the second startup of its type with which he had been involved since the beginning, so judges knew Hyams carried solid experience for a leadership role.

CampusLogic’s group felt its software addressed one of the biggest social issues today: student debt. “Everybody is aware of the problem but we are doing something about it, and I think the judges appreciated that,”



Scoresby says. And the company was growing like crazy. “Everyone wants to back a winner and I think the judges got the message that colleges and universities want what we have as evidenced by our customer growth” he says, adding that CampusLogic was supported by a “pretty spectacular” team.

Life became pretty spectacular from that point for both companies. For Pinnacle Transplant, the win triggered new relationships with ACA, the city of Phoenix and potential investors, as well as three new advisory board members, including Mario Martinez II, who now is executive committee chair for Invest Southwest. “Without that opportunity, I don’t know if I would have those relationships,” Hyams says. In addition, revenue spiked 300 percent from 2013 to 2015 with a trend toward 150 percent growth in 2016 over last year. Add to that, more recognition: AZBio Fast Lane Award, Greater Phoenix Chamber of Commerce’s IMPACT Awards and the W.P. Carey School of Business Spirit of Enterprise Award. The entire team has grown to nearly 100 associates and Pinnacle Transplant will start operating three shifts in the second quarter of this year.

Within 15 minutes of winning, Scoresby was approached with several commitments to invest in the company. Within a few months, it closed on a \$7.5 million round of equity financing. “I am not sure that would be been possible without the visibility that came to us from Venture Madness,” which he calls “a great platform for learning and exposure.” The year 2016 so far has brought good news with the addition of colleges and universities onto the platform to reach the level of being live at more than 100 schools within the next several months. A new award is being named Education Technology

Innovator of the Year by CIOReview magazine. “We are also attracting great software engineering talent because everyone wants to be part of an amazing team doing truly important work,” Scoresby says.

While this whirlwind of success started with the Venture Madness, hard work since then was necessary by both companies. Still, Hyams and Scoresby recognize some companies may be hesitant to enter the competition, wondering whether they have what it takes to be named the best. “It is not about winning the competition; it is about the exercise,” Hyams says. He considers the entire experience an opportunity to work on a pitch with community leaders who serve as mentors throughout the process. Also, there is the opportunity to network with other successful entrepreneurs, investors and service providers. “Venture Madness has many repeat applicants, and because of their experience, they are definitely much more successful,” he says.

Scoresby offers that no company can improve without feedback and Venture Madness is such a platform for learning. “It might feel like a lot of work to go through the process,” he says, “but any founder that puts in the time and effort will get a multiple on their investment.” Scoresby believes Arizona has one of the most accessible and generous startup communities in the nation. “But you need to show up and plug into the community to really unlock its value,” he says. 📌

2016 RESULTS

For information about this year's competition, visit venturemadness.investsouthwest.org.



STRENGTH IN NUMBERS

Programs offer companies assistance to smooth the path to later stages

Got an idea but not sure how to proceed? Have a business but flying by the seat of your pants is getting riskier? There are groups with programs to help get through the early stages of the business life cycle. Whether it's a competition, incubator or evolving ecosystem, Arizona innovators have places to turn when looking for assistance. Here is a sample of what's out there.

ARIZONA INNOVATION CHALLENGE

www.azcommerce.com/programs/arizona-innovation-challenge

The Arizona Innovation Challenge powered by the Arizona Commerce Authority is a business plan competition that awards qualified, innovative start-up and early stage companies the capital to help grow their business in the state. In the spring and fall, six companies are each awarded up to \$250,000 to help them advance to the next level. That's \$3 million annually—the most money in the country for a technology challenge. The investments represent non-dilutive capital and are provided to the winning companies as they achieve specific business milestones during a 12-month period. Applicants are evaluated on qualifications of their team, market potential of their technology,

strategies to commercialize their product or service, and the potential risk versus benefit to the state.

BIOACCEL

www.bioaccel.org

Phoenix-based BioAccel is the Southwest's only 501(c)(3) organization with the mission to drive economic development through accelerating commercialization of bioscience technology and devices with a unique combination of early-stage funding, and entrepreneur mentorship and training. Its goals are to diversify the state's economic growth, improve Arizona's health, and provide bioscience entrepreneurial training and mentorship. This is accomplished by providing training, investor education and a competitive early-stage funding for qualified innovators focused on health informatics and medical devices. The support leads to an accelerated translation of vanguard scientific advances and discoveries into commercially viable products and devices that improve patient care and advance public health. While philanthropic funding is used to bridge the high-risk funding gap stage of business development unique to bioscience innovation, BioAccel's nonprofit status also allows the holding of equity in exchange for early-stage investments, which ensures its long-term sustainability.

CENTER FOR ENTREPRENEURIAL INNOVATION (CEI)

www.ceigateway.com

CEI, a division of the Maricopa Corporate College, is a comprehensive business incubator that provides the services, space and support critical to the development of early-stage and startup companies. Client companies—which represent a variety of industries including emerging technologies, software development, bioscience and renewable energy—benefit from the center's proactive business counseling and mentoring as well as its state-of-the-art facility to commercialize businesses. The center simultaneously offers a community rich in collaboration with other innovative entrepreneurs



to champion successes and provide additional guidance for companies' growth. As a result, businesses not only improve profitability potential but also become economic engines. While startups are assisted in securing funding, center officials believe strongly the businesses should retain as much equity as possible.

NORTHERN ARIZONA CENTER FOR ENTREPRENEURSHIP AND TECHNOLOGY (NACET)

nacet.org

To help plan, build, launch and grow a startup, NACET clients have access to one of three incubators that provide the tools and connections that startups need to succeed:

- **Startup Flagstaff in Flagstaff**
- **Innovations Incubator in Chandler**
- **Maricopa Center for Entrepreneurship in Maricopa**

In addition, there is a newly opened accelerator in Flagstaff. Besides funding access and community events, there are virtual and live programs:

- **Startup:** A full-time program that provides coaching, access to mentors, workshops and other learning opportunities to plan, build, launch and grow a business.
- **Runway:** First-time entrepreneurs can join a 10-week part-time program that combines curriculum and experts to help start a business the right way.
- **Self-Directed:** A self-paced program for any startup that needs a little extra support through access to an online suite of courses and workshops.
- **The Library:** With a variety of workshops, live events and online webinars, entrepreneurs are empowered to succeed at what they do best.

STARTUP TUCSON

startuptucson.org

Startup Tucson is working to grow a strong, vibrant startup ecosystem of companies, entrepreneurs and talent in the Old Pueblo. The group uses its Idea-to-Impact (idea, innovate, incubate, invest and impact) Pipeline to

help support the growth of entrepreneurs and innovators, create new programs to fill gaps in resources, and create regional alignment. To help spur economic growth, the group organizes educational events such as hackathons, Startup Weekend events and Lean LaunchPad workshops, as well as networking events that include Startup Drinks and Co-Founder Speed Dating. Drawing special attention is its Thryve Scaleup, an incubator that in nine weeks provides entrepreneurs with more information, training, expertise and mentoring than ordinarily possible in a year of standard business training. 

TRAIN TO HELP STAND OUT FOR FUNDING

For high-growth technology firms looking to spark their R&D activity as they make their move toward commercialization, the Small Business Innovation Research (SBIR) program can provide funding to help make that happen. To get you ready to compete for the award, there is the Arizona Commerce Authority's SBIR Training Program.

The program here offers training and technical assistance enabling companies—especially those owned by women, the socially and economically disadvantaged, and veterans—to compete more effectively. Partners include the Arizona Technology Council, Small Business Administration, Arizona Small Business Association. At stake in the national SBIR program are:

PHASE I (\$150,000) awards to establish the technical merit, feasibility and commercial potential of the proposed R&D project.

PHASE II (up to \$1,000,000) awards to continue the R&D efforts initiated in Phase I.

PHASE III awards to fund the commercialization of technology.

For more details on the training program, go to www.azcommerce.com/programs/sbir-training-program.

Heaven-SENT

Angel investors fuel Arizona's entrepreneurial ecosystem



a rizona has an abundance of advantages for innovators looking to start their companies here: a business-friendly environment, a great quality of life and a world-class university system fueling a pipeline of young, talented employees.

Those ingredients are important. But fundamental to Arizona's growing entrepreneurial ecosystem is access to capital.

The backbone to that ecosystem in Arizona has been the angel investor—that rare breed of financier willing to make personal investments in entrepreneurs who are at the earliest stages of developing promising technology ventures.

Capital formation is tricky for these early-stage companies. Why? For starters, banks aren't equipped to lend to them because there is little collateral besides the technology itself. And venture capital firms typically don't invest until the technology shows promise in the marketplace.

This leaves the angels. And until recently, Arizona had an effective tool for these private investors: the Angel Investment Tax Credit. It not only fueled entrepreneurial growth in the technology and bioscience sectors but produced

an amazing ROI for the state with job creation, economic development and tax revenue.

The Arizona Commerce Authority (ACA), which administers the Angel Investment program, hit its cap of \$20 million in tax credits in June, meaning the economic-development agency is now unable to certify new credits for investors.

At its core, the program was designed to reduce the risk for investors willing to spend capital on early-stage companies. Certified investors could claim a tax credit equal to 30 percent of the investment made (35 percent for rural investments). A side benefit of the program is that it encouraged people who have never invested in startups to become involved.

The return on investment has been nothing short of phenomenal. According to a study by the ACA, 94 of 125 small businesses involved in the program raised more than \$420 million in angel, venture and other capital. The economic analysis shows the combined impact to Arizona's economy was \$1.3 billion and taxes generated were estimated to be \$44 million.

Some of Arizona's most successful tech

innovators say the program was instrumental in helping them go from startup to market leader.

“The angel tax credit provides an incentive to attract more money into what is really a relatively higher-risk asset, like a startup company,” says Gregg Scoresby, founder and CEO of CampusLogic, a leading “ed tech” company that is changing the way college and university financial aid is delivered on a national level. “It increases the amount of investment that is flowing to Arizona’s early-stage companies.”

CampusLogic was one of the last companies to be certified in the Angel Investment program, and Scoresby credits it with being critical to raising an initial \$3.5 million, which rolled into a total of \$7.5 million raised in venture capital. Today, CampusLogic has about 40 educational institutions as customers and has more than 300,000 active students on its platform.

Health care giant HonorHealth, the new brand for recently merged Scottsdale Healthcare and John C. Lincoln Health Network, is a big supporter of the program. An Op-Ed authored by HonorHealth CEO Tom Sadvary and Fennemore Craig Chairwoman Sarah Strunk supporting the tax credit was published in the Phoenix Business Journal on Jan. 29.

“Infusionsoft could not have done what we’ve done without the Angel Investment Tax Credit. Period.”

Clate Mask, founder and CEO of Infusionsoft

Until recently, Arizona was among a majority of states in the country that offered Angel Investment tax credits to investors.

Clate Mask, the founder and CEO of Chandler-based Infusionsoft—one of the leading marketing automation software companies in the world—was one of the first Arizona ventures to have investors take advantage of the tax credit. As a result of the program, Mask says, his company was able to raise several hundred thousand dollars from angel investors.

In the following years, Infusionsoft has brought in more than \$127 million in venture capital from outside the state. Today, the company has about 650 employees and is on track to issue an initial public offering (IPO).

“Infusionsoft could not have done what we’ve done without the Angel Investment Tax Credit. Period,” Mask wrote to legislators in 2014.

Another beneficiary of the program was WebPT, the cloud-based medical records company designed for the physical therapy industry. In 2010, WebPT attracted \$400,000 in angel investments, which rolled into \$1 million in venture capital. Today, the Phoenix-based company is a market leader in the U.S. for physical therapists and their practices. Its software is now used by more than 8,000 clinics in all 50 states, Guam, the Virgin Islands and Canada.

In addition to these success stories, there’s another benefit to angel investments made in Arizona. Many of these companies have been successful at attracting additional investment from out of state. This not only helps advance the businesses themselves but also the state’s business climate, Scoresby says.

“These are high-end jobs that are being funded by out-of-state (venture capital) companies that are putting money into Arizona, which I believe is the economic equation we are looking for,” he says. “That’s a pretty powerful economic story.”

Dr. George Land

**A LEGACY OF HELPING OTHERS
EXPLORE A MORE INNOVATIVE WORLD**

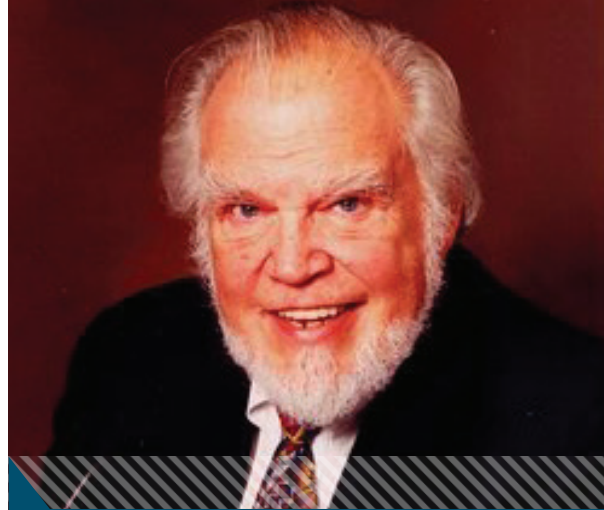


innovation. Creativity. Transformation. If a person can make a discovery in just one of these disciplines in a lifetime, that's noteworthy. But for anyone who can offer new perspectives to others on an ongoing basis in all three, that's life-changing.

This is the effect left by Dr. George Land, an author, speaker, consultant and general systems scientist. While he offered a broad background in communications, business and government, it was the sharing of his discoveries and theories that left lasting impressions before he passed away recently at age 84.

One such occurrence happened the same day of an event that shook a nation—the April 20, 1999, shootings at *Columbine High School* in Colorado. Land was in Chicago to speak at the Strategic Leadership Forum and a mixed Kim Kressaty was to attend. She followed through and ultimately reshaped her life. “Here was George Land talking about bringing the creative problem-solving process to strategic planning,” says Kressaty, who was director of strategic and business planning for Johnson Wax Professional at the time. “His concepts around transformational growth combined with creative strategic thinking were brilliant for the time.”

By then, Land's landmark book “Grow or Die: The Unifying Principle of Transformation” had been published and nominated for a National Book Award and a Pulitzer Prize. His theory of transformation has been called a cornerstone in the strategic planning and organizational transformation of corporations. “He provoked me to think differently and his ideas expanded my world view,” says Doug Reid, who met Land when he was presenting his theories in 1979 at the Creative Problem Solving Institute in Buffalo, N.Y. “He discovered a theory of transformation that puts into perspective why and how individuals and organizations grow, change and sometimes renew themselves.”



DR. GEORGE LAND

At the time, Land was CEO of Innotek Corp., an institute he founded to search for further knowledge about the enhancement of creative performance. His learnings also formed the core of leadership and innovation training he offered as CEO of Leadership 2000, with hundreds of major corporations worldwide using his processes. He gained more followers with the books “Nature's Hidden Force: Joining Spirituality and Science” and “Breakpoint and Beyond: Mastering the Future Today” written with wife and partner Dr. Beth Jarman.

Land ultimately made his way to Arizona to become Chairman and CEO of FarSight Group, where Kressaty joined him to lead a number of creative thinking initiatives as a senior partner at FarSight Group before she became founder of Future Pull Consulting. Reid also is based here as a partner at New & Improved.

Arizona also gave him the opportunity to impact a new group of leaders, including Sandra Watson, president and CEO of the Arizona Commerce Authority, and Steven G. Zylstra, president and CEO of the Arizona Technology Council. In fact, the Farsight Group was asked to facilitate strategic planning for the Council, Arizona Technology Council Foundation and Arizona SciTech Festival. “He definitely made an impact on my life in the way I think about innovation,” Zylstra says. “I learned a lot from him and am better for it.”

Watson considers herself fortunate for getting the opportunity to work with Land on several initiatives to advance Arizona innovation. “His groundbreaking work significantly impacted the way we think about and approach creativity and innovation,” she says. “He was truly a futurist and a wonderful man.” 📺

'Innovation Headquarters' Let's make Arizona the hub for the U.S.

a rizona has always been supportive of its growing entrepreneurial landscape. I know this firsthand. As a young entrepreneur and an Arizona transplant, I was fortunate to build a local company into a global brand.

In Arizona, I quickly learned: Life's better here.

As governor, it's been a priority of mine to build upon Arizona's business-friendly reputation and set the state on a path to be the headquarters of innovation for the country. We're off to a good start. There's a reason why respected outlets like Forbes and Fast Company have recognized the state as a hotbed of entrepreneurial activity.

Our world-class universities have also received some impressive accolades in recent months. Arizona State University, led by Dr. Michael Crow, was recognized by U.S. News & World Report as the most innovative university in the country. The Princeton Review ranks The University of Arizona's McGuire Center for Entrepreneurship as having one of the best entrepreneurship programs in the country.

Our three public universities conduct more than \$1 billion in research annually, an effort that creates exciting spinoff companies that are supported by a combination of university research and private-sector know-how.

Our entrepreneurs are dedicated to developing advancements and discoveries. Over the past two years alone, more than \$1 billion in venture capital has been invested in Arizona companies.

I know what businesses look for when they make decisions about where to locate: a great quality of life, low taxes, limited regulation, access to capital and a qualified workforce. Let me tell you, Arizona checks all the boxes for innovators looking to expand, relocate or start their businesses here.

For example, my first action as governor was freezing new rulemaking by state agencies. We've



embraced the sharing economy by welcoming companies like Uber, Lyft and Airbnb. We expanded microbrewing by helping homegrown brewers become national success stories. We made crowdfunding easier for early-stage companies and we modernized government, making it more responsive to citizens of this great state.

But more can be done. We need to make it easier for good ideas to go to market and to eliminate unnecessary licensing requirements so entrepreneurs can operate without interference from bureaucrats.

It's our job to get out of the way, not to be the roadblock to innovation. And we will.

In these pages, you can read about startups, early-stage companies and global success stories that make up the backbone of our entrepreneurial landscape. It's exciting to see innovators like WebPT's Heidi Jannenga, who has built her Phoenix-based electronic medical records company into a market leader serving 8,000 physical-therapy clinics and 50,000 members in all 50 states.

As I said earlier, there is something unique about Arizona's DNA. I have believed that ever since the first day I arrived at ASU in my Datsun B-210. We have a deeply ingrained culture here that rewards innovation, creativity and hard work. The year 2016 is still young, and I look forward to hearing about all the success stories that emerge this year and beyond. 🇺🇸

Gov. Ducey is former CEO of Cold Stone Creamery.

TECH LAUNCH ARIZONA

WRITING BY × DAVID ALLEN

Formulating successful university commercialization



Consider the computer on your desk. The mobile phone in your pocket. All the computers and sensors in a new car. You probably see each of these as simply an end product. But have you ever thought about where all the details and individual technologies that go into each one of those products comes from?

Each little piece started as an idea that went through a long process of invention, development, productization and commercialization. We tend to erroneously think that someone just thought up an idea and that a company packaged it up and brought it to market, that there's some serendipity to how it all comes together.

In actuality, the continuum that creates inventions and moves them into the world of products involves a long process and many systems and players. The United States is one of the top nations in the world for making that process work.

Also unbeknownst to many, American universities play a central role in that work.

At Tech Launch Arizona (TLA), the mission is to move early-stage technologies from the research labs at The University of Arizona to the marketplace where they can solve problems that matter to people and create economic impact.

Transforming an idea into intellectual property (IP) then a product takes a disciplined system with many hands and experts. TLA has structured its operations around this system and is delivering results for the university and the state of Arizona.

So what exactly does such a system look like? In short, TLA supplements every idea and the research team that created that idea with people and services to accomplish a number of goals.

First, a team of industry experts, graduate student fellows and trained librarians screen each invention to make sure it represents viable IP. The model of leveraging the expertise of

university library experts to provide assistance for commercialization is quite unique. In fact, it is one of the only business intelligence units of its kind in the nation.

TLA also looks beyond the bounds of the university to partner with community members to bring their expertise to bear on these technologies. Over the past three years, TLA has built a network of over 1,300 volunteer subject matter experts from around the region and the nation—most of whom are UA alumni—who have leaned in as willing advisors. These advisors—some of whom have grown their roles to become in-house executives-and entrepreneurs-in-residence—make invaluable contributions to each technology's strategic plan.

Once these teams gain confidence that a technology has a commercial future, TLA brings in external patent counsel to file the patents to protect the inventions, transforming them into business assets.

Even though an invention might have great market potential, more often than not such inventions are very early stage and need considerably more work to ready them for the marketplace. When these projects have developed beyond the level of work that research grants will cover, TLA's Asset Demonstration Program provides the funding to help inventors act on those expert recommendations and move their ideas further along towards marketability.

Once the technology has been shown that it effectively fills a gap in the market and either an existing company or a startup wants to license it, the university must be ready to offer fair and appropriate licensing terms.

TLA negotiates all of the university's licenses for IP always with the mission in mind: do whatever is possible to move inventions into the market where they can create impact. Providing fair terms benefits the licensees, ensures an appropriate royalty return to the university and

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ARIZONA TECHNOLOGY ENTERPRISES

WRITING BY » CHARLIE LEWIS

*Commercialization model has track
record of success*



Arizona State University has long made supporting entrepreneurship a focal point of its transformation into the New American University. That has contributed to its being named the “Most Innovative School” in the 2016 U.S. News & World Report college rankings.

In addition, ASU’s technology transfer organization, Arizona Technology Enterprises (AzTE), has for more than a decade worked to evolve and enhance the research commercialization model with an emphasis on speed to market, flexibility and deal flow.

Developing into one of the nation’s top-performing technology transfer offices, AzTE has successfully executed across a range of industry metrics. In 2015, ASU faculty working with AzTE disclosed 270 new inventions, received 62 U.S. patents and launched 12 new startup companies. To date, more than 80 companies have been launched based on ASU innovations. These companies and their sub-licensees have attracted more than \$500 million in funding from venture capital firms and other investors. ASU startups currently employ more than 350 people in Arizona alone.

The story of spinout company Fluidic Energy points to the way university research can generate new jobs, new companies and even new industries. The challenge comes with finding the right partners, strategic investments and experienced entrepreneurial leaders to move from research to startup to success.

Fluidic is partnering with the Fortune 50 company Caterpillar Inc. and PLN, Indonesia’s state-owned electricity company, on a project that will provide power to 500 remote villages throughout the island nation. The program will deliver reliable, renewable power to 1.7 million people through solar panels

Jessica Hochreiter/ASU



paired with Fluidic’s metal-air batteries. As Fluidic CEO Steve Scharnhorst says, “In the developed world, batteries are an insurance policy. In the developing world, batteries are an active part of power delivery.”

Launched in 2006 by ASU professor Cody Friesen, Fluidic has raised more than \$150 million in external funding. In North Scottsdale it operates R&D and manufacturing facilities, which employ a large number of ASU graduates.

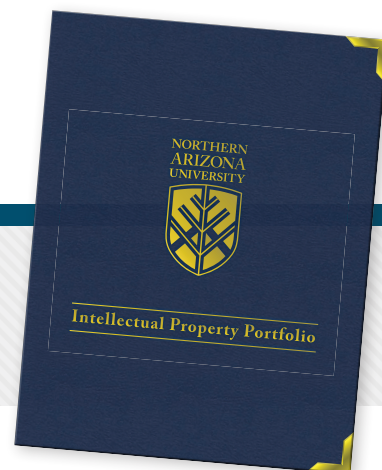
In an effort to help develop even more homegrown success stories like Fluidic, ASU recently launched the Startup Mill. This new program matches faculty, student and community startups with accomplished entrepreneurs-in-residence who have launched, grown and exited their own startups. Companies in the program also receive wraparound entrepreneurship services provided by AzTE and others within ASU.

These entrepreneurs also benefit from the deep connections AzTE has built to the Southern California innovation ecosystem through its base at the ASU California Center in Santa Monica. In the past three years, AzTE has negotiated 44 licensing agreements with entities having offices in California. Four ASU startups have offices or are based in California: HealthTell, Recognition Analytix, SmallLab and Thync. California investors also account for a hefty portion of the more than \$500 million raised by ASU-linked companies. ■

CHARLIE LEWIS is vice president of Venture Development for AzTE, the exclusive intellectual property management and technology transfer organization for Arizona State University.

INNOVATIONS

Public portfolio part of tech transfer strategy



or NAU Innovations, created to develop and promote Northern Arizona University's intellectual property holdings, the mission is clear: create value for the public by offering high quality opportunities to the private sector.

This statement opens the Intellectual Property Portfolio on display to visitors of the Innovations website (<https://nau.edu/research/nau-innovations>). The document features technologies that their inventors and NAU feel can grow into viable commercial products and services.

Innovations exists to provide resources and technical assistance to the university's researchers from the earliest stages of IP development, helping to both generate and disseminate cutting-edge research results that can compete in the 21st century marketplace. Its principal objectives are:

- To encourage and enable NAU researchers to discover and develop innovations that will have commercial, research and educational value
- To license NAU inventions to industry in order to promote commercial development and practical application for the benefit of the public
- To utilize the value of NAU inventions to promote a culture of "open innovation" between NAU and the private sector
- To generate revenue that can support the NAU research enterprise and facilitate the development of innovations

The online portfolio is displayed prominently on the website in a bid to help meet those objective. The featured inventions are available for licensing by both established and start-up companies, opening the opportunity to enter into research partnerships with companies interested in sponsoring further R&D on the inventions or

with the specific researchers.

An example of the technologies in the portfolio is the project "Graphene-based Synthetic Leaves for Passive Water Pumping, Cooling, and Humidification." Graphene is a thin layer of carbon.

According to the description, researchers have combined the novel properties of leaves and graphene oxide films in the form of synthetic tree leaves. When water evaporates from the surface of a leaf, more water is drawn into the leaf, which acts as a miniature water pump. Also, when water evaporates from leaves, the surrounding air becomes cooler. Graphene oxide thin films allow water to flow through them easily but helium and other substances cannot.

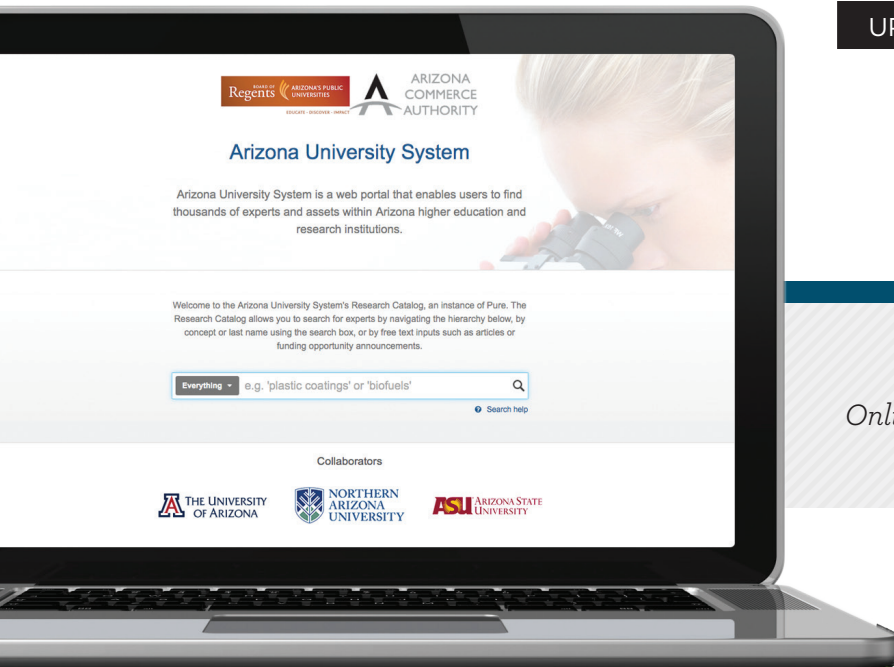
Potential applications of the synthetic leaves are:

- lifting water from an aquifer without using a mechanical pump
- passive air conditioning systems for residential and commercial buildings
- low-energy access to clean water of an aquifer in developing countries

The benefits and advantages of such processes are:

- providing clean water to developing countries at minimal energy cost
- providing low-cost energy for air conditioning through evaporative cooling
- significant energy savings in urban environments
- low cost of maintenance due to a lack of moving parts

The team of inventors were Eric Morgan, postdoctoral scholar, Institute for Sustainable Energy Solutions; Thomas Acker, professor, mechanical engineering; and George Koch, professor, biological sciences. 📧



SCIVal

Online access to universities' research becomes available

When fleshing out an idea to create the next big thing, innovation can be limited to research that's readily available. After all, R&D seems to get better only when a company has the funds to pay for it. If only Arizona's universities could open the doors to their labs and let innovators benefit from their stockpiles of research. But the odds of that happening have been pretty slim.

Until now.

Thanks to a super-charged research engine called SciVal, the published research from Arizona State University, Northern Arizona University and The University of Arizona have become available in one location. The Arizona University System's Research Catalog is a web portal that lets users find experts and their projects through keyword searches such as concept or a researcher's last name.

"Arizona's public university enterprise was a leader in instituting SciVal that provides access to research conducted at our public universities, work that infused more than \$1.1 billion in the last year alone into Arizona's economy," says Arizona Board of Regents President Eileen Klein. "Through the site, scientists can collaborate and manage data effectively, private businesses can search for research that may apply to their enterprises, and individuals can discover the breadth of research that takes place."

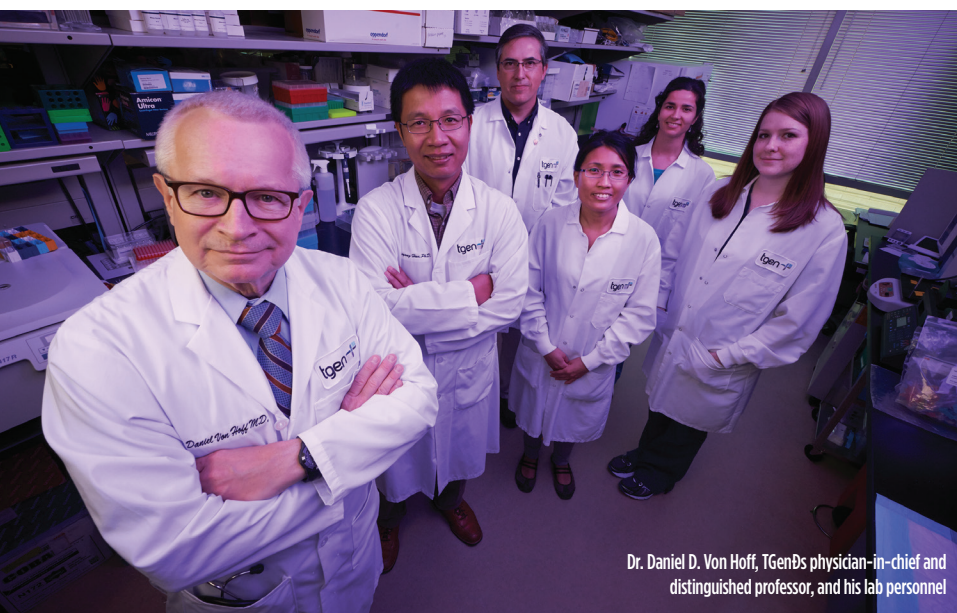
The Board of Regents partnered with the Arizona Commerce Authority to roll out the system two years ago. Like anything unique, it takes

time for it to reach its full potential. Even with the financial returns seen so far, there's been a push at the universities to use the "pretty phenomenal tool" even more, says Chad Sampson, vice president for strategic planning and initiatives for the regents.

Sampson notes that a common trait when checking for existing research on a topic is to turn to your own network, whether it's the accounting professor contacting former classmates to an editor preparing for an annual town hall hosted by the Board of Regents. The price they can pay is limited results. SciVal was designed to offer new opportunities to researchers, students, innovative companies, industries and entrepreneurs who are seeking to access the scholarly work and research occurring in Arizona's university system. "It sure beats picking up the phone," he says.

The system takes research to a higher level with "cross-disciplinary research" on topics such as sustainability, which "creates greater strengths among the institutions," Sampson says. Tools within SciVal enable users to visualize research performance, benchmark relative to peers, develop collaborative partnerships and analyze research trends. For those interested in the h-Index of an article, it can tell how many times something has been published and how many times it has been cited. "SciVal puts that front and center," he says.

SciVal can be accessed at aus.pure.elsevier.com.



Dr. Daniel D. Von Hoff, TGen's physician-in-chief and distinguished professor, and his lab personnel

DREAM TEAM

WRITING BY × STEVE YOZWIAK

Looking to reprogram the biology of pancreatic cancer's tumor growth

the Translational Genomics Research Institute (TGen) will lead a Stand Up To Cancer (SU2C) Dream Team aimed at a fresh attack on the deadliest of all malignancies: pancreatic cancer.

Dr. Daniel D. Von Hoff, TGen's physician-in-chief and distinguished professor—considered one of the world's leading authorities on pancreatic cancer—will lead the project's international team of top cancer researchers from the United States and United Kingdom.

"Our overarching aim is to develop therapies that at least double a person's survival," Von Hoff says. "In this project, we will pursue pancreatic cancer in a different way than ever before. We will focus on reprogramming the master machinery in cancer cells that drive tumor growth. Our targets are the complexes of DNA and proteins known as 'super enhancers' for their ability to affect a large number of genes."

After a rigorous selection process, SU2C, Cancer Research UK and The Lustgarten Foundation Fund selected the team and will provide the project's \$12 million funding over three years.


The team includes more than two-dozen researchers based in the United States and the United Kingdom, and two advocates, Suzanne Berenger of England and Howard Young of the United States, both of whom are pancreatic cancer survivors. Young, an Atlanta businessman and a

board member of the TGen Foundation, credits TGen and Von Hoff with saving his life.

Research will focus on reprogramming the biology of cells in pancreatic tumors—both the cancer cells themselves as well as the surrounding non-cancerous cells upon which the cancer cells rely for support—so the tumors can be stopped.

They have found biological pathways in pancreatic tumors controlled by areas in the DNA called "super enhancers" (SEs) that are similar to those in injured tissues where repair and regenerative mechanisms are essential to restore normal function. Unlike the normal system of wound healing that has a shut-off mechanism, in tumors the process remains on, "hijacked" to constantly drive growth.

Pancreatic cancer has a dismal outlook, with a five-year survival rate of less than 10 percent, the worst of any cancer. Each year it takes the lives of more than 40,000 Americans, making it the fourth leading cause of cancer death in the U.S.

A major part of the study will be taking drugs that target super enhancers, as well as combinations of SE drugs with chemotherapies and immunotherapeutic drugs, into clinical trials within the first year of the study. Clinical trials are planned in Arizona, Pennsylvania, San Diego and the U.K. 

STEVE YOZWIAK is the senior science writer for the Translational Genomics Research Institute (TGen). Connect at www.tgen.org.



FUTURE READY

*Program created as feeder for
new Coding Academy*

a

s Phoenix Union High School District prepares to open the doors to its Coding Academy for the first time in the fall, Science Foundation Arizona (SFAz) has teamed up with Google and others to create a program that prepares students to enter the new high school with a grounding in computational thinking.

Joining SFAz and Google in creating the AZ Computer Science Code Academy Pipeline Program are the high school district, Greater Phoenix Economic Council (GPEC) and Arizona Community Foundation. Additionally, SFAz is working with three predominately Hispanic school districts to channel students into the Academy.

SFAz will use established curriculum from Code.org, Google CS First, robotics and project-based learning to engage students in grades 6 through 8 in the beginning facets of computer science and computational thinking. The program will be fully evaluated using SFAz-designed metrics. GPEC hopes to showcase the program as part of its economic development efforts.

Participating districts include Phoenix Elementary, Roosevelt Elementary and Isaac Elementary school districts. The goal is to provide five schools—Irene Lopez Elementary School, Pueblo Del Sol Middle School, Morris K. Udall Middle School, Isaac Middle School and Kenilworth Elementary School—with afterschool coding clubs that focus on computer science principles. The clubs are designed to be sustainable and optimized to replicate.

Phoenix Union High School District is building the Coding Academy at 4445 N. Central Ave. in preparation for an Aug. 8 debut. To start, 100 freshman will make up the first Academy class, with a new freshman class added each year until the population reaches 400 9th through 12th graders. Each Academy student will have his or



School district and city officials were on hand for the ribbon-cutting and dedication ceremony of the new building on Oct. 10.

her own laptop computer. Student selection will be based on an application and interview process, with applications available at www.phoenixunion.org/CodingAcademy.

The school will serve as a specialty school with a focus on computer coding through an inquiry-based instructional design. The district's other two specialty schools are Bioscience, and Franklin Police and Fire high schools.

The Academy's goal is for graduating students to be highly skilled and qualified for the competitive IT workforce. Career pathways will include software development, web development, networking and engineering-robotics.

As the needs of industry and workforce constantly change, students will be prepared to enter a job market where technological skills are a basic requirement for many jobs. According to the U.S. Bureau of Labor Statistics, employment in computer systems design and related services increased by 18 percent in the last decade and is expected to grow at an annual rate of more than double of all other industries.

**For more information
about the Pipeline
Program, contact SFAz's
Ken Quartermain, Jr.
at 602-989-3443.**

maximizes the chances that a technology will be successful.

The TLA ecosystem also includes Tech Parks Arizona and the UA's incubator, the Arizona Center for Innovation. These entities do more than offer a launch pad for university startups; they provide interactive ground for outside businesses to grow and mature while offering connectivity to the resources of a top public research university.

According to the metrics by which the Arizona Board of Regents measures progress, the system is working well. In fiscal year 2014 ending June 30 of that year, TLA received 144 invention disclosures, executed 48 exclusive licenses and options, and registered three startups—breaking all records for the UA. In fiscal year 2015, those numbers grew to 213 invention disclosures, 83 licenses and options, and 12 startup companies. All of these measures

are expected to grow by another 10 percent in fiscal year 2016.

TLA is just hitting its stride. The engagement seen both from the university community as well as from the greater ecosystem reassures TLA that it is headed in the right direction. And many startups such as SinfoníaRx, Neuro-ID, Dataware Ventures and Codelucida are on excellent growth trajectories.

The systems are working but like TLA's clients, it is always in "startup mode," adjusting and evolving to better meet the needs of the ecosystem. TLA welcomes the challenge of a moving target, and even as those targets move, a tight focus and disciplined strategic systems that will keep it successful. ■

DAVID ALLEN is vice president of Tech Launch Arizona.

NEW MEMBERS

To join the Arizona Technology Council, a member-supported group that represents the interests of the state's technology community, go the www.aztechcouncil.org.

10 to 1 Public Relations is focused on ensuring its clients' reputation and image can withstand any threat. It creates a personalized communications and reputation management strategy using all the available tools and methods to make sure the image that clients want people to recall is what they remember. 10to1pr.com

100TB is a leading provider of innovative high-performance business infrastructure solutions. It operates on a global scale by storing and serving data from 23 locations around the world and has five world-class data centers in Amsterdam, London, Los Angeles, New York City and Salt Lake City. www.100tb.com

The **AEPI - Grenoble-Isère France Economic Development Agency** maintains close ties between Grenoble-Isère and networks spanning the Rhône-Alpes region, France and the world. The agency participates in targeted development activities with partners and boasts its own international network, including a branch office in Los Angeles. france.com

The charter member organizations of the newly formed **Allied Testing and Commissioning Council** are Cx Testing/Genelco and the Advancing Achievers Technology and Cybersecurity University. The council takes into consideration the International Electrical Testing Association standards but advances the testing protocols to the next level by adopting testing and commissioning procedures for new disruptive technologies integrated into equipment and systems not currently examined by NETA. alliedtestingcxcouncil.org

ApostleTech specializes in implementing, extending, connecting and supporting Salesforce, the world's No. 1 CRM platform. The company's agile model leverages technology implementation best practices and makes it possible to solve business problems incrementally, producing tangible results while eliminating project risk. www.apostletech.com

Atmosphere Commercial Interiors is one of the largest commercial furnishing providers in the country, creating spaces that are engaging, inspiring, and perfectly tailored to the needs and goals of clients ranging from small business owners to Fortune 500 corporations, healthcare, education, sports arenas and hospitality environments. Services include asset and order management; facility, installation and space planning; and project management. www.atmosphereci.com

AudioEye's patented and flexible technology is used by clients to reach the broadest audience possible, including the 5 percent to 10 percent of the population with a disability or physical limitation who otherwise are denied full access to their websites and digital content. www.audioeye.com

BlueCat delivers software-based domain name system, dynamic host configuration protocol and Internet protocol address management solutions enabling customers to build and manage their most complex network infrastructure to meet the rapid change of pace of their businesses. The company's technology is adaptive and open, giving customers the flexibility to grow their networks without rearchitecting at every expansion point. www.bluecatnetworks.com

NEW MEMBERS

The **Canadian Trade Commissioner Service** provides client companies and organizations with on-the-ground intelligence and practical advice on foreign markets to help make better, more timely and cost-effective decisions in order to achieve goals abroad. tradecommissioner.gc.ca

Cimphoni helps companies realize the potential of their technology investments by solving their most pressing and unique challenges. This is done using experienced leaders who have delivered results in both business and IT operating roles. Cimphoni consultants take a hands-on approach, working directly with IT and business leaders. www.cimphoni.com

Commvault's data protection and information management solutions provide mid- and enterprise-level organizations worldwide with a significantly better way to get value from their data. All applications in end-to-end data protection and information management solutions offer flexible deployment options and are built from the ground up, on the same platform. www.commvault.com

Compunetics focuses exclusively on the manufacturing of printed circuit boards and has kept true to its initial vision of being a technical leader in the marketplace. It has strategically positioned itself as a reputable supplier for the defense, aerospace, communication, high-speed computing, medical and semiconductor markets. www.compunetics.com

Connectio.us develops web-based tools to meet the needs of small and mid-sized businesses. When your business needs more than a web presence, it is here for you. connectio.us

Domo is a cloud-based executive management platform designed to transform the way business is managed and to help drive value from the tens of billions of dollars spent on traditional enterprise systems. With a maniacal focus on the user experience and getting the right business data into the hands of the business user, Domo solves universal pain points felt by CEOs, other managers and IT organizations. www.domo.com

Envisionate offers electro-optic imaging systems for scientific applications; infrared imaging systems for aerospace, defense and industrial applications; machine vision systems for industrial applications; and consulting services in imaging and digital data analysis. www.envisionate.net

Gainsight helps businesses grow faster by reducing churn, increasing upsell and driving customer advocacy. Its product helps touch customers effectively, track customer health consistently and transform the way a company orients around the customer. www.gainsight.com

Giglinx Global is a single point of contact for wholesale telecommunications, colocation and cloud services. It represents more than 120 providers to enable it to deliver services down the street or across the globe. www.giglinx.com

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HDS Marketing has been servicing clients with promotional and marketing solutions for more than two decades to become one of the largest companies in the industry. It prides itself on being a full-service promotional marketing company by developing integrated marketing solutions to meet clients' needs. www.hdsides.com

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Imperva is a leading provider of cyber security solutions that protect business-critical data and applications. The company's SecureSphere, Incapsula and Skyfence product lines enable organizations to discover assets and risks, protect information wherever it lives – in the cloud and on-premises – and comply with regulations. www.imperva.com

Infinity Insurance Partners' purpose is to support clients by providing a consultative approach to their insurance exposure. It evaluates a client's current policies and exposures to identify gaps in coverage and to determine the best possible coverage for the client. www.techbusinesscoverage.com

Intelemark's sales and call center experience has enabled it to build a customer-centric company that has become a leader in the professional business-to-business communication arena. It also does event registration, including live and web-based events, lead nurturing, data collection, sales intelligence campaigns, and data vetting. www.intelemark.com

IPC Technical Services provides IT, engineering, technical staffing and recruitment services for contract and permanent job seekers. It partners with clients across various industries, including aerospace and defense, manufacturing, national laboratories, and healthcare/pharmaceutical. www.ipctechservices.com

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L3 Communications Aviation Products manufactures a diverse line of safety- and efficiency-enhancing products that set the standard for next-generation requirements, including configurable voice and data recorders, collision avoidance systems, transponders, navigation products, display systems and processors. The company also offers aftermarket services. www.2i-3com.com

The **Law Office of Jeffrey T. Burgess** is an intellectual property law firm providing transactional services primarily relating to patents and trademarks. The practice includes patent procurement in telecommunications and semiconductor electronics.

The **Law Offices of Steven C. Vondran** is an Internet and intellectual property law firm handling Business Software Alliance, Microsoft, Software & Information Industry Association, and Autodesk software audits; copyright; trademark; licensing; contracts; business disputes; and social media law. www.softwareauditlawyers.com

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NEW MEMBERS

MLC CAD Systems is a premier provider for SolidWorks and MasterCam software with more than 30 years' experience in delivering cutting-edge engineering, design and manufacturing solutions. While market-proven technologies help to drive product innovation and manufacturing efficiencies, the company's industry experience and unbeatable service truly set it apart. www.mlc-cad.com

NJOY was a pioneer in the electronic nicotine delivery system market, and today is the largest independent e-cigarette and vaping company in the nation. The company prioritizes research and development in order to develop its innovative new products. njoy.com

Outside Perspective Communications works with technology companies to provide an experienced, objective analysis of their marketing/communications plan. Regardless of whether a company is a startup, mid-sized or multinational, it must define its strategies, audiences and messages clearly for success.

Pima County Information Technology Department provides the county government with centralized computer, Internet/intranet, and telephone-related services. Through these services, it also provides constituents access to geographic information systems and is the point of contact for telecommunications and cable companies for contracts or lease agreements in unincorporated Pima County. webcms.pima.gov/government/information_technology

Point 61 Consulting provides services to IT organizations. It breaks the mold by not focusing solely on IT but leveraging experience in both technical and business to provide value to clients and deliver successful engagements. www.point61.com

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Protegrity helps companies protect sensitive data and maintain the freedom to use it to transform and innovate as market leaders. It offers an enterprise data security software platform that leverages scalable, data-centric encryption; tokenization; and masking to help businesses secure sensitive information while maintaining data usability. www.protegrity.com

Qlik Technologies is a provider of user-driven, business intelligence solutions. The company is engaged in the development, commercialization and implementation of software products and related services. www.qlik.com

Running Robot is a full-service film and video production company. From product demonstrations and customer testimonials to creative commercials, live events and brand building, it delivers videos of which clients can be proud, at costs they can afford. www.runwithrobot.com

Savills Studley is the leading commercial real estate services firm specializing in tenant representation. It is part of Savills plc, the premier global real estate service provider with more than 30,000 professionals and more than 600 locations around the world. www.savills-studley.com

Semple, Marchal & Cooper is one of the pre-eminent regional certified public accounting firms in the Southwest. It offers audit and accounting-related services together with sound business and financial advice and a full range of tax and management consulting services to public, private and nonprofit enterprises in various industries. semplecpa.com

SkyTouch Technology is built on a solid history in the delivery of critical technology solutions that maximize efficiency and increase profitability for businesses. The SkyTouch Hotel Operating System solution is based on Choice Hotels' award-winning solution that was introduced over a decade ago to meet the needs of its franchisees in managing reservations, guest stays and rates on any device with an Internet connection. www.skytouchtechnology.com

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SquareTree Software is a client and solution-oriented company specializing in mission-critical application development. It focuses on ensuring that each professional assigned to a project possesses the exact skills and experience required, earning the trust and respect of its clients. www.squaretree.com

Stream Logistics is a boutique logistics company that specializes in full truckload services, complemented by timely and accurate updates through every step of the shipping process. Partnerships with reliable carriers ensure that clients have access to a wide range of equipment and services. www.streamlogistics.com

The Physics Factory is a team of scientists and educators with a common goal: to share their enthusiasm for physics with students, teachers and the community. Its mission is to inspire youngsters with the excitement of science, math and engineering. www.physicsfactory.org

TJM Electronics is an electronics contract manufacturing company offering services from design, test, packaging and distribution. It has been instrumental in the success of many technologies ranging from military and aerospace, power and energy conservation to medical devices used in orthopedic surgery. www.tjmelectronics.com

Unity Connected Solutions specializes in providing advanced telecommunications solutions to small, medium and Fortune 500 customers. Unity Telecom offers best-of-breed technology and services solutions in partnership with leading manufacturers, including AVAYA, AVST and Captaris. www.unityconnected.com

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