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Procedure for kickstarting Ventures

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Kickstarting a venture and ***creating a venture*** are two very different things. This document deals with the act of kickstarting a venture, which presupposes that the venture has been already created. See more on creating a venture.

Processes and methodologies within the Sensorica are emergent, they evolve in the context of real ventures. This document reflects Sensorica's experience in peer production and open innovation since its inception in February 2011.

A venture can best be described as an open enterprise. It is not just a project or a task.

Sensorica is a peer production organization that operates within the framework of an Open Value Network (OVN), an organizational model designed to leverage open collaboration and open innovation. As such, anyone in the world can set up ventures and contribute to existing ventures, while respecting Sensorica's governance. Ventures must fit within Sensorica's mission[1] and vision, must do no harm to affiliates, to the network/community as a whole, or to the Sensorica image or brand. Otherwise, ventures can be ostracized by network affiliates.
Creating a venture within Sensorica doesn't guarantee that it will magically gain acceptance and traction. Ventures need to be nurtured from the time they are seeded throughout their life cycle. If you start a new venture and want it to succeed you'll need to animate[2] it. To reward those who contribute by stepping in and getting things done, we use a governance that stems from "*do-ocracy*" (rule by doers) and "*meritocracy*" (rule by knowers); "*lazy democracy*" being applied for low-level / narrow scope decisions. See more on Sensorica's governance.

The processes and methodologies used to produce work within Sensorica and other OVNs draw heavily from the collective efforts of open-source software and open-access communities all over the world. This means that Sensorica adheres to many of the principles put forth by these communities, namely *openness*, *transparency, fairness*.

[1] We are committed to the design and deployment of intelligent sensors and sensemaking systems (IoT + AI + p2p infrastructures), which allow our communities to optimize interactions with our physical environment and realize our full human potential.

[2] Animator - an important role in an open venture, animation comes from *anima*, soul, means giving soul.

Check our OVN wiki to find out more.
If you need help understanding OVN, p2p production, or anything related to Sensorica, feel free to engage with us on Discord.

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Document Summary Table

Purpose	Learn how to kickstart a venture with Sensorica.
Scope	*This document outlines the most important steps to kickstart a venture.*
Responsibility	*This document is useful for all Sensorica affiliates.*
References	*See more about ventures in Sensorica*
Resources/Materials	*Collaborative Entrepreneurship program*
Key terms and Abbreviations	OVN, p2p, stigmergy, synergy, collective intelligence.
Authors	Tiberius Brastaviceanu, Drew Sowersby

Operating procedure for open ventures

Step	Instructions
1	**Soundboarding your venture idea** Propose a rationale for kickstarting your venture by completing an informal preliminary exploration. Explore/test the venture idea you wish to pursue. Talk about it on social media (e.g., Facebook) or on the Forum. If successful, proceed to the next step.
2	**Creating an official venture** Choose the type of venture you want to create, and create it within Sensorica's virtual environment using these instructions.
3	**Build capacity** Once you officially create your venture, start building capacity to execute on the venture. Use communications strategy, build communications materials, establish appropriate communication channels, coordination tools, etc., Go through the pattern of *Outreach -> Onboarding -> Orientation -> Help* See also Outreach community service and Funding community service

4	**Establish a venture structure** Formalizing the venture. This will include, at a minimum, the following: ● *Governance*: describes rules of conduct and conflict management, including benefits redistribution rules. Use templates for service-based ventures, endogenous ventures. Note that you can run a CAS on a spreadsheet using TEMPLATE 1 or TEMPLATE 2 ● *Orientation:* Create venture main doc, use TEMPLATE ● *Roadmap*: describes important milestones and how they will be reached, see planning, use TEMPLATE ● *Custodian agreement*: an agreement signed by the Custodian to administer the funds use TEMPLATE ● venture budget, use TEMPLATE. If you run a CAS on a spreadsheet using TEMPLATE 1 you'll be able to plug the budget directly in. ●
5	**Create a core team** Once communication channels and the venture structure have been established, develop a core team to help manage ongoing activities related to the venture. **Map interest** From what you know, try to build a map of individuals and organizations that would be interested in your venture-idea. You'll use it in conjunction with a communication strategy to get more structured feedback.

5	**Build capacity** Once you officially create your venture, start building capacity to execute on the venture. Use communications strategy, build communications materials, establish appropriate communication channels, coordination tools, etc., Go through the pattern of *Outreach -> Onboarding -> Orientation -> Help* ● First, propose the venture to network affiliates and on social media to see if there is enough initial interest and support. ● Try to see if there is synergy between this venture and other ventures, and align the venture to increase this synergy. ● If positive feedback is low, you might want to seed the venture, i.e. to develop it a bit more, to create more interest and some action around it, to bring it to a point where people can understand more about it and start to see potential. Make a mockup of the venture's deliverable (product, service or other). ● During this phase, start thinking about *incentives* and a *Path to market* (business plan in traditional terms). ● If no interest can be developed the venture is probably not worth much, or it is outside of the scope of the community, or people don't have time for it (in that case do more external venture outreach), or it is not properly communicated, or the incentives are not appealing/transparent, etc. You decide if you want to keep it or abandon it. If the venture picks up you put in place more structure and processes. See Outreach - best practice and resources See Outreach community service and Funding community service
6	**Establish an incentive structure** *Motivation* is internally driven, it comes from people's values and intrinsic interests. *Incentives* are external mechanisms, based on some form of compensation that comes out of the collaborative activity. There can be financial incentives, learning opportunities, networking opportunities, reputation, visibility and recognition, etc. Engage the core group in this activity! **Market study** The market assessment impacts incentives. If there is a need for the venture's deliverables, capturing mechanisms can be put in place to generate rewards for participants, including financial rewards. **Sourcing the venture**

	Everything is crowdsourced in OVN ventures: skills, equipment, materials, money,... The incentive structure moves contributors to gather and put all the required resources at the disposal of the venture. Funding is an important resource that you can gather through crowdfunding, grant funding, financial contributions from venture affiliates, donations, sponsorship, etc. See more on Funding. Sourcing requires an assessment of all needed resources and their schedule, it must be done in parallel with the planning (see section 8).
7	**Expand the team** This is part of the more generic resource acquisition. The goal is to attract talent to the venture as well as tangible resources such as physical spaces, equipment, tools, materials, money, designs and prototypes, etc. **Outreach** is about letting people know that the venture exists, how they can get involved and what's in it for them. See Outreach - best practice and resources **Onboarding** is about helping newcomers integrate the venture: understand the venture, find tasks, get accustomed with the culture of work, etc. **Engagement** is about maximizing the time every participant spends on the venture. **Information mining** Extensive mapping existing technology and field of expertise In order to conduct an effective outreach campaign you need to develop the technical language to speak about the venture and to identify the field of expertise needed. As the core group engages in information mining it develops the language and a narrative that can be used effectively in external communication. Information mapping is also a very important step in open source ventures, one that will save you a lot of resources down the line, and a lot of time. To reduce development time and costs, the group needs to integrate as much as possible open source innovation. Map open source communities and their offers. The venture also needs tools, equipment, materials, spaces, money and other types of tangible resources. Signal needs and tell people how they can contribute. A crowdfunding campaign is one form of outreach that could fit here, but we need to think larger than that, to attract contributors that can also provide spaces, equipment and tools, etc.
8	**Plan out the activities required to complete the venture** Create orientation tools using Endogenous venture main doc. A methodology for open ventures can be formalized using Workflow recipes in the NRP-CAS. For R&D ventures that have a goal to bring

	a product-idea on the market, the methodology is composed of a couple of interrelated recipes, see more on the wiki. A concrete example would be the *Conditions* part of the methodology, which is a pattern of activities (a recipe, a script) designed to put in place the conditions for the venture;s deliverables to develop. See the wiki to learn how to create or modify methodologies, or how to use one for your new venture. Other processes will follow to insure the development of the venture, see more on Sensorica's use of Workflow recipes. See also How to do workparties - for sprints See also venture milestone 1 design considerations TEMPLATE Planning should match budgeting, use TEMPLATE (already presented above). If you run a CAS on a spreadsheet using TEMPLATE 1 you'll be able to plug the budget directly in.
9	**Document the venture as progress is made** In order to ensure speed of innovation in an open environment we need to work stigmergetically. Concretely, and generally speaking you need to leave traces of your work (in the digital environment) and instructions for others to know how to build on it. All ventures have a **main website page**, which should be built as the main entry point for the venture. See template. All ventures have a **main doc**, which links to all the documentation created for it. Structure it well. The main function of this doc is orientation. See template. R&D ventures have **working docs** at every development stage, from ideation, proof-of-concept, prototyping and manufacturing. Use the proper template for documentation.

Terminating a venture

Harmful ventures can be terminated by the community. See how.

See also

- (S) TEMPLATE - Endogenous venture management methodology
- *Value network analysis* from Pantheon
- Methodology of Zooniverse - remix good ideas here.