

TEACHING NOTE

KickStarter: Using Crowdsourcing to Launch a New Board Game?

Structure of the Case

At the start of the case, Dan Shapiro (previously referred to as “Tim”) considers a number of questions leading him to identify the opportunity to create a board game that teaches programming to young children. With young twins of his own, Shapiro initially aimed to satisfy the need in his own home, but as he developed the game, he considered ways in which he could expand the board game’s reach to teach programming on a larger scale.

Though Shapiro possessed intellectual capital and financial resources from his previous educational, programming, and entrepreneurial experiences, he wondered how to best generate excitement for his product. Since established board game publishers and angel investors did not express interest in the venture, he considered whether to license the board game to a small, independent game publisher or launch a crowdfunding campaign.

The case describes a number of decisions Shapiro must consider to optimize the resource acquisition process. If he decides to license the board game to a small, independent publisher, he would receive 4 percent royalties for each game sold and a \$20,000 one-time advance payment. Contrastingly, he could pursue a crowdfunding campaign, which would require a significant investment of time. Further discussion of these decisions appears later in the teaching note. However, to fully appreciate the decisions, it is important to understand the route taken by Shapiro and the outcomes as outlined in the next section.

Venture Outcomes

On September 27, 2013, the Kickstarter campaign for Robot Turtles came to a close. Reaching its target goal of \$25,000 within five hours of launching and eclipsing \$100,000 in contributions on day two, Robot Turtles, Dan Shapiro’s board game to teach young children computer programming basics, received support from 13,765 backers, making it the most financially successful board game in Kickstarter history.

Though the campaign garnered significant financial support during the first and last days, contributions remained steady throughout its duration. Shapiro emailed 3,000 people at the time of launch, or “everyone [he’d] ever emailed before,” to let them know about the campaign. Media attention, including an article in TechCrunch and an NPR story, increased traffic to the campaign website. Shapiro spent countless hours responding to messages, providing interviews, contributing to other campaigns, and posting 28 updates to Kickstarter thanking donors, stating new stretch goals, and highlighting other campaigns.

Overwhelming demand increased the risk of potential manufacturing and shipping issues. With approximately 25,000 units to ship, Shapiro worked closely with DeLano Service to produce the units by the end of November 2013. Using Amazon’s shipping service, Shapiro delivered nearly every order—except those with incorrect shipping information and some international orders—before Christmas.

Shapiro successfully used Kickstarter to build interest in Robot Turtles, develop a community around the product, and presell thousands of copies of the game. Crowdfunding provided more than funding, which he could have obtained through self-funding or licensing the game. Instead, crowdfunding represented a full-scale marketing endeavor to build demand for his product.

Following the campaign, Shapiro commented on the next moves for Robot Turtles: “I would love to see Robot Turtles in schools. I would love to see it in stores. I would love to see it in the hands of Turtle Masters and Turtle Movers everywhere.” Not wanting to manage the day-to-day operations, Shapiro licensed the game to ThinkFun, a Virginia-based company known for designing and manufacturing “brainteaser puzzles and other thought-provoking toys.” The game now retails at locations including Amazon.com, Target, and the Museum of Modern Art.

With the game licensed to ThinkFun, Shapiro pondered his next moves. He submitted his resignation to Google and returned to the ideation phase. In September 2014, he launched Glowforge, a startup to create the world’s first 3D laser printer. In May 2015, Shapiro raised a \$9 million Series A round and continued to shatter records when he self-organized the most successful 30-day crowdfunding campaign in history. In other words, he ran a crowdfunding campaign from Glowforge’s website rather than utilizing a crowdfunding platform such as Kickstarter to raise \$27.9 million in October 2015.

Suggested Questions

ANALYSIS: FOCUS ON EXTERNAL AND/OR INTERNAL ENVIRONMENTS

OPPORTUNITY ANALYSIS

1. Does the idea to create a board game represent an attractive opportunity for Shapiro? In other words, has Shapiro proposed a viable solution for a true unmet need?
2. Is the venture technologically feasible? Does a market exist for the board game?

3. Does Shapiro possess the capabilities to launch Robot Turtles? Does his background prepare him to pursue the venture?

*FORMULATION: FOCUS ON BUSINESS, CORPORATE,
AND/OR GLOBAL STRATEGY*

RESOURCE ACQUISITION

4. Should Shapiro license the technology or pursue a crowdfunding campaign? What are the pros and cons to each?
5. Do you think Shapiro decided to license or crowdfund Robot Turtles?
6. Given Shapiro's decision to pursue a crowdfunding campaign on a rewards-based platform, which platform should he utilize? Kickstarter? Indiegogo? Or another?

*IMPLEMENTATION: FOCUS ON RECOMMENDATIONS
AND HOW TO EXECUTE THEM*

CROWDFUNDING DECISIONS

7. Where should he manufacture the board game?
8. At what amount should he set his campaign goal?
9. How long should he make the campaign?
10. What rewards should he offer?
11. How can he best mobilize his network?
12. Should he hire professionals to make the video? Who should appear in the video?

CROWDFUNDING OUTCOMES

13. Do you think Shapiro met his funding goal? If so, by how much?
14. Does the campaign represent solely a means to raise money?

Suggested Answers

ANALYSIS: FOCUS ON EXTERNAL AND/OR INTERNAL ENVIRONMENTS

OPPORTUNITY ANALYSIS

1. Does the idea to create a board game represent an attractive opportunity for Shapiro? In other words, has Shapiro proposed a viable solution for a true unmet need?

The case describes how Shapiro arrived at the idea for Robot Turtles. He set out to find a fun way to spend time with his children and teach them the basics of programming. With this intention, he began playing with a minimum viable product comprised of cutout robot figures to judge the response of the game's target market, his children. Shapiro's twins reacted positively to the game and Shapiro incorporated their feedback into subsequent iterations of the game. As the game development progressed, he played the game with his children's friends and their parents to incorporate their feedback as well.

Since an entrepreneurial opportunity represents the nexus of an unmet need and a viable solution, this question asks students to consider both elements in the opportunity recognition process. Shapiro's initial line of questioning implies a board game to teach programming does not already exist on the market. When the established board game publishers expressed reservations to licensing the game because nothing like it exists on the market, it further validated such a game does not exist already.

However, the concerns of the board game publishers address an important point—*if such a game could realize success, why does it not already exist?* Since his initial trial audiences comprised of his children as well as his children's friends and their parents enjoyed the game, it may represent a true unmet need. Additional trial groups could further validate demand for the game.

Further, when assessing the viability of the solution, Shapiro spent \$3,000 on a fully functional prototype comprised of a board for gameplay, artwork, cards, and an instruction manual. Given the existence of a tangible prototype, a board game represents a viable solution rather than an impossibility. Thus, the solution of a board game to address the unmet need of *a means to teach young children programming* may represent an attractive opportunity to pursue further.

2. Is the venture technologically feasible? Does a market exist for the board game?

This question allows the students to start thinking about whether or not the venture is doable when considering both the technology and the market. For the case of a board game, the technology is fairly straightforward. Since the board game consists of easily manufactured components, it does not present a technologically intensive endeavor. Thus, designing and manufacturing the game, even on a large scale, seems feasible.

Whether or not an entrepreneurial idea represents an opportunity also depends on whether a market exists for the product. Shapiro must consider two elements when assessing the market: (1) whether a market exists for board games and (2) whether a target segment desires a board game that teaches

programming to children. While a full market analysis of the board game industry lies outside the scope of this case, Exhibit 5 highlights a number of board games that have successfully reached their funding goals via Kickstarter. This signifies the existence of a market for board games. Additionally, Shapiro's initial tests of the game with children and parents assisted in validating the initial market for the product.

When asking this question, the instructor can highlight a number of characteristics of the board game industry, which include:

- Minimal entry barriers to produce a board game
- Thousands of games produced each year
- Intense rivalry between publishers
- Sites such as Gamecrafter.com allow individuals to self-publish games for \$25-30K
- Average “hobby” board game sells for approximately \$30/unit
- Big publishers hold contests to design games (many also have in-house designers)

To highlight the diversity of publishers in the board game industry, the instructor can also discuss a number of prominent players, including:

- Hasbro (Monopoly, Battleship, Connect Four)
- Rio Grande Games (Carcassonne, Dominion)
- Z-Man Games (Agricola, Pandemic)
- Days of Wonder (Ticket to Ride, Small World)
- Fantasy Flight Games (Arkham Horror, War of the Ring)
- Mayfair Games (Settlers of Catan, Pillars of the Earth)
- Gamewright (Children's games, Forbidden Island)

3. Does Shapiro possess the capabilities to launch Robot Turtles? Does his background prepare him to pursue the venture?

Though understanding the technology and market for a product represent critical components in assessing start-up opportunities, the founding team also represents a crucial factor. In the case of Robot Turtles, the founding team comprises only Shapiro. Given his extensive background in programming, entrepreneurship, and management, Shapiro seems to possess a number of skills necessary to realize success in the launch of an early-stage venture.

Despite his impressive background, Shapiro does not possess firsthand experience launching a non-software product. Additionally, he has no direct experience in the board game industry. Though he lacks these experiences, his desire to fully understand the crowdfunding space showcases his diligence to fully comprehend a new domain. Primed to face a number of unique challenges in launching the venture, Shapiro seems willing to learn.

*FORMULATION: FOCUS ON BUSINESS, CORPORATE,
AND/OR GLOBAL STRATEGY*

RESOURCE ACQUISITION

4. Should Shapiro license the technology or pursue a crowdfunding campaign? What are the pros and cons to each?

After discussing the attractiveness of the venture based on its feasibility, desirability, and Shapiro's capabilities, students should carefully consider the question of whether or not Shapiro should license the technology or pursue a crowdfunding campaign. At this juncture, students can discuss the pros and cons of each option in pairs or small groups. After two to three minutes, bring the class back together to converse as a group.

In the board game industry, technology licensing represents a proven track in which a founder can realize a return with a minimal investment of time. While the payout may not be astronomical (in this case 4 percent per game and an upfront payment of \$20,000), Shapiro would have time to pursue another idea or return to his lucrative position at Google. See below for a more comprehensive list of the advantages and disadvantages of licensing the board game.

Advantages of licensing:

- Low time commitment
- Guaranteed payout of \$20,000
- Large game publishers provide a network of distribution and marketing channels
- Shapiro gains the ability to return to his job at Google or pursue another idea

Disadvantages of licensing:

- Loss of autonomy in directing the game
- Forego large financial upswing if the game goes viral
- Minimal opportunities to learn about the process of manufacturing and distributing the game
- Independent board game publishers may lack the extensive marketing channels available to larger board game publishers

Since angel investors decide not to invest in the venture, Shapiro also considers crowdfunding as a viable means to obtain financial resources to launch the game. Make sure students understand the true value of crowdfunding as a means to not only obtain financial resources but also engage with users to learn about the product and incorporate their feedback into subsequent product iterations. Essentially, crowdfunding represents a valuable opportunity to employ the principles of lean entrepreneurship because the entrepreneur can showcase a prototype, or minimum viable product, to gain feedback from early adopters. See below for a discussion of the advantages and disadvantages of launching a crowdfunding campaign:

Advantages of crowdfunding:

- Autonomy over the direction of the venture (i.e., manufacturer, gameplay rules, game design, etc.)
- Ability to selectively incorporate feedback from users
- Platform to communicate and engage with potential contributors and users
- Opportunity to gain valuable firsthand exposure to crowdfunding as a generalizable means to acquire resources
- Outlet to galvanize personal network in support of the venture

Disadvantages of crowdfunding:

- Time and labor intensive
- Shapiro lacks direct prior experience running a crowdfunding campaign day to day
- Must personally fulfill each of the perks promised to contributors (process consists of manufacturing, warehousing, shipping, etc.)
- No guarantee Shapiro will receive any financial resources

5. Do you think Shapiro decided to license or crowdfund Robot Turtles?

After discussing the advantages and disadvantages of licensing and crowdfunding, ask the class which option they believe Shapiro chose to pursue. At this point in the case discussion, reveal Shapiro decided to pursue a crowdfunding campaign because he felt strongly about maintaining control over the venture to ensure he possessed a direct say in how the board game taught programming to children.

Additionally, he felt a strong desire to build on his advisory experiences with his friends' crowdfunding campaigns to learn more about crowdfunding through his own campaign. Finally, he recognized the opportunity to utilize crowdfunding as a means to catalyze a network of passionate early adopters. Who knows, if the campaign goes well, he could further validate demand for the game and realize better licensing terms from an established board game publisher at a later date.

6. Given Shapiro's decision to pursue a crowdfunding campaign on a rewards-based platform, which platform should he utilize? Kickstarter? Indiegogo? Or another?

Indiegogo and Kickstarter, founded in 2007 and 2009, respectively, host a majority of the rewards-based crowdfunding campaigns in the United States. While similar in their functionality, each platform offers a number of differentiating features, as evidenced in Exhibit 2 of the case. See below for a discussion of the pros and cons of each platform.

Kickstarter pros (compared to Indiegogo):

- More media and blog coverage
- Entrepreneur can set more reward levels
- More unique visitors per month

Indiegogo pros (compared to Kickstarter):

- Fixed and flexible funding goals available
- Accessible in more countries
- Automatic project registration without staff review (while this presents a lower barrier to post a campaign than Kickstarter, which requires staff reviews, it also increases the risk for contributors)

While a number of differences exist between the two platforms, Kickstarter's advantages largely stem from wider visibility and greater levels of involvement from users. Contrastingly, Indiegogo's advantages result from less structure and rigidity—as evidenced by flexible funding goals and automatic project registration—than the Kickstarter platform.

Shapiro carefully considered the advantages and disadvantages of a fixed versus flexible funding goal. For a manufactured product such as Robot Turtles, the flexible goal presented a potential issue: with a minimum factory order of \$10,000 units, any amount raised below the cost of the minimum factory order would force Shapiro to cover the difference. Additionally, he would be left with units in inventory. Contrastingly, setting the goal at or above the cost of the minimum factory order on Kickstarter would guarantee one of two outcomes: (1) exceeding the amount necessary for the minimum factory order and receiving the funds, or (2) failing to reach the funding goal and receiving no funds.

It is also important to consider Shapiro's view on crowdfunding from his observations and advisory experiences: "Success won't come from the product or Kickstarter, but from a separate effort. The mistake people make is thinking that Kickstarter will deliver people." The platform itself does not lead to success, but rather the efforts of the entrepreneur. Building on his observations and experiences, Shapiro decided to launch his campaign on Kickstarter in September 2013.

IMPLEMENTATION: FOCUS ON RECOMMENDATIONS AND HOW TO EXECUTE THEM

CROWDFUNDING DECISIONS

7. Where should he manufacture the board game?

Shapiro must consider a number of decisions relating to his crowdfunding campaign. One such decision involves where to manufacture the board game. Since he decided not to license the game, he must make the decision of where to manufacture it. Though it may seem like a decision Shapiro does not need to consider until after the campaign, determining the manufacturing terms up front allows him to more accurately determine how much a contributor should provide to receive the game as a perk.

Shapiro actively weighs whether to manufacture the game internationally in China or domestically through DeLano Service, a United States-based manufacturing firm. For \$8,000 plus shipping costs and tariffs, Shapiro could manufacture 1,000 units in China for approximately \$15 per unit. If Shapiro manufactured 1,000 units domestically through DeLano Service, it would cost \$25,000, or \$25 per unit.

While manufacturing in China makes financial sense, Shapiro felt very strongly about manufacturing the game in the United States. He believed in visiting the manufacturing plant and directly interacting with the board game manufacturers. In addition, he felt manufacturing in the United States would allow the board game to stimulate the domestic economy. Thus, he decided to manufacture the game with DeLano Service.

8. At what amount should he set his campaign goal?

Shapiro viewed a number of campaigns to determine at what amount to set his campaign goal. The small sample of board game campaigns in Exhibit 5 suggest campaigns for physical games set funding goals between \$20,000 and \$35,000. Shapiro needed to consider the amount necessary to pay for the minimum factory order of \$25,000 through DeLano Service. Additionally, since meeting the funding goal represents an important milestone for media outlets refusing to write stories about campaigns prior to eclipsing their funding goals, entrepreneurs should set attainable goals.

Carefully considering the campaign funding objective, Shapiro set his financing goal at \$25,000. While he would likely incur personal expenses for shipping and handling costs if he raised exactly \$25,000, he believed the personal expenses would be worth it if he could generate interest among a broad range of backers. Additionally, if he realized his goal of \$25,000 early in the venture, he could generate media exposure to drive more contributors to the campaign page. More than anything, Shapiro wanted to build momentum.

9. How long should he make the campaign?

To build and sustain momentum throughout the campaign, Shapiro considered a campaign length that would optimize contributions without fatiguing him too greatly. While Kickstarter suggests entrepreneurs set their campaign lengths at 30 days, Shapiro recognized that many campaigns experience a funding lull in the middle. Fairly confident he could raise the \$25,000 during the campaign's early days, he did not aim to unnecessarily elongate the campaign. Instead, he set the campaign length at 25 days to sustain momentum and reduce the funding lull in the middle portion of the campaign.

10. What rewards should he offer?

While a number of publications suggest a number of low-, medium-, and high-quality perks for a crowdfunding campaign, Shapiro really wanted to provide perks people would desire. Ultimately, Shapiro offered 15 different perk categories mostly focused on the board game and a number of limited edition variations. He offered the game for a contribution of \$40 and also provided 10,000 games at a reduced contribution of \$29 to increase early demand. For larger amounts, Shapiro offered a variety of "limited edition" items such as specialized pieces and game boards.

In addition to the game, a reduced price game, and a number of limited edition variations of the game, Shapiro also offered low-end and high-end rewards. On the lower end, everyone who contributed a dollar would receive a sincere "Thank You" from Shapiro. On the higher end, Shapiro tapped into his network to offer dinner with a number of high-profile individuals, including Cranium founder, Richard Tait; Chief Design Officer of Xbox, Elan Lee; and 42 Entertainment founder, Jordan Weisman.

11. How can he best mobilize his network?

Though Shapiro expressed his disdain toward “spam e-mails,” he e-mailed more than 3,000 people, which he described as “everyone I’d ever emailed before,” to let them know about the campaign. While his friends and family provided the initial push to reach the campaign goal, he stated less than 10 percent of the final contributions came from people he knew personally. However, contacting his social network led friends of friends to support his campaign.

While Shapiro’s brother, Ari Shapiro, worked as a correspondent at National Public Radio (NPR), he did not receive media attention from NPR because of his brother. Interestingly, NPR picked up the story approximately halfway through the campaign and featured Robot Turtles on its program *All Tech Considered* because a correspondent read about the campaign independently on Facebook.

12. Should he hire professionals to make the video? Who should appear in the video?

At this juncture, ask the students to discuss how to best produce a video for the campaign. Some students will prefer the aesthetic of an amateur video, but most will believe a professional video is optimal. Also discuss whether the video should feature Shapiro and his children or professional actors. While some students believe the appearance of Shapiro and his children provides a greater level of relatability to the viewers, others think professional actors will best portray the board game. Following the initial discussion, show the campaign video for Robot Turtles to the class at the following link: https://www.youtube.com/watch?v=JEzUx59W_jA.

Once the class views the video, continue to discuss its effective elements. Shapiro paid Bootstrapper Studios, a Seattle-based producer with experience making games for campaigns, \$5,000 to professionally film and edit the video. He narrated and appeared in the video. The video predominantly featured his children playing and expressing excitement about the game. By hiring professionals to produce the video, Shapiro presented a polished final product. By featuring himself and his children, he made a personal connection with viewers.

*CROWDFUNDING OUTCOMES***13. Do you think Shapiro met his funding goal? If so, by how much?**

Ask the class to reveal whether or not they think Shapiro reached his funding goal. A large portion of the class will most likely guess Shapiro reached his goal. Next, ask them to guess the final amount Shapiro raised. This should provide a fun and engaging guessing game.

When the campaign concluded on September 27, 2013, Shapiro raised \$631,230 from 13,765 backers, to make Robot Turtles the most financially successful board game in Kickstarter history.

14. Does the campaign represent solely a means to raise money?

Shapiro utilized Kickstarter not only as a means to raise capital but also as a platform to engage with potential contributors, incorporate feedback from outside parties, and develop a community around the board game. Building such a community invested in the venture represents a valuable and hard-to-imitate resource for Shapiro moving forward.

To highlight how the community contributed to the board game, a great example takes the form of the multilingual instruction manual. When Shapiro received a comment from a potential user who requested an instruction manual in Spanish to play with Hispanic children at a local elementary school, Shapiro responded publicly, allowing anyone to contribute a translation to the instruction manual. He ended up with translations into a number of languages, including Spanish, French, German, Portuguese, Afrikaans, and many others. This enhanced the game's appeal to a global audience at no cost to Shapiro.

By focusing not on the financial outcome but rather on the process of the campaign, Shapiro shared stories and featured other campaigns he found interesting via 28 updates over a 25-day period. He also responded to comments posted to online media stories and tirelessly worked to create a community around the venture. To further understand the process employed by Shapiro during the campaign and a comparison to an unsuccessful campaign, see the process diagrams in **Exhibit TN-1** and **Exhibit TN-2**.

Through these efforts, Shapiro realized a wildly successful crowdfunding campaign, not only attaining significant financial resources but also building an excited community around the product. With the campaign concluding in September 2013, he aimed to deliver all orders by Christmas. With DeLano Service ready to manufacture the game, his early preparation in identifying a manufacturer paid off as he fulfilled nearly all orders before Christmas.

Not wanting to pursue the game full-time, Shapiro utilized the success on Kickstarter to negotiate favorable licensing terms with ThinkFun, an established publisher of educational children's games. The game now retails in a variety of locations including Target, Amazon, and the Museum of Modern Art. While he no longer has control over the game, as evidenced by its current manufacturing in China, he maintained autonomy throughout the initial interface with customers, which allowed him to incorporate their feedback and enhance the game while maintaining its intended purpose of teaching programming to children.

What's Next?

With Robot Turtles licensed to ThinkFun, Shapiro considered his next moves. He submitted his resignation to Google and returned to what he enjoyed most, the ideation phase. With knowledge attained during the crowdfunding campaign of Robot Turtles and a large supportive network comprised of Robot Turtles contributors, Shapiro set out to start his next project.

During the development of Robot Turtles, Shapiro utilized 3D printing technology to create game prototypes. Seeing the value in real-time small-scale prototyping, Shapiro wondered how to get the technology into homes everywhere. While a number of personal 3D printers emerged during the 2000s, Shapiro aimed to create the world's first household 3D laser printer. The Robot Turtles experience where he used 3D printing technology positioned him to recognize and address such an opportunity.

In September 2014, he launched Glowforge, a startup to enact his vision of creating the first 3D laser printer. In May 2015, Shapiro raised a \$9 million dollar Series A round from established venture capitalists and angel investors. Having learned the ins and outs of online crowdfunding via the Robot

Turtles campaign, Shapiro ran a crowdfunding campaign from Glowforge's website, without using an established crowdfunding platform, to raise \$27.9 million in presales over a 30-day period in October 2015. The campaign marks the most financially successful crowdfunding campaign in history.

While initially licensing the technology to a lesser-known independent board game publisher would provide a guaranteed payment of \$20,000, Shapiro's willingness to take a risk and invest significant amounts of time not only provided autonomy over game development, but also catalyzed his future endeavors. Crowdfunding represented not only a means to realize funding, but instead served as a way to validate the market and develop a community. This success allowed him to realize more desirable terms when licensing the game at a later date. The experience also exposed him to another opportunity in 3D laser printers, an opportunity he continues to actively pursue with Glowforge.

Additional Resources

1. https://www.kickstarter.com/projects/danshapiro/robot-turtles-the-board-game-for-little-programmer/description#project_faq_67160

The Kickstarter page for Robot Turtles provides access to the written and video content of Dan Shapiro's Kickstarter campaign. The page also gives access to all updates and comments posted by Shapiro and visitors to the campaign page.

2. <http://www.kicktraq.com/projects/danshapiro/robot-turtles-the-board-game-for-little-programmer/#chart-daily>

Third-party Kicktraq provides day-to-day data on crowdfunding campaigns. The Kicktraq page for Robot Turtles shows the day-to-day funding amounts, day-to-day number of funders, and highlights media stories written about the board game.

3. <http://www.robotturtles.com/>

The homepage for Robot Turtles describes the game in greater detail.

4. <http://www.xconomy.com/seattle/2011/05/23/google-buys-sparkbuy-less-than-two-months-after-seattle-startups-product-launch/>

This article explains Shapiro's early success with Sparkbuy and its acquisition by Google.

5. <http://www.delanoservice.com/aboutus.aspx>

The page for DeLano Service provides a background on the manufacturer.

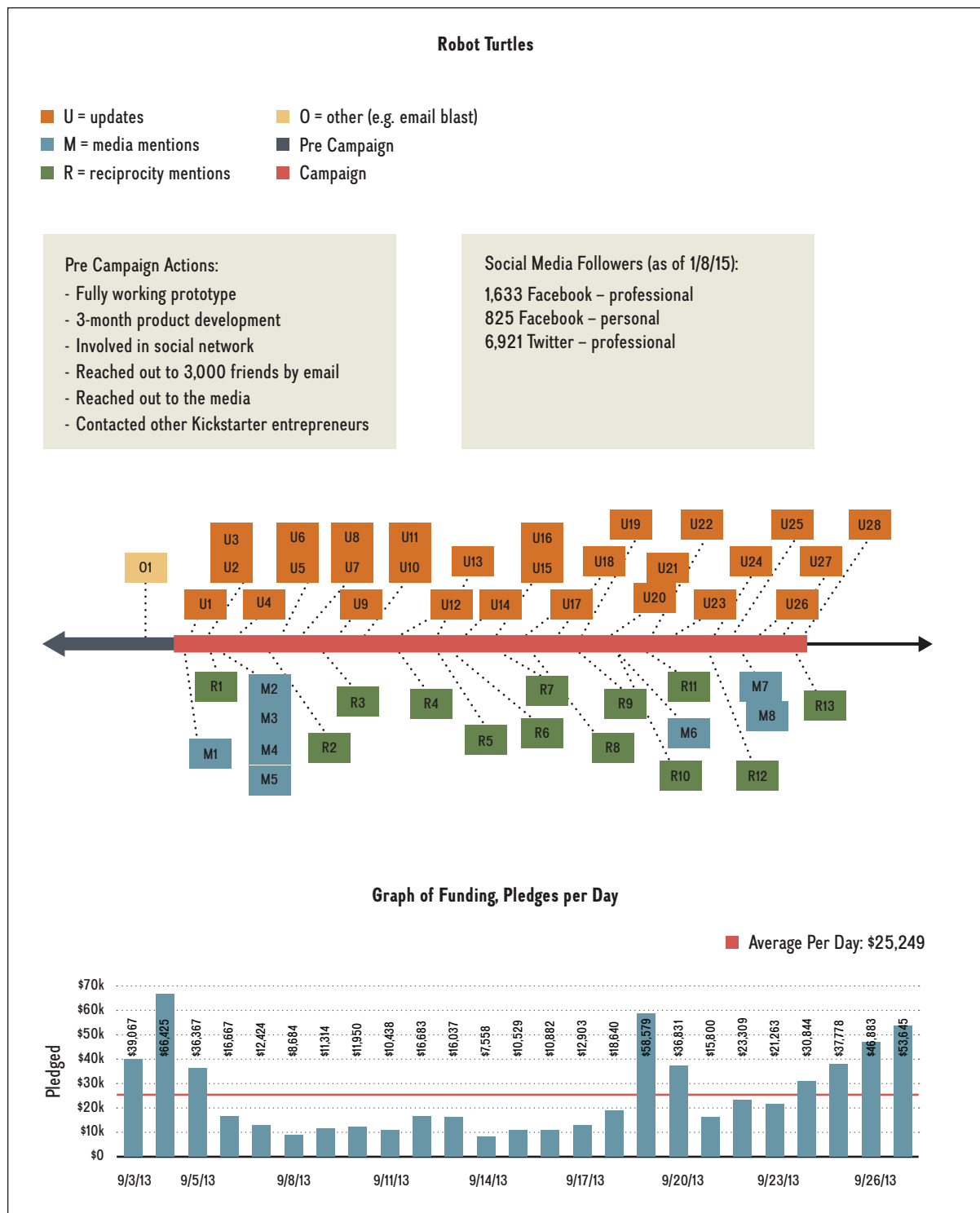
6. <http://geekdad.com/2014/08/robot-turtles-thinkfun-2/>

This article discusses the future of Robot Turtles after being licensed to ThinkFun.

7. <http://linkedin.com/in/danshapiro>

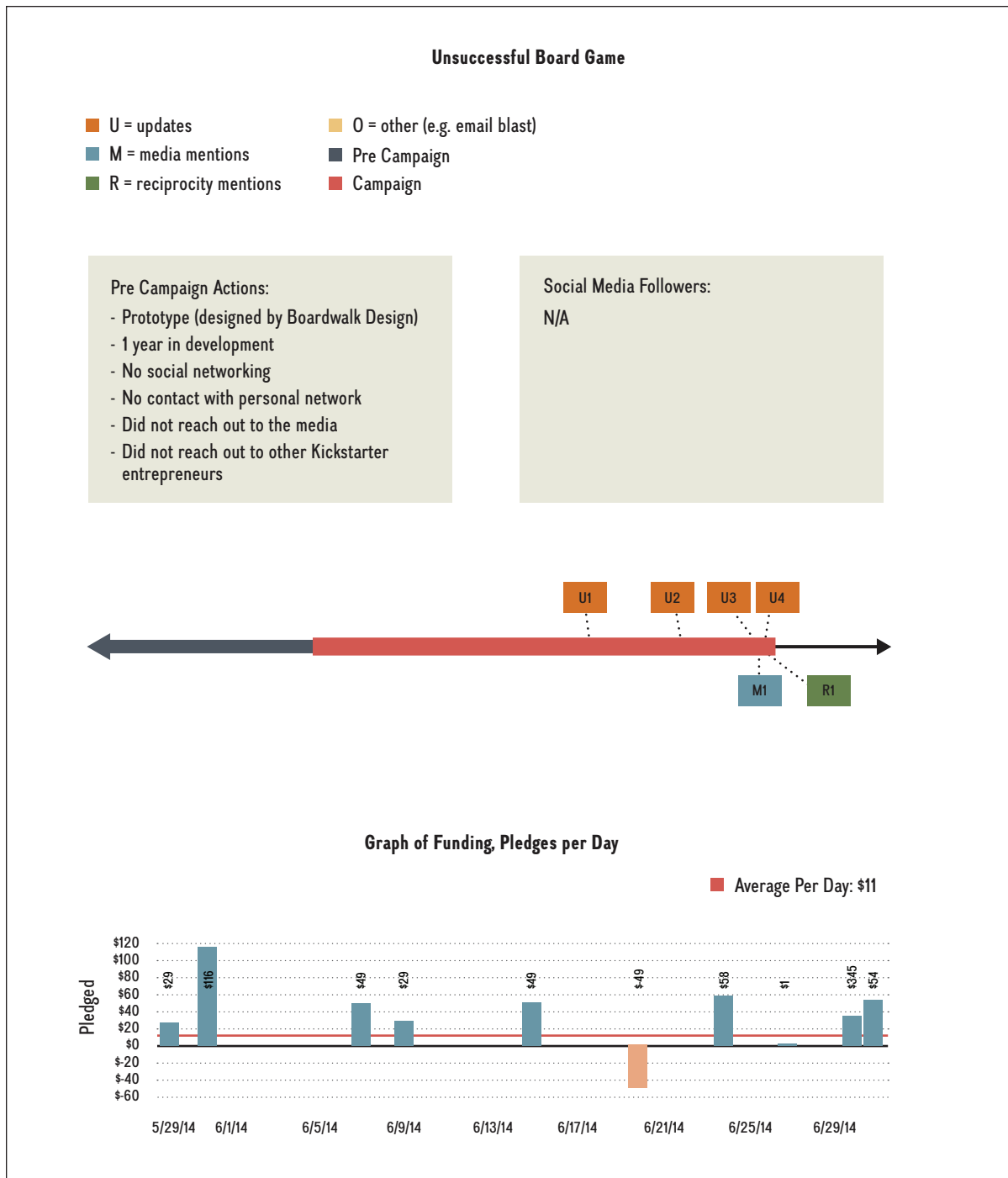
Dan Shapiro's LinkedIn page provides additional information on Shapiro's background and up-to-date information on his current endeavors.

EXHIBIT TN-1 Process Diagram for a Successful Crowdfunding Campaign



Source: <http://www.kicktraq.com/projects/danshapiro/robot-turtles-the-board-game-for-little-programmer/>

EXHIBIT TN-2 Process Diagram for an Unsuccessful Crowdfunding Campaign



Source: <http://www.kicktraq.com/projects/1114752451/credit-scorestm-board-game-my-credit-is-good/>