

# IAAPA

# Attractions EXPO 2011

## Rookies & Newcomers Institute

### THE ROAD TO SUCCESS

### BUSINESS PLANS

### Supplemental Handouts

Presented By:

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# DUE DILIGENCE CHECKLIST FOR DEVELOPERS AND PURCHASERS

## NEIGHBORHOOD & SURROUNDING AREAS

### **Neighborhood**

- Surrounding land use trends: residential, commercial, Industrial
- Condition of adjacent property
- Nearby parks
- Undeveloped land
- Proposed changes in neighborhood planning structure
- Property values
- Crime rate
- Master plan: directions of growth
- Surrounding communities land use and annexation opportunities
- Utilities

### **Land**

- Plot plan: land area, excess land
- Access: one-way streets, distance from airport, highway interchange, convention center
- Sources of sound (noise) in the area
- Adequacy of natural light and air
- Landscaping
- Restrictions
- Utilities: location, capacity
- Visibility from road
- Visibility: height and depth compared to surrounding parcels, obstructing buildings
- Topography: general level, drainage
- Soil report

### **Parking Lot**

- Number of spaces
- Access

### **Signage**

- Visibility
- Condition
- Cost of light and maintenance
- Off-property directional signage
- Flag Poles

### **Exterior Lighting**

- Type of lighting on entrance, other areas
- Adequacy of lighting
- Emergency floodlights
- Decorative lighting
- Holiday lighting - restrictions

### **Improvements**

- Number of structures
- Number of stories
- Construction materials
- Orientation: view from other businesses
- Facade: overall architectural style and design, setbacks
- Functional obsolescence
- Construction cost by component
- Architectural plans and specifications
- Project description
- Building inspection guidelines
- Health inspection guidelines
- Handicap or disabled accessibility

### **Management Offices**

- Adequate size

### **Employee Facilities**

- Lockers
- Rest areas
- Staff entrance

### **Back of the House Areas and Facilities**

- Maintenance Shop
- Receiving Areas
- Storage

### **Utilities and Services**

- Electricity
- Gas
- Water, potable, hot and cold
- Trash removal
- Oil
- Sewer
- Telephones, satellite, cable, internet and intranet

### **Plumbing**

- Piping
- Fixtures

### **Heating and Air Conditioning**

- Central or package
- Fuel used
- Condition

### **Fire Safety**

- Smoke detectors
- Alarms
- Extinguishers
- Sprinklers
- Emergency lighting
- Exit signage
- Evacuation Plan

### **Legal Documents**

- Ownership
- Management contract
- Partnership agreement
- Operating lease
- Ground lease
- Terms of sale of the property
- Financing documents and mortgage: assumable, term, etc.
- Leases: on-site equipment, signage, office items, shop equipment

### **Financial Information and Documents**

- Tax bills: real and personal property
- Budget and projections with notes
- Capital improvements (if buying an existing park)

### **Miscellaneous Questions and Information**

- Has the property been offered for sale? What are the terms?
- Has anyone Offered to buy the property? Were they knowledgeable?
- Will the property be up for sale?
- Sales comparable properties
- How competitive: Is the park in the market?
- Competitors' rates and market segmentation
- Parks and attractions proposed for the area
- Introductions to other owner/operators

### **Special Questions for Proposed Parks**

- Name and location or address
- Opening date
- Pricing policy
- Financed: If yes, by whom?
- Market orientation anticipated, i.e.: adults, teens, kids
- Facilities (detailed, if possible)
- Developer and development
- Pre-opening marketing plan
- Development costs: construction, furnishings, equipment, ancillary facilities

### **Sales and Marketing Department**

- Rate sensitivity by segment
- Length of stay
- Points of origin
- Customer survey: attitudes, requirements
- Utilization by segment: daily, weekly, monthly, (yearly depending on geographic location)
- Major users
- Corporate accounts
- Pricing strategy
- External promotion

### **Personnel**

- Organization chart
- Pay schedule
- Hiring practices and policies
- Training, etal
- Employee relations

### **Photographs**

- Access to property
- Major highways I
- Surrounding land uses
- Exterior (all sides)
- Entrance where sign will be

## **ECONOMIC AND DEMOGRAPHIC DATA**

### **Understanding Your Customers' Behaviors and Patterns**

- Demographic – age, gender and other quantitative data
- Geographic – physical surroundings, features and barriers
- Psychographic - IAO variables ( Interests, Activities, and Opinions)
- Behavioral – frequency, usage and loyalty
- Socialgraphic – on line customers; influencers; followers (1% create, 9% edit and filter, 90% follow)

### **General Economic and Demographic Data**

- Department of Labor, Bureau of Employment Security: historic and projected employment by occupation and business sector
- Population age distribution
- Retail sales
- Office space and occupancy
- Industrial space and occupancy
- Unemployment
- Number of people employed
- Housing status
- Income levels in all segments
- Spending patterns
- Leading industries
- Building permits

### **Chamber of Commerce/Economic Development Administration**

- Area maps
- Industrial directory
- Major businesses: number of employees
- New business coming to the area
- Business leaving area
- Area attractions: historic and projected visitation
- Office space survey
- Universities and enrollments
- Major military bases
- Hospitals: number of beds
- Tax Incentive programs
- List of area hotels: room count, rates, occupancy
- List of area restaurants: seats, average check
- Movie theaters
- Bowling alleys
- Arcades
- Parks
- Recreation Centers
- Introductions to other area officials

### **Building and Zoning Department**

- Zoning category of subject, historic and current
- Zoning map
- Ability to expand
- Zoning of surrounding land
- Flood plain areas
- Zoning trends for area
- Building activity: historic and projected number of building permits by type of property, dollar value and commercial and residential buildings
- Availability of utilities: moratoriums
- Use of excess land
- Building permits or new parks - cost
- Unusual building conditions

### **Planning Department: City and County**

- Master plan for city development
- Pertinent studies: land use, changes in use, economic/demographic, mass transit
- Directions of growth: industrial, commercial, redevelopment
- Locations of demand and generators of transient visitation
- Locations of better neighborhoods
- Unusual building conditions: water table, flood zones, rocks

### **Economic Development Administration**

- Copy of city development or renewal plans
- Funding for redevelopment plans
- Availability of public development or redevelopment funds for recreation projects

### **Highway Department**

- Traffic flow maps for major arterial roadways
- Traffic counts for selected points
- Future traffic road construction, road improvements and traffic rerouting
- Policies on curb cuts, traffic lights, turn lanes, etc.

### **Commercial Real Estate Firm**

- Geographic patterns of growth (office space, industrial, retail, residential, source of tenants - local or non-local)
- Types of residential development

### **Bankers**

- Planned developments (current status, financing obtained)
- Recent construction loan terms
- Feasibility of recreation project in the market area
- Popular restaurants and hotels

### **Convention Center**

- Events: historic, current, and projected number of conventions, number of conventioners, average expenditure per conventioner, average length of stay
- Names of major conventions
- Promotion: budget, number of in-house and travelling sales staff
- Nature of conventions: local, state, regional, national
- Coordination with area hotels: room commitments, group rate structures, lead Hotels

### **Appraisers, Consultants**

- Economic and demographic data
- Land use and real estate trends
- Property tax rate trends
- Value trends
- Mortgage financing terms and availability
- Method of assessment

### **Airport Authority**

- Number of flights and passenger boarding
- Projected usage
- Airlines and flights
- Expansion plans

### **Miscellaneous Demand Generators of Visitation**

- Proximity to subject park
- Type of visitors
- Historic visitor counts by month
- Where do visitors coming from? Local? Require accommodations?
- Seasonality of visitation, e.g. major companies, office parks, scenic sites, hospitals, highways, airports, military installations, colleges, amusement parks, resort facilities, residential surroundings, racetracks, sports stadiums, historical attractions, retail shopping, theaters, museums, sporting events, festivals, marketing and shows, national and state parks, state fairs and beaches.

## COMPETITIVE BUSINESS DATA

- Location on map
- Access and Visibility
- Competition level/fun factor
- Estimate of attendance and average per cap
- Parks taken out of market
- Market segmentation: major customers
- Physical description: age, size, layout
- Picture
- Number of attractions
- Rates and fees
- Management expertise
- Expansion or renovation plans: potential
- Financial history: recently sold?
- Ownership
- Lender

## SOURCES OF INFORMATION

### **Associations and Organizations - Amusement & Entertainment**

- IAAPA, International Association of Amusement Parks and Attractions, Alexandria, Virginia
- PGA, Professional Golf Association, Palm Beach Gardens, Florida
- WWA, World Waterpark Association, Lenexa, Kansas
- NGF, National Golf Foundation, Jupiter, Florida
- AAMA, American Amusement Machine Association, Woodbridge, Virginia
- ILTA International Laser Tag Association, Indianapolis, Indiana
- TEA Themed Entertainment Association, Burbank, California

### **Business Professionals**

- Accountant • Attorney • Engineer • Architect • Designers
- Consultants

### **Local Agencies and Businesses - Traditional**

- Area Economic and Development Group
- Chamber of Commerce
- Visitor and Convention Bureau
- Office of Planning and Development
- Police and Fire Departments
- School Board Officials
- Real Estate Brokers
- Newspaper
- Coupon Papers
- Community organizations - Historical Society
- YMCA
- Charities
- Radio Stations
- Television Networks



## **Manufacturers/Builders/Equipment Suppliers**

- ALL

## **Publications - Traditional**

- Tourist Attractions & Parks
- Funworld • Splash • Replay • Play Meter

## **State and Local Governmental Agencies**

- Department of Natural Resources
- Department of Transportation
- Small Business Administration
- City Office • County Office

## **Trade Shows and Conferences**

- Look beyond the amusement and attractions industry

## **Web and Social Search**

- LinkedIn – business information and most list resume information
- Facebook and Twitter – especially good if privacy settings are open
- Open Secrets – political contributions
- People.Yahoo – home addresses
- Google – search for name plus “complaints”
- Google Alerts – monitor the web for new and interesting posts
- Hoovers.com – D&B Company – vital business data and key players
- Corporateinformation.com – Financial information on companies
- Business.com – find, compare and research vendors
- Publicrecords.com – public records directory
- Learnwebskills.com – research companies online – learn how to investigate

# THE RISKS OF POOR PLANNING AND HUMAN BIAS

## PRE-PLANNING

- Selecting the wrong: ownership structure - corporation, partnership, joint-venture
- Overestimating your ability
- Insufficient business skills
- Inadequate understanding of the necessary Commitment
- Unrealistic expectations
- Not having a market & feasibility study performed
- Having a market & feasibility study performed
- Not knowing how to interpret the results of a market & feasibility study
- Absence of a business plan
- Selecting the wrong consultants and advisors
- Not knowing where to go for information - and not asking

## PLANNING

- Poor location
- Unfocused concept
- Sloppy research
- Not maintaining a “living” business/financial plan
- No budget
- Insufficient capital - not enough!
- Impatience
- Recognize go, no-go decision points
- Not utilizing Milestone planning
- Having the wrong partners - having the wrong bank

## DEVELOPMENT

- Poor project management
- Inadequate construction documents
- Poor construction management
- Bad construction
- Getting caught up in the “fun” of developing
- No “management” review of design plans
- Undercapitalized
- Little or no reserves to cover delays
- Impatience

## PRE-OPENING

- Impatience
- Not profiling your workers - failing to do background checks
- Interviewing process - an afterthought
- Training - say no more
- Pricing policy - missing competitive analysis
- Grand opening plan - where is it
- Operating reserves (oops!) - too little capital to weather initial troubles
- Good planning with poor execution

## **OPERATING**

- Failing to coach and mentor staff
- Little or no ongoing staff training
- Failing to let go the bad apples -- good attitudes rule (attitude is everything)
- Poor salesmanship - Lack of glad-handing/schmoozing
- Inventory control
- Ineffective advertising - costly, poor placement
- Not reading trade publications
- Having a non-participating manager
- Customer theft - Employee theft - Robbery
- Crisis Communication Plan - oops, what?
- Lack of on-site security
- No secret shopper program
- What is the big deal about customer service

## **BUSINESS PRACTICES**

- Timely reporting
- Timely review of reports
- Poor purchasing practices
- Poor payment practices - Not taking discounts - Not taking advantage of terms - penalties
- Not getting competitive insurance quotes
- Are you making money with the money you have
- Spending cash instead of profits
- Living off cash flow instead of profits
- Overestimating the income and cash flow in the early stages
- Letting accountant make decisions for you
- Absentee owner - Expenses for travel, phone, mail - Problem solving is more costly
- Community relations
- Not reading trade publications
- Received value
- Thinking too small
- Opportunity costs
- Zero base thinking - I need "X" dollars to live and any amount over that I save
- Not investing in loss - what!
- Knowing when to let go

## **SEMI-UNCONTROLLABLE FACTORS**

- Real estate taxes • Rising insurance costs
- Law suits • Situations that are out of your control- i.e., incident that generates negative publicity

## **UNCONTROLLABLE FACTORS**

- Weather
- Competition

This outline isn't exhaustive or meant to explain the items; it is only to remind you of importance and where your own bias may influence the picture.

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## Market and Feasibility Study

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III.	<b>INDUSTRY OVERVIEW</b> Park and Attraction Types Emerging Trends Characteristics of the Leisure Industry Key Variables	

- IV.           **FAMILY ENTERTAINMENT CENTER OVERVIEW**
  - Family Entertainment Center Concept
  - Family Entertainment Center Markets
  - Entertainment Mix
  - Perceived Value of Entertainment
  - Visitor Satisfaction
  - Summary
  
- V.            **SITE ANALYSIS**
  - Site Location/Accessibility
  - Visibility
  - Infrastructure Requirements
  - Land Use Suitability
  - Topography, Drainage and Soil Condition
  - Marketability of Site
  - Location Maps
  
- VI.           **MARKET ANALYSIS**
  - Market Demographic Characteristics
  - Market Definition
  - Distance Decay Factor
  - Physical and Psychological Barriers
  - Demographic Analysis
  - Socio-Economic Analysis
  - Participation in Amusement Activity
  - Weather
  - Operating Season Weather Patterns
  - Competition
  - Summary Regarding the Resident Market
  - Concluding Remarks
  
- VII.           **CONCEPT AND PLANNING PARAMETERS**
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  - Concept Design Goals
  - Participant Profiles
  - Planning Parameters
  - Marketing Strategy
  - Illustrative Development Program
  
- VIII.           **DEMAND ANALYSIS AND ATTENDANCE**
  - Demand Discussion
  - Market Penetration
  - Attendance Patterns
  - Penetration Rate Projection
  - Attendance Projection
  - Party Attendance
  - Attendance Conclusion

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**FINANCIAL ANALYSIS**

Background  
Per Capita Spending  
Price Levels  
Pricing Policy  
Total Operating Revenue  
Operating Expenses  
Cash Flow from Operations  
Capital Investment  
Development and Investment Program

X.

**GENERAL AND LIMITING CONDITIONS**

*EXHIBITS*

Demographic Data, Compilations, Narratives

*APPENDIX*

Qualifications of \_\_\_\_\_

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Business Plan

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**3-2009**

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<i>Our Need: Working Capital, Short Term</i> .....	
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<i>Historically, the Case is Lost</i> .....	
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**CHART OF ACCOUNTS**  
**Small FEC Anywhere USA**

**REVENUE**

4110 Rounds of Golf- Admissions  
4112 Go-Karts – Rides  
4114 Attraction 3  
4116 Attraction 4  
4118 Arcade  
4120 Special Passes  
4120 Concession (Soda, water, candy, chips)  
4122 Food & Beverage  
4130 Retail  
(T-shirts, sweat shirts, hats,  
African items, bags/packs,  
picture frames, buttons)  
4188 Misc Other (Vending, putter, balls)

**DIRECT EXPENSES**

5101 Golf Supplies – General  
(Balls, putters, scorecards, pencils)  
5103 Kart Supplies  
(gas, oil, tires, breaks)  
5105 Attraction – Direct Expense  
5209 Arcade Expense  
(Plush, crane, prizes, merch, tech.)  
5201 Concessions  
(Soda, CO2, water, candy, chips)  
5205 Supplies – Concessions  
(Paper products, straws, lids, displays)  
5207 Food & Beverage  
5220 Retail Items  
(T-shirts, sweatshirts, hats,  
African items, bags/packs,  
picture frames, buttons)  
5288 Miscellaneous Other  
(Vending, displays, menu/price board)

**PAYROLL AND RELATED**

5301 Wages – Management  
5303 Wages – General  
5305 Employee Benefits  
5307 Payroll Taxes

**GENERAL OPERATING EXPENSES**

**ADMINISTRATIVE**

6101 Auto Expense (License, repair)  
6103 Bank Service Charge  
6104 Cash Over/Short  
6108 Donations  
6105 Dues, Licenses & Subscriptions  
6107 Entertainment/Meals  
6112 Office Expense  
6109 Office Supplies  
6110 Photography  
6111 Postage/Delivery Expense  
6113 Printing & Stationery  
6115 Prof Fees – Accounting  
6117 Prof Fees – Legal  
6119 Prof Fees – Other  
6121 Secretarial/Layout & Design  
6122 Training/Orientation/Education  
6123 Travel/Lodging  
6125 Uniforms  
6188 Miscellaneous

**ENERGY & UTILITIES**

6202 Electric  
6204 Gas  
6206 Sewer/water  
6208 Telephone

**MARKETING**

6301 Brochures  
6303 General Promotion (Donations, coupons)  
6302 Media  
6304 Party Expense  
(cakes, helium, decorations, food)  
6305 Publication  
6388 Miscellaneous Other

**PROPERTY OPERATIONS & MAINTENANCE**

6401 Contract Labor  
6403 Electrical  
6405 Equipment Maintenance  
(blowers, chainsaw, trimmers, washers)  
6406 Equipment Rental  
6408 Heating & Air Conditionings  
6407 Landscape Maintenance  
6409 Plumbing  
6411 Repair/Maint – Course  
(Green, music, pumps, rope,  
Signage, theme & props)  
6412 Repair/Maint – Hydro/Ponds  
6413 Repair/Maint – Building  
(Cabinets, paint, structure, tile)  
6414 Safety/Security  
6415 Scavenger  
6416 Shop Supplies  
(Hardware, materials, nails,  
Screws, tools, wood)  
6417 Supplies General – Operations  
(Bathroom supplies, cleaning supplies,  
Garbage bags)  
6488 Miscellaneous Other

**MANAGEMENT**

7100 Management Fee

**FIXED EXPENSES**

8101 Insurance  
(Auto, liability, property, work/comp)  
8102 Insurance – Life  
8103 Taxes – Personal Property  
8105 Taxes – Real Estate

**OTHER INCOME (EXPENSE)**

8265 Interest Expense

**ASSETS**

1020 Petty Cash  
1025 House Bank

\* Based on the Uniform System of Accounts for Hotels and Restaurants  
REC©/FEC Anywhere Chart of Accounts/ 9-2009

## **Business Ideas and Creative Concepts Websites**

<http://www.businessideas.net/>

<http://www.springwise.com/>

<http://www.coolbusinessideas.com/about/>

<http://www.entrepreneur.com/businessideas/>

<http://pitchfork.com/>

<http://www.kickstarter.com/>

<http://www.good.is/>

<http://www.gitomer.com/>

<http://sullivision.com/>

<http://www.ceotools.com/>

NOTE – Ideas and Inspiration are outside your industry

## **America's 10 Most Helpful SBDCs**

Here are the centers that stand out as the most active and influential small business development centers across the country – providing exceptional support for their local entrepreneurial communities.

**There are more than 900** small business development centers in the United States. Sponsored by the Small Business Association, these centers are often run in partnership with state and local governments, colleges, and the private sector. Counselors are on hand to help an entrepreneur craft a business plan, fill out a loan application, or come up with a winning marketing strategy.

"The SBDCs exist to help entrepreneurs and small business owners obtain capital to support their companies, and make better decisions on key aspects of their business operations," says Antonio Doss, associate administrator for the Office of Small Business Development Centers, a group within the SBA that coordinates the program. "The advisors at the SBDCs work with entrepreneurs to make the necessary adjustments to establish a business that's sustainable and profitable."

SBDCs also assist companies in gaining access to capital – a service that has been particularly crucial of late. In 2009 and again last year, SBDCs nationally helped clients secure funding in excess of \$3.8 billion in the form of debt, equity, and grant money. "It was surprising the amount of support SBDC's were able to get in the area of capital infusion," Doss says. "We expected to see a downturn the last two years but our business advisors were able to help clients get additional money because of the relationships they have in the lending community."

To help identify the most active and innovative SBDCs around the country, a team of Inc.com reporters interviewed 45 entrepreneurs and small business advocates. The centers that stand out provide exceptional support for their local entrepreneurial communities while at the same time they serves as national models for effective small business advocacy.

### **An SBDC for First-Time Federal Contractors - Washington, D.C.**

The District of Columbia Small Business Development Center prides itself on its ability to help business owners navigate the daunting and complicated road to becoming a federal government contractor.

### **An SBDC That Excels at Leadership Training - Atlanta**

The Georgia State University Small Business Development Center provides excellent leadership training through the award-winning Kauffman Foundation's FastTrac GrowthVenture program. They have helped hundreds of small business owners become better managers.

### **A Local SBDC Sharing Resources Nationally - Boise, Idaho**

To help small businesses nationwide—as well as counselors at other SBDCs—the Idaho Small Business Center at Boise State University has built a comprehensive website that links to a variety of helpful resources.

### **An SBDC With a Unique Bank Partnership - San Bernardino, California**

Located inside of a bank branch, the Inland Empire Small Business Development Center is California's largest SBDC, and one that prides itself on its ability to help clients gain access to capital.

### **An SBDC Helping Businesses With Social Media - Council Bluffs, Iowa**

The Iowa Western Community College Entrepreneurial & Small Business Development Center is a nexus of social media activity in the heartland. Counselors teach business owners about social media, search engine optimization, and other rapidly changing online marketing strategies.

### **An SBDC Focused on University Research - South Bend, Indiana**

When the local RV industry fell on hard times, the North Central Indiana Small Business Development Center focused on helping businesses in the region spur innovation. The center's Pre-Seed Workshop is designed to help researchers at the University of Notre Dame commercialize their ideas.

### **An SBDC Serving a Largely Rural Territory - Concordia, Kansas**

North Central Kansas Small Business Development Center serves 11 counties with a population of about 125,000 people. The SBDC's staff is helping farmers to diversify their revenue streams, bringing together women entrepreneurs, and providing training, mentoring and gap-financing for local businesses.

### **An SBDC Helping Businesses to Export - San Antonio**

By specializing in facilitating trade relationships across the Mexican border, the San Antonio Small Business Development Center has helped entrepreneurs to generate \$181 million in export-driven sales.

### **An SBDC That Focuses on Cash Flow - Vancouver, Washington**

Financial literacy for entrepreneurs is at the heart of what Vancouver Small Business Development Center provides its clients. The center's "Profit Mastery" series helps small businesses grapple with cash flow issues; the SBDC also works with business to find angels and other investors.

### **An SBDC That Turned Things Around - Baltimore**

The Maryland Small Business Development Center, Central Region went from one of the worst performing SBDCs in Maryland to one of the best. A new director helped transform the center in less than a year—and she is just getting started.

Research: INC Magazine