



# **Creating a Community that Encourages Innovation, Entrepreneurship & New Business Start-ups – Appendices**

## Appendices

### CREATING A COMMUNITY THAT ENCOURAGES INNOVATION, ENTREPRENEURSHIP, & NEW BUSINESS START-UPS

#### RESOURCES – TO LEARN MORE

**An Excellent Reference:**

RUPRI Center for Rural Entrepreneurship,  
<http://www.energizingentrepreneurs.org/>

The website for the RUPRI Center for Rural Entrepreneurship is an excellent source of information for communities interested in becoming more entrepreneurial. It includes information on cutting-edge training, community successes, new approaches, and research. Especially recommended are the companion resources to its book, *Energizing Entrepreneurs* (see the book citation in the References). The RUPRI Center for Rural Entrepreneurship “strives to be the focal point for efforts to stimulate and support private and public entrepreneurship development in communities throughout rural America.”

**Community Success Story, Economic Gardening:**

Littleton, Colorado, <http://www.littletongov.org/bia/economicgardening/>

Littleton, Colorado, pioneered the “Economic Gardening” approach, which has been a great success and is being adapted by many other communities. Economic Gardening is based on the idea of growing jobs through entrepreneurial activity, particularly by high-growth businesses, rather than recruiting jobs from the outside. Under this approach, entrepreneurs receive access to outstanding marketing; GIS, industrial, and other information; high quality infrastructure, including quality of life and intellectual infrastructure; and network connections to trade associations, universities, think tanks, and other companies. The pioneer of Economic Gardening, Christian Gibbens, explains its philosophy and method at this site.

**Evidence on the Benefits of Entrepreneurship:**

National Commission on Entrepreneurship White Paper, “Embracing Innovation:

Entrepreneurship and American Economic Growth,”

<http://www.publicforuminstitute.org/nde/sources/reports/whitepap.pdf>

If you are looking for evidence of the beneficial effects of entrepreneurship in stimulating economic growth and innovation, this is a good source. This White Paper provides much data on how entrepreneurship has benefited the American economy and many examples of successful entrepreneurs.

### **A Model System for Training Entrepreneurs:**

Entrepreneurial League System, <http://www.entreleaguesystem.com>

Modeled after the farm system in baseball, the Entrepreneurial League System® is designed to help entrepreneurs grow their businesses by developing their skill. Entrepreneurs are organized into teams according to their skill in creating or growing a business – Rookies, A, AA, and AAA. Entrepreneurs work intensively with Performance Coaches, themselves skilled entrepreneurs, in weekly one-on-one sessions, monthly team meetings with their peers, and large group sessions among entrepreneurs from other teams and at other skills levels... The coaching program is tailored to the unique needs of entrepreneurs. The Entrepreneurial League System® also organizes a region’s diverse set of service providers into a coherent system. The ELS is being implemented in several parishes in central Louisiana among other sites.

### **A Model Entrepreneurial Support Organization:**

Kentucky Highlands Investment Corporation, <http://www.khic.org/>

This corporation, started in 1968, is an outstanding example of a regional organization that supports entrepreneurship. Kentucky Highlands provides investments and management assistance to people building businesses in southeastern Appalachian Kentucky. Its goal is to expand the number of entrepreneurs who create growing businesses in the region. Kentucky Highlands puts together financing packages for entrepreneurs and even provides venture capital (equity financing). This organization also provides assistance needed by entrepreneurs, even having a staff person work side-by-side with an entrepreneur for a year. The company has subsidiaries that include a Small Business Investment Corporation, an industrial real estate development corporation, and a management consulting company.

### **A Model State Program:**

Georgia’s Entrepreneurial Friendly Communities,  
<http://www.georgia.org/Business/SmallBusiness/Entrepreneur+Friendly+Communities.htm>

The Georgia Department of Economic Development administers this program, which has a flexible framework that communities follow to earn the designation “Entrepreneurial Friendly”. Communities follow a set of steps designed to 1) reach a better understanding of the current environment for existing small businesses and entrepreneurs, and 2) establish an entrepreneur and small-business support system. The framework enables communities to develop their own plan, provides an opportunity for statewide recognition, and incorporates metrics and accountability. Approximately 75 counties in Georgia have been designated as “Entrepreneurial Friendly” with nearly 50 other counties in the process.

### **Model Program Providing Entrepreneurship Training For Youth:**

REAL (Rural Entrepreneurship through Action Learning), <http://www.ncreal.org/>

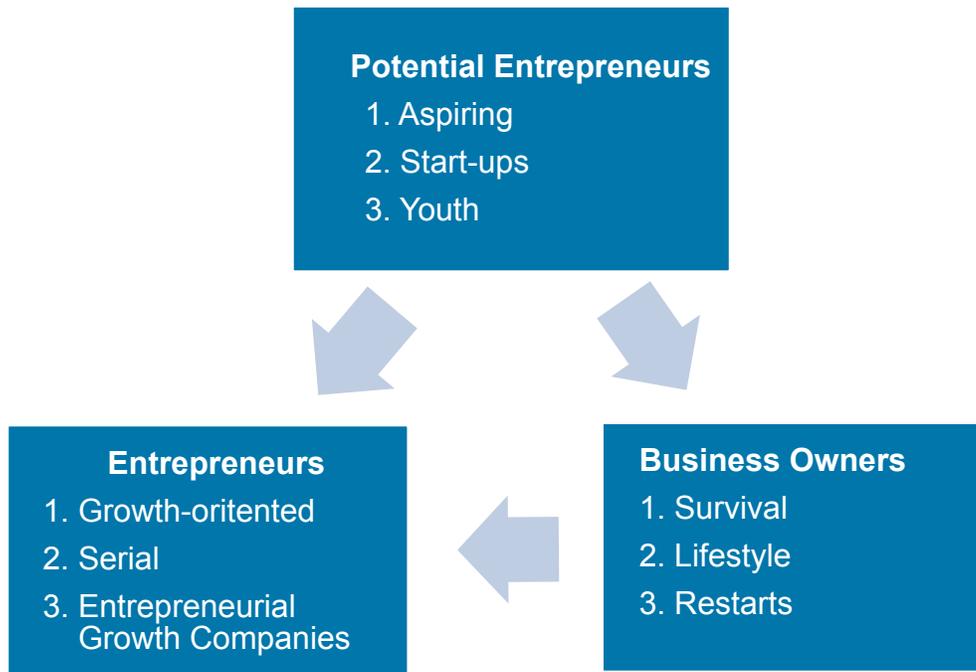
REAL started in the early 1980s to provide hands-on entrepreneurship training to high school students. Since then, it has expanded to serve people of all ages and communities of all sizes, partly through the design of a Spanish REAL program. REAL provides curricula, training, and resources to help rural America grow through hands-on entrepreneurship education. The REAL program is taught in 43 states and foreign countries, 290 high school, 151 post-secondary, 92 community-based and on-line, and 420 elementary and middle school facilitators use REAL curricula.

### **Innovative Coaching Program**

Kentucky Entrepreneurial Coaches Institute, <http://www.uky.edu/Ag/CLD/KECI/>

The Kentucky Entrepreneurial Coaches Institute (KECI) trains community leaders to be effective entrepreneurial coaches. As coaches, they assist entrepreneurs by asking probing questions, listening, and connecting entrepreneurs to other entrepreneurs and to technical assistance providers, such as small-business development centers. The program has trained 60 coaches in northeastern Kentucky who now form a network with strong personal connections to the region and who assist entrepreneurs and advocate for local support of entrepreneurship. In spring 2008, the program launched a new initiative in 22 counties in south-central Kentucky.

## APPENDIX B: ENTREPRENEURIAL TALENT POOL



**Explanation:** This diagram depicts the Entrepreneurial Talent Pool in a community. Some potential entrepreneurs will succeed in starting a business and will become entrepreneurs. Others may decide to buy an existing business instead and become business owners. Many, unfortunately, will never move from the potential category. Similarly with business owners, some of whom may be content with their current status. Others will innovate with a new business model, new products and services, or even a completely new enterprise and become entrepreneurs. From the community's perspective, the goal is to make the pathways to entrepreneurship easier to navigate, thereby expanding the number of people who are able to become entrepreneurs.

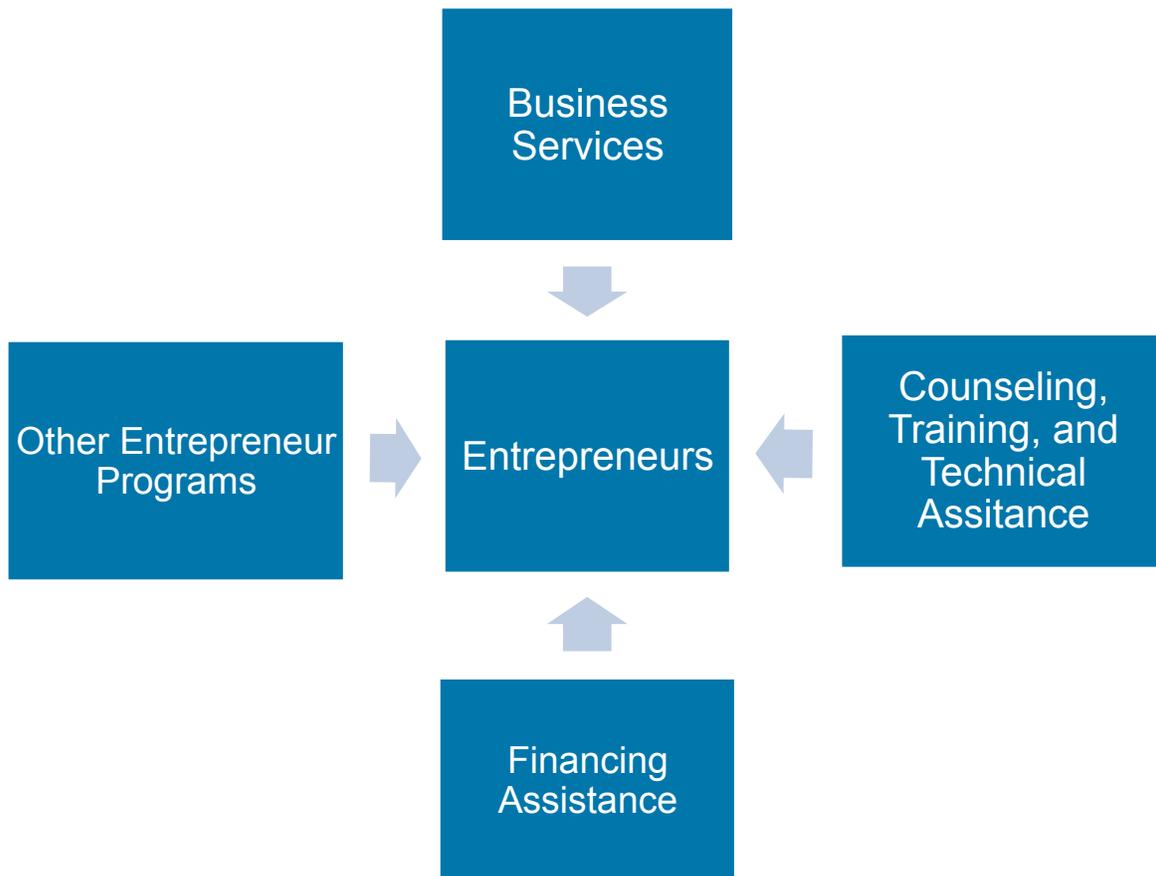
*Source: Bases on the types of entrepreneurs as defined by Markley, Macke, and Luther (Chapter 4).*

### Identifying Entrepreneurial Talent

With your entrepreneurship team, please list individuals who fit into these categories.

Start-ups	Aspiring
Survival	Youth
Lifestyle	Restarts
Growth-oriented	Serial
Growth companies	Other

## APPENDIX C: COMMUNITY SYSTEM OF ENTREPRENEURIAL SUPPORT



**Explanation:** This diagram shows the support system available to entrepreneurs in a community. The entrepreneur should be at the center of the system with all services and resources revolving around his/her needs. Within each category, such as Business Services, there are a number of specific services available as listed on the next worksheet. The goal of the community is to determine what resources are available and which are missing that might have the greatest positive impact for entrepreneurs.

**Identifying Entrepreneurial Support**

Your team should list the local providers of these services and resources.

**#1 – Business Services**

Accounting	Legal
Human Resources	Financing
Marketing	Process Improvement
Business Transfer Planning	Other

**Identifying Entrepreneurial Support**

**#2 – Counseling, Training, and Technical Assistance**

Business Counseling (such as SBDC, SCORE)	Business Plan Consulting Feasibility Analysis
Training Workshops or Classes (such as Writing a Business Plan)	Mentor/Peer Group Programs
Networking Events With Other Entrepreneurs	Advanced Technical Assistance (such as market analysis, new product development, e-commerce, int'l exports)
Other	

## Identifying Entrepreneurial Support

### #3 – Financing Assistance

Financial Literacy (programs to educate entrepreneurs about financial management)	Commercial Bank Lender
Revolving Loan Programs	Micro Lending Programs
Links to State and Federal Financing Programs	Local Angel and Venture Capital Investors
Local Incentives for Entrepreneurs (such as tax abatements)	Other

**Identifying Entrepreneurial Support**

**#4 – Other Entrepreneur Programs**

Entrepreneur Recognition and Awareness Programs	Programs to Increase Public Support for Entrepreneurs
Entrepreneurial Coaching Programs	Entrepreneurial Curriculum in K-12 Schools
Other	