

# Business Plans Handbook

A COMPILATION  
OF ACTUAL  
BUSINESS PLANS  
DEVELOPED BY  
BUSINESSES  
THROUGHOUT  
NORTH  
AMERICA

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DEVELOPED BY  
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AMERICA

VOLUME

# 12

**Lynn M. Pearce,**  
Project Editor

**THOMSON**  
—★—™  
**GALE**

Detroit • New York • San Francisco • New Haven, Conn. • Waterville, Maine • London • Munich



## Business Plans Handbook, 12th Volume

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# Highlights

Business Plans Handbook, Volume 12 (BPH-12) is a collection of actual business plans compiled by entrepreneurs seeking funding for small businesses throughout North America. For those looking for examples of how to approach, structure, and compose their own business plans, BPH-12 presents 20 sample plans, including plans for the following businesses:

- Beauty Salon
- Campground
- Car Wash
- Concrete Coating Company
- Custodial Cleaning Company
- Daycare
- Dentist's Office
- E-Commerce Website Producer
- Entertainment Production, Distribution, and Performance Company
- General Staffing Company
- Go-Cart Designer and Supplier
- Home Inspection Company
- Information Technology Personnel Agency
- Online Payment Services
- Online Woodworking Manufacturing & Retailing
- Plumbing Service
- Senior Care Facility
- Sports Bar and Grille
- Sports Tournament Organizer

## FEATURES AND BENEFITS

BPH-12 offers many features not provided by other business planning references including:

- Twenty business plans, each of which represent an owner's successful attempt at clarifying (for themselves and others) the reasons that the business should exist or expand and why a lender should fund the enterprise.

## HIGHLIGHTS

- Two fictional plans that are used by business counselors at a prominent small business development organization as examples for their clients. (You will find these in the Business Plan Template Appendix.)
- A directory section that includes: listings for venture capital and finance companies, which specialize in funding start-up and second-stage small business ventures, and a comprehensive listing of Service Corps of Retired Executives (SCORE) offices. In addition, the Appendix also contains updated listings of all Small Business Development Centers (SBDCs); associations of interest to entrepreneurs; Small Business Administration (SBA) Regional Offices; and consultants specializing in small business planning and advice. It is strongly advised that you consult supporting organizations while planning your business, as they can provide a wealth of useful information.
- A Small Business Term Glossary to help you decipher the sometimes confusing terminology used by lenders and others in the financial and small business communities.
- A cumulative index, outlining each plan profiled in the complete Business Plans Handbook series.
- A Business Plan Template which serves as a model to help you construct your own business plan. This generic outline lists all the essential elements of a complete business plan and their components, including the Summary, Business History and Industry Outlook, Market Examination, Competition, Marketing, Administration and Management, Financial Information, and other key sections. Use this guide as a starting point for compiling your plan.
- Extensive financial documentation required to solicit funding from small business lenders. You will find examples of: Cash Flows, Balance Sheets, Income Projections, and other financial information included with the textual portions of the plan.



# Introduction

Perhaps the most important aspect of business planning is simply doing it. More and more business owners are beginning to compile business plans even if they don't need a bank loan. Others discover the value of planning when they must provide a business plan for the bank. The sheer act of putting thoughts on paper seems to clarify priorities and provide focus. Sometimes business owners completely change strategies when compiling their plan, deciding on a different product mix or advertising scheme after finding that their assumptions were incorrect. This kind of healthy thinking and re-thinking via business planning is becoming the norm. The editors of *Business Plans Handbook, Volume 12 (BPH-12)* sincerely hope that this latest addition to the series is a helpful tool in the successful completion of your business plan, no matter what the reason for creating it.

This twelfth volume, like each volume in the series, offers genuine business plans used by real people. BPH-12 provides 20 business plans used by actual entrepreneurs to gain funding support for their new businesses. The business and personal names and addresses and general locations have been changed to protect the privacy of the plan authors.

## NEW BUSINESS OPPORTUNITIES

As in other volumes in the series, BPH-12 finds entrepreneurs engaged in a wide variety of creative endeavors. Examples include a proposal for a bar/grill, a sports tournament, and a carwash. In addition, several other plans are provided, including an e-commerce website designer, both a general and an IT staffing company, a dental office, a home inspection company, and two separate business plans for a daycare center.

Comprehensive financial documentation has become increasingly important as today's entrepreneurs compete for the finite resources of business lenders. Our plans illustrate the financial data generally required of loan applicants, including Income Statements, Financial Projections, Cash Flows, and Balance Sheets.

## ENHANCED APPENDIXES

In an effort to provide the most relevant and valuable information for our readers, we have updated the coverage of small business resources. For instance, you will find: a directory section, which includes listings of all of the Service Corps of Retired Executives (SCORE) offices; an informative glossary, which includes small business terms; and a cumulative index, outlining each plan profiled in the complete *Business Plans Handbook* series. In addition we have updated the list of Small Business Development Centers (SBDCs); Small Business Administration Regional Offices; venture capital and finance companies, which specialize in funding start-up and second-stage small business enterprises; associations of interest to entrepreneurs; and consultants, specializing in small business advice and planning. For your reference, we have also reprinted the business plan template, which provides a comprehensive overview of the essential components of a business plan and two fictional plans used by small business counselors.

## INTRODUCTION

## SERIES INFORMATION

If you already have the first eleven volumes of BPH, with this twelfth volume, you will now have a collection of over 260 real business plans (not including the one updated plan in the second volume, whose original appeared in the first, or the two fictional plans in the Business Plan Template Appendix section of the second, third, fourth, fifth, sixth, and seventh volumes); contact information for hundreds of organizations and agencies offering business expertise; a helpful business plan template; more than 1,500 citations to valuable small business development material; and a comprehensive glossary of terms to help the business planner navigate the sometimes confusing language of entrepreneurship.

## ACKNOWLEDGEMENTS

The Editors wish to sincerely thank the contributors to BPH-12, including:

- Brett Bachelier, Mark Chase, and Justin Renshaw
- Michele Bussone, Alpha Quadrant Inc.
- Christopher Clay, BusinessandMarketingPlans.com
- Tim Hayden and Larry Weiss, Cook School of Business, Saint Louis University
- Gerald Rekve, Corporate Management Consultants

The editors would also like to express their gratitude to both Lisa Bastian, CBC, of Bastian Public Relations, and Jerome Katz of the Cook School of Business at Saint Louis University. Both individuals have been instrumental in finding and securing high-quality, successful business plans for inclusion in this publication.

## COMMENTS WELCOME

Your comments on Business Plans Handbook are appreciated. Please direct all correspondence, suggestions for future volumes of BPH, and other recommendations to the following:

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# Beauty Salon

Salon Flora

34 Destin St.  
Naples, Florida 34102

*Staff at [BusinessandMarketingPlans.com](http://BusinessandMarketingPlans.com)*

*This business plan was created for two highly trained, veteran hair stylists with an established client base and lots of business savvy. They sought capital to open an upscale salon to further serve the styling needs of regional customers. This plan raised \$70,000 for the company's owners.*

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## EXECUTIVE SUMMARY

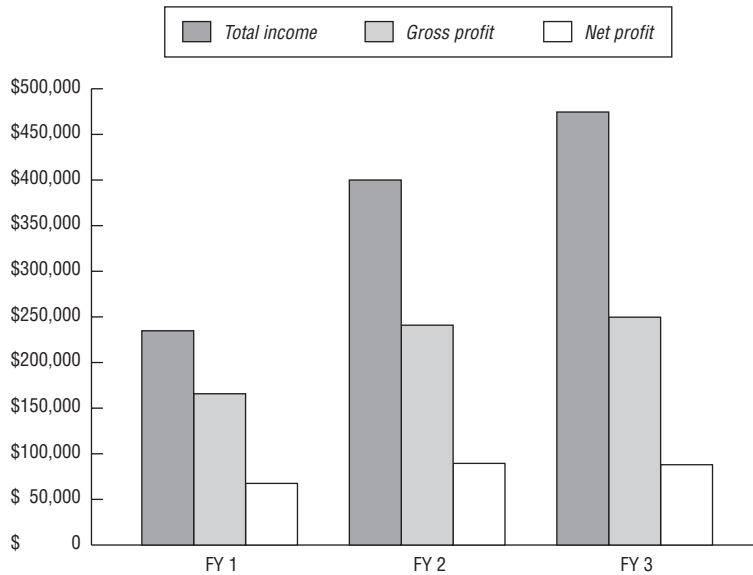
Salon Flora is a beauty salon dedicated to providing customer satisfaction with excellent service, quality products, and an enjoyable atmosphere at an excellent price/value relationship.

Nature is not something you can hold onto—it is something we are borrowing from our children; we must do our part to keep the balance in life. We strive to keep balance in our clients' life by supplying services and products that enhance physical appearance and mental relaxation. We will maintain a friendly, fair, and creative work environment which respects diversity, ideas, and hard work.

To achieve our objectives, Salon Flora is seeking \$70,000 in additional loan financing. This loan will be paid back from the cash flow of the business and will be collateralized by the assets of the company. It will be backed by the character, experience, and personal guarantees of the owners.

## BEAUTY SALON

### Financial highlights for the first three years of operations



### Keys to Success

The keys to success in our business are:

- Location, Location, Location: providing an easily accessible location for customers with plenty of off street parking.
- Environment: providing an environment conducive to relaxation and professional service.
- Convenience: offering clients a variety of services in one setting, and flexible business hours.
- Reputation: superior personal service reputation of the owners/managers and other “stylists.”

---

## BUSINESS OVERVIEW

### Company Summary

Salon Flora is designed to enhance each client’s image and outlook. We specialize in restoring balance to the body and mind through the *HairFlux* philosophy of beauty, wellness, care for the environment and our passion for service and retail. We will provide a unique experience for our guests. We treat each client as if they were a guest in our home, offering a cup of *HairFlux*’s comforting tea and a cozy robe to change into. Our outstanding stylists will benefit from ongoing *HairFlux* education classes both in the salon and at other choice locations.

**Start-up summary**

**Start-up summary table**

<b>Start-up expenses</b>	
Legal	\$ 1,000
Stationary	\$ 100
Rent (deposit)	\$ 6,720
Utilities	\$ 100
Phone	\$ 50
<b>Total start-up expenses</b>	<u>\$ 7,970</u>
<b>Start-up assets</b>	
Cash balance on starting date	<u>\$28,030</u>
<b>Total current assets</b>	\$28,030
<b>Long-term assets</b>	
Leasehold improvements	\$45,000
Equipment (chairs, mirrors, etc)	\$19,000
<b>Total long-term assets</b>	<u>\$64,000</u>
<b>Total assets</b>	<u>\$92,030</u>
<b>Owner's equity</b>	
Alan Wolvin	\$15,000
Yvette DeVito	\$15,000
<b>Total owner's equity</b>	<u>\$30,000</u>
<b>Total current liabilities</b>	\$ 0
<b>Long-term liabilities</b>	
Loan	\$70,000
<b>Total long-term liabilities</b>	<u>\$70,000</u>
<b>Loss at start-up</b>	<u>(\$ 7,970)</u>
<b>Total liabilities and owner's equity</b>	<u>\$92,030</u>

**Products & Services**

Salon Flora is considered an upscale beauty salon. We will offer a wide range of services that include:

- Hair: Precision cuts, relaxers, perms, colors, color correction, shampoo, conditioning, curling, re-constructing, weaving, waving, and a patented hair straightening system
- Skin Care: European facials, body waxing, and massage
- Provide added value services to each of our guests, such as: a stress-relieving scalp treatment, stress-relieving hand massage, and make-up touch-up after each service
- Retail *HairFlux* products so that the client can reproduce their enhanced appearance.

**Sales forecast table**

<b>Annual sales forecast</b>	<b>FY 1</b>	<b>FY 2</b>	<b>FY 3</b>
<b>Sales</b>			
Owners	\$ 47,800	\$ 48,800	\$ 48,800
Stylist retail sales	\$ 69,070	\$156,180	\$189,399
Treatment room rent	\$ 10,800	\$ 14,400	\$ 17,280
Treatment rooms retail sales	\$ 23,780	\$ 54,120	\$ 65,621
Station rental	\$ 89,000	\$132,000	\$158,400
<b>Total sales</b>	<u><b>\$240,450</b></u>	<u><b>\$405,500</b></u>	<u><b>\$479,500</b></u>
<b>Cost of goods sold</b>			
Owners	\$ 22,167	\$ 29,721	\$ 35,851
Stylist retail sales	\$ 32,031	\$ 95,119	\$139,141
Treatment room rent	N/A	N/A	N/A
Treatment rooms retail sales	\$ 11,028	\$ 32,961	\$ 48,208
Station rental	N/A	N/A	N/A
<b>Total cost of goods sold</b>	<u><b>\$ 65,225</b></u>	<u><b>\$157,800</b></u>	<u><b>\$223,200</b></u>

## BEAUTY SALON

### Competition

There are a number of salons in our area; however none will be like Salon Flora. Salon Flora will set itself apart from other beauty salons. We will offer over twenty-five years of combined hair care experience, weekly education to our staff, added value services and a full line of *HairFlux* products. Our business atmosphere is a relaxing one where clients can kick back and be pampered.

Soft drinks will be offered to clients as they enter for service.

---

## GROWTH STRATEGY

The major market for our products and services is singles, couples, and families within but not limited to a twenty-mile radius. The owners/managers have clients that travel twenty to ninety miles, and many plan their business around their hair care needs. Salon Flora has easy access from a main highway with plenty of parking, a rarity in the downtown business district. Our service is for individuals but might be beneficial for companies and corporations, through incentive programs, such as business make over or promotional services.

We will also promote bridal packages through local hotels and associated business and day-of-beauty packages complete with lunch and door-to-door limousine service, if desired. *HairFlux Corporation* will offer our services through their 800 phone number, website, and corporate store at the nearby Shady Oak Mall, along with our own Salon Flora website. We will concentrate on the Palma county area in southern Florida.

### Marketing & Sales

Our marketing strategy is a simple one: satisfied clients are our best marketing tool. When a client leaves our business with a new look, he or she is broadcasting our name and quality to the public.

Most of our new clients are referrals from existing clients. We reward clients for referrals with free shampoo and/or conditioner. Distribution of coupons for a free gift with product purchases or services at the salon "grand opening" celebration will strengthen customer loyalty.

We will publish ads in local publications and magazines to promote our staff, services, and retail products. The publications we will work with are:

- *Best Images*: a full color, bi-monthly advertising magazine with a 100,000 home circulation in the regional area. This full page, color ad will cost \$4,000 and reach potential upper-income clients.
- *All the News Magazine*: a trusted reference for business and shopping resources, with a home circulation of 50,000 in the nearby coastal areas. These full-page color ads cost \$1,115 for an inside page, and \$3,000 for front cover. These ads will reach potential clients with \$50,000 to \$150,000 incomes.
- *Yellow Pages*: We will also place ads in the Yellow Pages which have the entire county circulation.
- We will also have our own Salon Flora-*HairFlux Institute* website. This website is always available for stylists and guests. Information on current promotions, upcoming events, education and links to the *HairFlux Corporation* are instantly available.

---

## MANAGEMENT SUMMARY

Salon Flora is a *HairFlux* concept salon. The upscale brand recognition of *HairFlux* enhances the reputation of the salon. Salon Flora will be organized and managed in a creative and innovative fashion to generate very high levels of customer satisfaction, and to create a working climate conducive to a high degree of personal development and economic satisfaction for our staff.

Training classes to help improve employee product knowledge and skills will be conducted on a regular basis. As the business grows, the company will consider offering an employee benefit package to include health and vacation benefits for everyone.

### Management Team

Yvette and Alan have both been independent contractors for a combined thirty-two years, and have the experience, passion, and working knowledge to get the job done.

#### Alan F. Slinger

Owner/Manager/Artistic Director. Alan has been in the beauty industry for eighteen years and brings a large variety of experience to this venture; upon graduating from Monique Beauty College in 1990 he worked for one of New York's leading salons, helping with education and platform work for both *HairFlux* and *Matrix/Logics Corporations*. He was also a part-time Artistic Educator with *Matrix/Logics*, responsible for color and hair cutting classes in New York City. His previous experiences consist of commercial, retail stores, management, construction and manufacturing. Alan's retail management experience and general business knowledge grounds him in the realities of running a successful business. He loves dealing with people, and has the drive, ambition, and discipline to manage the business and its employees. This career is his life, his calling.

#### Yvette Cruz

Owner/Manger: Yvette Cruz was born in Barcelona, Spain, forty years ago. She is the second child of nine. She began her career by mentoring her three cousins.

At age 21, she moved to the United States. After finishing her education at Monique Beauty College she went to work in her cousin's salon. Cruz is involved in various activities in the world of beauty. She is responsible for the designing and marketing of a specialty tool called the *Color-Wandz*, created to expedite the stylist time in color services. She has worked with the *HairFlux* product line for the past eleven years as an independent contractor, and also has been involved in many global events for *HairFlux*. She is a firm believer in donating her artistic talents for various events.

### Personnel Plan

The personnel plan calls for a receptionist starting in the second year. The receptionist will answer phone, book appointments, and receive payments for services and products. There will be eleven hair stylists, one artistic director/owner, one stylist/owner, two part-time assistant stylists, one esthetician and a massage therapist. Everyone but the receptionist and assistants will be independent contractors, and will pay a weekly fee for their station or treatment room.

#### Annual personnel plan

Sales	FY 1	FY 2	FY 3
Receptionist	\$0	\$30,000	\$34,000
Assistant	\$0	\$ 0	\$ 0
Assistant	\$0	\$11,920	\$11,920
<b>Total payroll</b>	<b>\$0</b>	<b>\$41,920</b>	<b>\$45,920</b>

---

## FINANCIAL ANALYSIS

Our goal is to be a profitable business beginning in the second month. The owners and stylists already have an existing client base.

The financials that are enclosed have a number of assumptions:

## BEAUTY SALON

- Chair rental value is \$250.00 per week x 11 chairs = \$2,750.00 per week x 52 = \$143,000 per year. This figure is not assumed until the end of the first year. Our projections are based on opening with three stylists. We will then add a stylist the second month, the third month, the fourth month, and the sixth month. Salon Flora will then add two more stylists in the eighth month and two more in the tenth month.
- Revenues will grow on chair rental each month and level off at the end of the first year with all chairs rented.
- Revenues will grow at an annual rate near 50% on retail sales in year one.
- Revenues are expected to increase in November and December due to holiday sales at this time of year. We anticipate this increase from gift certificates and increased product sales, and to stay steady throughout the following year to account for the normal flow of new clients coming into the salon and our aggressive marketing program.
- Estimates for sales revenue and growth are intentionally low, while anticipated expenses are exaggerated to illustrate a worst-case scenario.

We have included cost of goods sold in our calculation of net sales because we expect to do a high volume of retail through our salon. However the majority of sales are coming from the services and rental income.

Product sales will be a major part of our business. We are projecting sales of \$4,000 a month increasing each month thereafter as we add stylists to the salon. We expect each stylist to sell a minimum of \$100.00 per day in retail. We also project the treatment rooms to generate a minimum of \$170.00 per day in retail sales. We are certain that in time these services will be a large part of our revenue, but to err on the conservative side, we estimate revenues from these services to be only \$3,655.00 a month for the first year.

To assure the initial capital fund lender that the owners are financially stable, personnel tax returns for both partners for the last three years are attached. Another source of collateral is Alan Slinger's home, valued at \$500,000 with a payoff balance of \$395,000.

### Break-even analysis

Break-even analysis	
Monthly units break-even	118
<b>Monthly revenue</b>	
Break-even	\$6,514
Average per-unit revenue	\$55.00
Average per-unit variable cost	\$11.43
Estimated monthly fixed cost	\$5,160

### Projected Profit and Loss

We expect sales to hit \$240,450 at the end of the first year of business, and should increase to more than \$479,500 by the third year as the reputation of the salon, its stylists, and services grow. Second year revenues also anticipate having a full staff.

### General assumptions

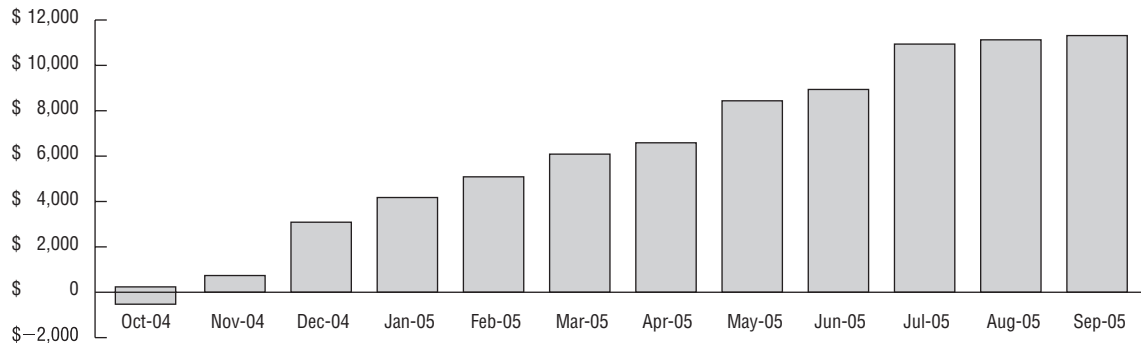
	FY 1	FY2	FY3
Current interest rate	7.00%	7.00%	7.00%
Long-term interest rate	7.00%	7.00%	7.00%
Sales on credit	0.00%	0.00%	0.00%
Tax rate	30.00%	30.00%	30.00%



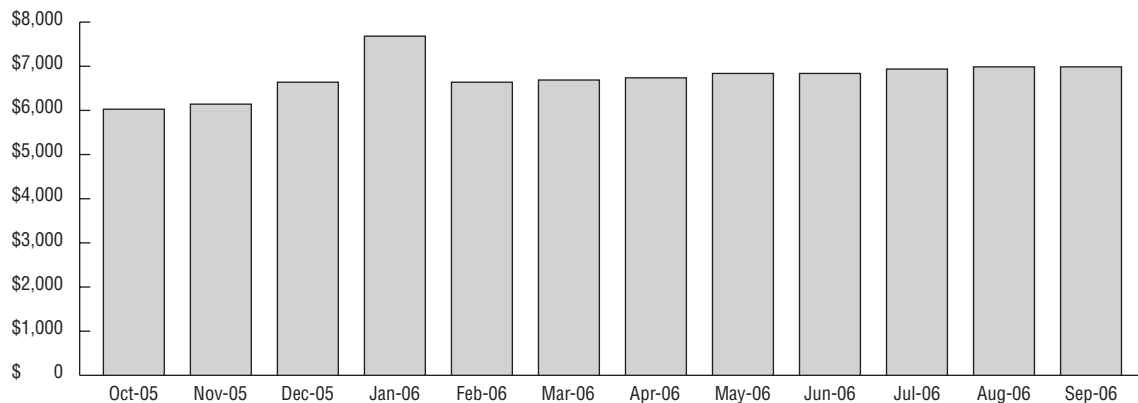
**Annual pro forma profit and loss**

	FY 1	FY 2	FY 3
<b>Total Income</b>	<b>\$240,450</b>	<b>\$405,500</b>	<b>\$479,500</b>
Cost of goods sold	\$ 65,225	\$157,800	\$223,200
<b>Gross profit</b>	<b>\$175,225</b>	<b>\$247,700</b>	<b>\$256,300</b>
Gross profit %	72.87%	61.09%	53.45%
<b>Expenses:</b>			
Payroll	\$ 0	\$ 41,920	\$ 45,920
Depreciation	\$ 10,900	\$ 10,900	\$ 10,900
Rent	\$ 26,880	\$ 26,880	\$ 26,88
Utilities	\$ 6,000	\$ 6,800	\$ 7,000
Insurance	\$ 1,200	\$ 1,200	\$ 1,200
Supplies	\$ 11,900	\$ 11,900	\$ 11,900
Advertising	\$ 4,200	\$ 4,200	\$ 4,200
Misc.	\$ 840	\$ 840	\$ 840
<b>Payroll taxes 15%</b>	<b>\$ 0</b>	<b>\$ 6,288</b>	<b>\$ 6,888</b>
<b>Total operating expenses</b>	<b>\$ 61,920</b>	<b>\$110,928</b>	<b>\$115,728</b>
Profit before interest and taxes	\$113,305	\$136,772	\$140,572
Interest expense	\$ 4,323	\$ 2,958	\$ 1,698
Taxes incurred	\$ 32,695	\$ 35,851	\$ 41,662
<b>Net profit</b>	<b>\$ 76,288</b>	<b>\$ 97,963</b>	<b>\$ 97,212</b>
<b>Net profit/sales</b>	<b>31.73%</b>	<b>24.16%</b>	<b>20.27%</b>

**First year of operations monthly profits**



**Second year of operations monthly profits**

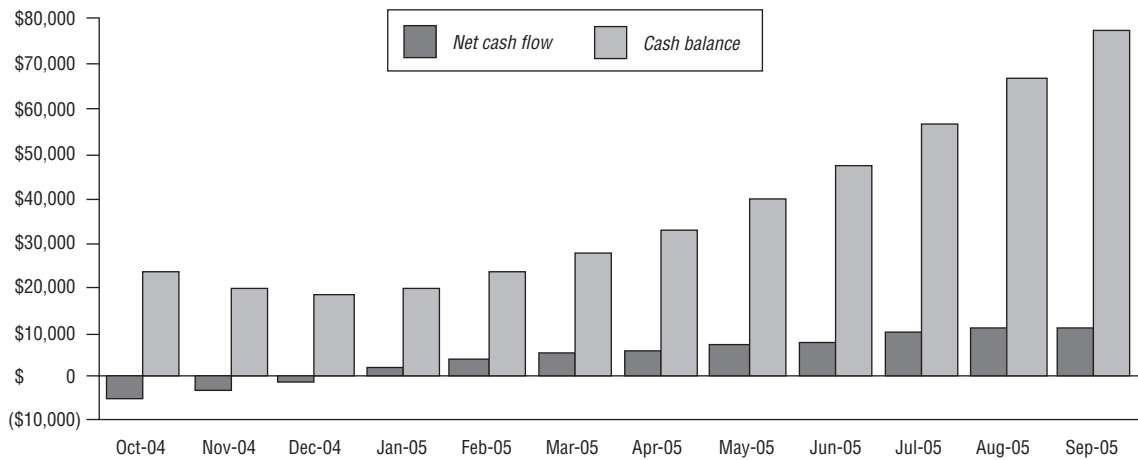


# BEAUTY SALON

## Cash flow

Annual pro forma cash flow	FY 1	FY 2	FY 3
<b>Cash received</b>			
<b>Cash from operations:</b>			
Cash sales	\$240,450	\$405,500	\$479,500
Cash from receivables	\$ 0	\$ 0	\$ 0
Subtotal cash from operations	\$240,450	\$405,500	\$479,500
<b>Additional cash received</b>			
Subtotal cash received	\$240,450	\$405,500	\$479,500
<b>Expenditures</b>			
<b>Expenditures from operations</b>			
Cash spending	\$ 0	\$ 41,920	\$ 45,920
Payments of accounts payable	\$153,262	\$254,717	\$325,468
Subtotal spent on operations	\$153,262	\$296,637	\$371,388
<b>Additional cash spent</b>			
Principle repayment of loan	\$ 18,000	\$ 18,000	\$ 18,000
Change in inventory	\$ 20,000	\$ 20,000	\$ 0
Subtotal cash spent	\$191,262	\$334,637	\$389,388
<b>Net cash flow</b>	<b>\$ 49,188</b>	<b>\$ 70,863</b>	<b>\$ 90,112</b>
<b>Cash balance</b>	<b>\$ 77,218</b>	<b>\$148,081</b>	<b>\$238,193</b>

## First year of operations monthly cash flow



**Pro forma balance sheet**

<b>Assets</b>	<b>FY 1</b>	<b>FY 2</b>	<b>FY 3</b>
<b>Current assets</b>			
Cash	\$ 77,218	\$148,081	\$238,193
Accounts receivable	\$ 0	\$ 0	\$ 0
Inventory	\$ 20,000	\$ 40,000	\$ 40,000
Total current assets	\$ 97,218	\$188,081	\$278,193
<b>Long-term assets</b>			
Leasehold improvements	\$ 45,000	\$ 45,000	\$ 45,000
Equipment	\$ 19,000	\$ 19,000	\$ 19,000
Accumulated depreciation	\$ 10,900	\$ 21,800	\$ 32,700
Total long-term assets	\$ 53,100	\$ 42,200	\$ 31,300
<b>Total assets</b>	<b>\$150,318</b>	<b>\$230,281</b>	<b>\$309,493</b>
<b>Liabilities and owner's equity</b>			
<b>Current liabilities</b>			
Accounts payable	\$ 0	\$ 0	\$ 0
Total current liabilities	\$ 0	\$ 0	\$ 0
<b>Long-term liabilities</b>			
Loan	\$ 52,000	\$ 34,000	\$ 16,000
Total liabilities	\$ 52,000	\$ 34,000	\$ 16,000
Paid-in capital	\$ 30,000	\$ 30,000	\$ 30,000
Retained earnings	(\$ 7,970)	\$ 68,318	\$166,281
Earnings	\$ 76,288	\$ 97,963	\$ 97,212
Total owner's equity	\$ 98,318	\$196,281	\$293,493
<b>Total liabilities and owner's equity</b>	<b>\$150,318</b>	<b>\$230,281</b>	<b>\$309,493</b>
Net worth	\$ 98,318	\$196,281	\$293,493

**Monthly sales forecast—fiscal year one**

<b>Monthly sales forecast</b>	<b>Oct-04</b>	<b>Nov-04</b>	<b>Dec-04</b>	<b>Jan-05</b>	<b>Feb-05</b>	<b>Mar-05</b>
<b>Sales</b>						
Owners	\$ 3,000	\$ 4,000	\$ 4,800	\$ 4,000	\$ 4,000	\$ 4,000
Stylist retail sales	\$ 0	\$ 900	\$ 4,500	\$ 3,600	\$ 4,500	\$ 5,400
Treatment room rent	\$ 0	\$ 0	\$ 0	\$ 1,200	\$ 1,200	\$ 1,200
Treatment rooms retail sales	\$ 0	\$ 0	\$ 0	\$ 1,000	\$ 2,000	\$ 2,200
Station rental	\$ 3,000	\$ 4,000	\$ 5,000	\$ 6,000	\$ 6,000	\$ 7,000
<b>Total sales</b>	<b>\$ 6,000</b>	<b>\$ 8,900</b>	<b>\$14,300</b>	<b>\$15,800</b>	<b>\$17,700</b>	<b>\$19,800</b>
<b>Cost of goods sold</b>						
Owners	\$ 1,391	\$ 1,855	\$ 2,226	\$ 1,855	\$ 1,855	\$ 1,855
Stylist retail sales	\$ 0	\$ 417	\$ 2,087	\$ 1,669	\$ 2,087	\$ 2,504
Treatment room rent	N/A	N/A	N/A	N/A	N/A	N/A
Treatment rooms retail sales	\$ 0	\$ 0	\$ 0	\$ 464	\$ 927	\$ 1,020
Station rental	N/A	N/A	N/A	N/A	N/A	N/A
<b>Total cost of goods sold</b>	<b>\$ 1,391</b>	<b>\$ 2,272</b>	<b>\$ 4,313</b>	<b>\$ 3,988</b>	<b>\$ 4,869</b>	<b>\$ 5,379</b>
<b>Monthly sales forecast</b>						
	<b>Apr-05</b>	<b>May-05</b>	<b>Jun-05</b>	<b>Jul-05</b>	<b>Aug-05</b>	<b>Sep-05</b>
<b>Sales</b>						
Owners	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Stylist retail sales	\$ 6,500	\$ 7,200	\$ 8,100	\$ 9,200	\$ 9,420	\$ 9,750
Treatment room rent	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Treatment rooms retail sales	\$ 2,250	\$ 2,750	\$ 3,000	\$ 3,300	\$ 3,600	\$ 3,680
Station rental	\$ 7,000	\$ 9,000	\$ 9,000	\$11,000	\$11,000	\$11,000
<b>Total sales</b>	<b>\$20,950</b>	<b>\$24,150</b>	<b>\$25,300</b>	<b>\$28,700</b>	<b>\$29,220</b>	<b>\$29,630</b>
<b>Cost of goods sold</b>						
Owners	\$ 1,855	\$ 1,855	\$ 1,855	\$ 1,855	\$ 1,855	\$ 1,855
Stylist retail sales	\$ 3,014	\$ 3,339	\$ 3,756	\$ 4,266	\$ 4,368	\$ 4,521
Treatment room rent	N/A	N/A	N/A	N/A	N/A	N/A
Treatment rooms retail sales	\$ 1,043	\$ 1,275	\$ 1,391	\$ 1,530	\$ 1,669	\$ 1,707
Station rental	N/A	N/A	N/A	N/A	N/A	N/A
<b>Total cost of goods sold</b>	<b>\$ 5,913</b>	<b>\$ 6,469</b>	<b>\$ 7,002</b>	<b>\$ 7,652</b>	<b>\$ 7,893</b>	<b>\$ 8,083</b>

## BEAUTY SALON

### Monthly sales forecast—fiscal year two

Monthly sales forecast	Oct-05	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06
<b>Sales</b>						
Owners	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,800	\$ 4,000	\$ 4,000
Stylist retail sales	\$ 9,500	\$10,000	\$12,000	\$14,400	\$12,400	\$12,800
Treatment room rent	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Treatment rooms retail sales	\$ 3,900	\$ 4,000	\$ 4,100	\$ 4,920	\$ 4,300	\$ 4,400
Station rental	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000
<b>Total sales</b>	<b>\$29,600</b>	<b>\$30,200</b>	<b>\$32,300</b>	<b>\$36,320</b>	<b>\$32,900</b>	<b>\$33,400</b>
<b>Cost of goods sold</b>						
Owners	\$ 2,436	\$ 2,436	\$ 2,436	\$ 2,923	\$ 2,436	\$ 2,436
Stylist retail sales	\$ 5,786	\$ 6,090	\$ 7,308	\$ 8,770	\$ 7,552	\$ 7,796
Treatment room rent	N/A	N/A	N/A	N/A	N/A	N/A
Treatment rooms retail sales	\$ 2,375	\$ 2,436	\$ 2,497	\$ 2,996	\$ 2,619	\$ 2,680
Station rental	N/A	N/A	N/A	N/A	N/A	N/A
<b>Total cost of goods sold</b>	<b>\$10,597</b>	<b>\$10,963</b>	<b>\$12,242</b>	<b>\$14,690</b>	<b>\$12,607</b>	<b>\$12,911</b>
Monthly sales forecast	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06
<b>Sales</b>						
Owners	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Stylist retail sales	\$13,200	\$13,600	\$14,000	\$14,400	\$14,800	\$15,080
Treatment room rent	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Treatment rooms retail sales	\$ 4,500	\$ 4,600	\$ 4,700	\$ 4,800	\$ 4,900	\$ 5,000
Station rental	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000
<b>Total sales</b>	<b>\$33,900</b>	<b>\$34,400</b>	<b>\$34,900</b>	<b>\$35,400</b>	<b>\$35,900</b>	<b>\$36,280</b>
<b>Cost of goods sold</b>						
Owners	\$ 2,436	\$ 2,436	\$ 2,436	\$ 2,436	\$ 2,436	\$ 2,436
Stylist retail sales	\$ 8,039	\$ 8,283	\$ 8,526	\$ 8,770	\$ 9,014	\$ 9,184
Treatment room rent	N/A	N/A	N/A	N/A	N/A	N/A
Treatment rooms retail sales	\$ 2,741	\$ 2,802	\$ 2,862	\$ 2,923	\$ 2,984	\$ 3,045
Station rental	N/A	N/A	N/A	N/A	N/A	N/A
<b>Total cost of goods sold</b>	<b>\$13,216</b>	<b>\$13,520</b>	<b>\$13,825</b>	<b>\$14,130</b>	<b>\$14,434</b>	<b>\$14,665</b>

## Monthly profit and loss—fiscal year one

Monthly pro forma profit and loss	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05
<b>Total income</b>	<b>\$ 6,000</b>	<b>\$ 8,900</b>	<b>\$14,300</b>	<b>\$15,800</b>	<b>\$17,700</b>	<b>\$19,800</b>
<b>Cost of goods sold</b>	<b>\$ 1,391</b>	<b>\$ 2,272</b>	<b>\$ 4,313</b>	<b>\$ 3,988</b>	<b>\$ 4,869</b>	<b>\$ 5,379</b>
<b>Gross profit</b>	<b>\$ 4,609</b>	<b>\$ 6,628</b>	<b>\$ 9,987</b>	<b>\$11,815</b>	<b>\$12,831</b>	<b>\$14,421</b>
Gross profit %	76.81%	74.47%	69.84%	74.76%	72.49%	72.83%
<b>Expenses:</b>						
Payroll	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Depreciation	\$ 908	\$ 908	\$ 908	\$ 908	\$ 908	\$ 908
Rent	\$ 2,240	\$ 2,240	\$ 2,240	\$ 2,240	\$ 2,240	\$ 2,240
Utilities	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Insurance	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Supplies	\$ 900	\$ 900	\$ 900	\$ 1,200	\$ 1,000	\$ 1,000
Advertising	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350
Misc.	\$ 70	\$ 70	\$ 70	\$ 70	\$ 70	\$ 70
Payroll taxes	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total operating expenses</b>	<b>\$ 5,068</b>	<b>\$ 5,068</b>	<b>\$ 5,068</b>	<b>\$ 5,368</b>	<b>\$ 5,168</b>	<b>\$ 5,168</b>
Profit before interest and taxes	(\$ 460)	\$ 1,559	\$ 4,919	\$ 6,444	\$ 7,662	\$ 9,252
Interest expense	\$ 408	\$ 400	\$ 391	\$ 382	\$ 373	\$ 365
Taxes incurred	(\$ 260)	\$ 348	\$ 1,358	\$ 1,818	\$ 2,187	\$ 2,666
Net profit	(\$ 608)	\$ 812	\$ 3,170	\$ 4,243	\$ 5,102	\$ 6,221
Net profit/sales	-10.13%	9.12%	22.17%	26.85%	28.83%	31.42%
	<b>Apr-05</b>	<b>May-05</b>	<b>Jun-05</b>	<b>Jul-05</b>	<b>Aug-05</b>	<b>Sep-05</b>
<b>Total income</b>	<b>\$20,950</b>	<b>\$24,150</b>	<b>\$25,300</b>	<b>\$28,700</b>	<b>\$29,220</b>	<b>\$29,630</b>
<b>Cost of goods sold</b>	<b>\$ 5,913</b>	<b>\$ 6,469</b>	<b>\$ 7,002</b>	<b>\$ 7,652</b>	<b>\$ 7,893</b>	<b>\$ 8,083</b>
<b>Gross profit</b>	<b>\$15,037</b>	<b>\$17,681</b>	<b>\$18,298</b>	<b>\$21,048</b>	<b>\$21,327</b>	<b>\$21,547</b>
Gross profit %	71.78%	73.21%	72.32%	73.34%	72.99%	72.72%
<b>Expenses:</b>						
Payroll	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Depreciation	\$ 908	\$ 908	\$ 908	\$ 908	\$ 908	\$ 908
Rent	\$ 2,240	\$ 2,240	\$ 2,240	\$ 2,240	\$ 2,240	\$ 2,240
Utilities	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Insurance	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Supplies	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Advertising	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350
Misc.	\$ 70	\$ 70	\$ 70	\$ 70	\$ 70	\$ 70
Payroll taxes	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total operating expenses</b>	<b>\$ 5,168</b>	<b>\$ 5,168</b>	<b>\$ 5,168</b>	<b>\$ 5,168</b>	<b>\$ 5,168</b>	<b>\$ 5,168</b>
Profit before interest and taxes	\$ 9,869	\$12,512	\$13,129	\$15,880	\$16,159	\$16,379
Interest expense	\$ 356	\$ 347	\$ 338	\$ 330	\$ 321	\$ 312
Taxes incurred	\$ 2,854	\$ 3,650	\$ 3,837	\$ 4,665	\$ 4,751	\$ 4,820
Net profit	\$ 6,659	\$ 8,516	\$ 8,954	\$10,885	\$11,087	\$11,247
Net profit/sales	31.79%	35.26%	35.39%	37.93%	37.94%	37.96%

## BEAUTY SALON

### Monthly profit and loss—fiscal year two

Monthly pro forma profit and loss	Oct-05	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06
<b>Total income</b>	<b>\$29,600</b>	<b>\$30,200</b>	<b>\$32,300</b>	<b>\$36,320</b>	<b>\$32,900</b>	<b>\$33,400</b>
<b>Cost of goods sold</b>	<b>\$10,597</b>	<b>\$10,963</b>	<b>\$12,242</b>	<b>\$14,690</b>	<b>\$12,607</b>	<b>\$12,911</b>
<b>Gross profit</b>	<b>\$19,003</b>	<b>\$19,237</b>	<b>\$20,058</b>	<b>\$21,630</b>	<b>\$20,293</b>	<b>\$20,489</b>
Gross profit %	64.20%	63.70%	62.10%	59.55%	61.68%	61.34%
<b>Expenses:</b>						
Payroll	\$ 4,014	\$ 4,094	\$ 4,176	\$ 4,260	\$ 4,345	\$ 4,432
Depreciation	\$ 908	\$ 908	\$ 908	\$ 908	\$ 908	\$ 908
Rent	\$ 2,240	\$ 2,240	\$ 2,240	\$ 2,240	\$ 2,240	\$ 2,240
Utilities	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Insurance	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Supplies	\$ 992	\$ 1,012	\$ 1,032	\$ 1,053	\$ 1,074	\$ 1,095
Advertising	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350
Misc.	\$ 70	\$ 70	\$ 70	\$ 70	\$ 70	\$ 70
Payroll taxes	\$ 602	\$ 614	\$ 626	\$ 639	\$ 652	\$ 665
<b>Total operating expenses</b>	<b>\$ 9,776</b>	<b>\$ 9,888</b>	<b>\$10,003</b>	<b>\$10,119</b>	<b>\$10,238</b>	<b>\$10,360</b>
Profit before interest and taxes	\$ 9,227	\$ 9,349	\$10,056	\$11,511	\$10,055	\$10,129
Interest expense	\$ 295	\$ 286	\$ 277	\$ 268	\$ 260	\$ 251
Taxes incurred	\$ 2,680	\$ 2,719	\$ 2,934	\$ 3,373	\$ 2,939	\$ 2,963
Net profit	\$ 6,253	\$ 6,344	\$ 6,845	\$ 7,870	\$ 6,857	\$ 6,915
Net profit/sales	21.12%	21.01%	21.19%	21.67%	20.84%	20.70%
	<b>Apr-06</b>	<b>May-06</b>	<b>Jun-06</b>	<b>Jul-06</b>	<b>Aug-06</b>	<b>Sep-06</b>
<b>Total income</b>	<b>\$33,900</b>	<b>\$34,400</b>	<b>\$34,900</b>	<b>\$35,400</b>	<b>\$35,900</b>	<b>\$36,280</b>
<b>Cost of goods sold</b>	<b>\$13,216</b>	<b>\$13,520</b>	<b>\$13,825</b>	<b>\$14,130</b>	<b>\$14,434</b>	<b>\$14,665</b>
<b>Gross profit</b>	<b>\$20,684</b>	<b>\$20,880</b>	<b>\$21,075</b>	<b>\$21,270</b>	<b>\$21,466</b>	<b>\$21,615</b>
Gross profit %	61.01%	60.70%	60.39%	60.09%	59.79%	59.58%
<b>Expenses:</b>						
Payroll	\$ 4,520	\$ 4,611	\$ 4,703	\$ 4,797	\$ 4,893	\$ 4,995
Depreciation	\$ 908	\$ 908	\$ 908	\$ 908	\$ 908	\$ 908
Rent	\$ 2,240	\$ 2,240	\$ 2,240	\$ 2,240	\$ 2,240	\$ 2,240
Utilities	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Insurance	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Supplies	\$ 1,117	\$ 1,139	\$ 1,162	\$ 1,186	\$ 1,209	\$ 1,233
Advertising	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350
Misc.	\$ 70	\$ 70	\$ 70	\$ 70	\$ 70	\$ 70
Payroll taxes	\$ 678	\$ 692	\$ 705	\$ 719	\$ 734	\$ 751
<b>Total operating expenses</b>	<b>\$10,484</b>	<b>\$10,610</b>	<b>\$10,739</b>	<b>\$10,870</b>	<b>\$11,004</b>	<b>\$11,147</b>
Profit before interest and taxes	\$10,201	\$10,270	\$10,336	\$10,400	\$10,462	\$10,467
Interest expense	\$ 242	\$ 233	\$ 225	\$ 216	\$ 207	\$ 198
Taxes incurred	\$ 2,988	\$ 3,011	\$ 3,034	\$ 3,055	\$ 3,076	\$ 3,081
Net profit	\$ 6,971	\$ 7,025	\$ 7,078	\$ 7,129	\$ 7,178	\$ 7,188
Net profit/sales	20.56%	20.42%	20.28%	20.14%	20.00%	19.81%

**Monthly cash flow—fiscal year one**

Monthly pro forma cash flow	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05
<b>Cash received</b>						
<b>Cash from operations:</b>						
Cash sales	\$ 6,000	\$ 8,900	\$14,300	\$15,800	\$17,700	\$19,800
Cash from receivables	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Subtotal cash from operations	\$ 6,000	\$ 8,900	\$14,300	\$15,800	\$17,700	\$19,800
<b>Additional cash received</b>						
Subtotal cash received	\$ 6,000	\$ 8,900	\$14,300	\$15,800	\$17,700	\$19,800
<b>Expenditures</b>						
<b>Expenditures from operations</b>						
Cash spending	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Payments of accounts payable	\$ 5,699	\$ 7,180	\$10,222	\$10,649	\$11,689	\$12,670
Subtotal spent on operations	\$ 5,699	\$ 7,180	\$10,222	\$10,649	\$11,689	\$12,670
<b>Additional cash spent</b>						
Principle repayment of loan	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Change in inventory	\$ 4,000	\$ 4,000	\$ 4,000	\$ 2,000	\$ 1,000	\$ 1,000
Subtotal cash spent	\$11,199	\$12,680	\$15,722	\$14,149	\$14,189	\$15,170
<b>Net cash flow</b>	<b>(\$ 5,199)</b>	<b>(\$ 3,780)</b>	<b>(\$ 1,422)</b>	<b>\$ 1,651</b>	<b>\$ 3,511</b>	<b>\$ 4,630</b>
<b>Cash balance</b>	<b>\$22,831</b>	<b>\$19,051</b>	<b>\$17,629</b>	<b>\$19,280</b>	<b>\$22,791</b>	<b>\$27,421</b>
	<b>Apr-05</b>	<b>May-05</b>	<b>Jun-05</b>	<b>Jul-05</b>	<b>Aug-05</b>	<b>Sep-05</b>
<b>Cash received</b>						
<b>Cash from operations:</b>						
Cash sales	\$20,950	\$24,150	\$25,300	\$28,700	\$29,220	\$29,630
Cash from receivables	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Subtotal cash from operations	\$20,950	\$24,150	\$25,300	\$28,700	\$29,220	\$29,630
<b>Additional cash received</b>						
Subtotal cash received	\$20,950	\$24,150	\$25,300	\$28,700	\$29,220	\$29,630
<b>Expenditures</b>						
<b>Expenditures from operations</b>						
Cash spending	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Payments of accounts payable	\$13,382	\$14,726	\$15,438	\$16,906	\$17,225	\$17,475
Subtotal spent on operations	\$13,382	\$14,726	\$15,438	\$16,906	\$17,225	\$17,475
<b>Additional cash spent</b>						
Principle repayment of loan	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Change in inventory	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 0	\$ 0
Subtotal cash spent	\$15,882	\$17,226	\$17,938	\$19,406	\$18,725	\$18,975
<b>Net cash flow</b>	<b>\$ 5,068</b>	<b>\$ 6,924</b>	<b>\$ 7,362</b>	<b>\$ 9,294</b>	<b>\$10,495</b>	<b>\$10,655</b>
<b>Cash balance</b>	<b>\$32,488</b>	<b>\$39,412</b>	<b>\$46,774</b>	<b>\$56,068</b>	<b>\$66,563</b>	<b>\$77,218</b>

# BEAUTY SALON

## Monthly balance sheet—fiscal year one

Pro forma balance sheet	Starting balances	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	
<b>Assets</b>							
<b>Current assets</b>							
Cash	\$ 28,030	\$ 22,831	\$ 19,051	\$ 17,629	\$ 19,280	\$ 22,791	
Accounts receivable	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Inventory	\$ 0	\$ 4,000	\$ 8,000	\$ 12,000	\$ 14,000	\$ 15,000	
<b>Total current assets</b>	<b>\$ 28,030</b>	<b>\$ 26,831</b>	<b>\$ 27,051</b>	<b>\$ 29,629</b>	<b>\$ 33,280</b>	<b>\$ 37,791</b>	
<b>Long-term assets</b>							
Leasehold improvements	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	
Equipment	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	
Accumulated depreciation	\$ 0	\$ 908	\$ 1,817	\$ 2,725	\$ 3,633	\$ 4,542	
Total long-term assets	\$ 64,000	\$ 63,092	\$ 62,183	\$ 61,275	\$ 60,367	\$ 59,458	
Total assets	\$ 92,030	\$ 89,922	\$ 89,234	\$ 90,904	\$ 93,647	\$ 97,249	
<b>Liabilities and owner's equity</b>							
<b>Current liabilities</b>							
Accounts payable	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Total current liabilities	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
<b>Long-term liabilities</b>							
Loan	\$ 70,000	\$ 68,500	\$ 67,000	\$ 65,500	\$ 64,000	\$ 62,500	
Total liabilities	\$ 70,000	\$ 68,500	\$ 67,000	\$ 65,500	\$ 64,000	\$ 62,500	
Paid-in capital	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	
Retained earnings	(\$ 7,970)	(\$ 7,970)	(\$ 7,970)	(\$ 7,970)	(\$ 7,970)	(\$ 7,970)	
Earnings	\$ 0	(\$ 608)	\$ 204	\$ 3,374	\$ 7,617	\$ 12,719	
Total owner's equity	\$ 22,030	\$ 21,422	\$ 22,234	\$ 25,404	\$ 29,647	\$ 34,749	
<b>Total liabilities and owner's equity</b>	<b>\$ 92,030</b>	<b>\$ 89,922</b>	<b>\$ 89,234</b>	<b>\$ 90,904</b>	<b>\$ 93,647</b>	<b>\$ 97,249</b>	
Net worth	\$ 22,030	\$ 21,422	\$ 22,234	\$ 25,404	\$ 29,647	\$ 34,749	
	<b>Mar-05</b>	<b>Apr-05</b>	<b>May-05</b>	<b>Jun-05</b>	<b>Jul-05</b>	<b>Aug-05</b>	<b>Sep-05</b>
<b>Assets</b>							
<b>Current assets</b>							
Cash	\$ 27,421	\$ 32,488	\$ 39,412	\$ 46,774	\$ 56,068	\$ 66,563	\$ 77,218
Accounts receivable	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Inventory	\$ 16,000	\$ 17,000	\$ 18,000	\$ 19,000	\$ 20,000	\$ 20,000	\$ 20,000
<b>Total current assets</b>	<b>\$ 43,421</b>	<b>\$ 49,488</b>	<b>\$ 57,412</b>	<b>\$ 65,774</b>	<b>\$ 76,068</b>	<b>\$ 86,563</b>	<b>\$ 97,218</b>
<b>Long-term assets</b>							
Leasehold improvements	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Equipment	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000
Accumulated depreciation	\$ 5,450	\$ 6,358	\$ 7,267	\$ 8,175	\$ 9,083	\$ 9,992	\$ 10,900
Total long-term assets	\$ 58,550	\$ 57,642	\$ 56,733	\$ 55,825	\$ 54,917	\$ 54,008	\$ 53,100
Total assets	\$101,971	\$107,130	\$114,146	\$121,599	\$130,985	\$140,571	\$150,318
<b>Liabilities and owner's equity</b>							
<b>Current liabilities</b>							
Accounts payable	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total current liabilities	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Long-term liabilities</b>							
Loan	\$ 61,000	\$ 59,500	\$ 58,000	\$ 56,500	\$ 55,000	\$ 53,500	\$ 52,000
Total liabilities	\$ 61,000	\$ 59,500	\$ 58,000	\$ 56,500	\$ 55,000	\$ 53,500	\$ 52,000
Paid-in capital	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Retained earnings	(\$ 7,970)	(\$ 7,970)	(\$ 7,970)	(\$ 7,970)	(\$ 7,970)	(\$ 7,970)	(\$ 7,970)
Earnings	\$ 18,941	\$ 25,600	\$ 34,116	\$ 43,069	\$ 53,955	\$ 65,041	\$ 76,288
Total owner's equity	\$ 40,971	\$ 47,630	\$ 56,146	\$ 65,099	\$ 75,985	\$ 87,071	\$ 98,318
<b>Total liabilities and owner's equity</b>	<b>\$101,971</b>	<b>\$107,130</b>	<b>\$114,146</b>	<b>\$121,599</b>	<b>\$130,985</b>	<b>\$140,571</b>	<b>\$150,318</b>
Net worth	\$ 40,971	\$ 47,630	\$ 56,146	\$ 65,099	\$ 75,985	\$ 87,071	\$ 98,318



# Campground

California RV & Campgrounds

41 Waterway Loop  
Tenino, California 98589

Gerald Rekve

*California RV & Campgrounds will be a fully-equipped, soft activity facility catering to families. It is situated in an area that is a destination spot for tourists looking for a beautiful and safe place to relax and enjoy a range of outdoor activities. There will be campsites for tents as well as fully-equipped RV sites.*

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## EXECUTIVE SUMMARY

### **Business Overview**

California RV & Campgrounds is a new business scheduled to start operations April 15, 2006.

California RV & Campgrounds is situated on the waterfront in Tenino, the gateway to Layout Sound, on the east coast of Los Waterville, California. Initially the business will offer 20 tent sites, each big enough for four people, and 10 fully-equipped RV sites. The campground will also offer a small laundry room, shower room, and recreational activities including: guided cultural hiking tours, summer fishing tours, whale watching tours, mountain biking trails, bird and wildlife viewing, photography, surfing, beach volleyball, picnic tables and barbeques.

Mr. Charles Pearce has cleared the land over the past twelve months. He holds Certificates of Possession on the land and has received a BCR from the Prince Albert Regional Park Partners for this project.

Financing will be sought through First State Bank in the amount of \$70,000. When this amount is added to owners' equity of \$11,500, a total project budget of \$81,500 will be available. These funds will be used to establish the hydro and electrical infrastructure, place the RV pads, equip the office, make improvements to the trailer, and develop materials (brochures, business cards, and a website) to market the campground.

### **Operations**

California RV & Campgrounds will operate year round with 3–5 anticipated permanent RV clients and seasonal tent camping clients. It will be sold as a safe, family-oriented destination that is easily accessible to Mainland and Coastal-region families.

Mr. Pearce already owns an aluminum skip boat (valued at \$10,000) which will be used for fishing tours and whale watching tours. Mr. Jack Osborn has a 12 foot by 40 foot trailer (valued at \$13,000) on the property which will serve as the office, laundry room, and shower facility for campers. The washer and dryer will be leased at a rate of \$150.00 per month.

## CAMPGROUND

Upon approval of funding, California RV & Campgrounds will be incorporated for liability reasons. Due to the nature of the business it is not anticipated that California RV & Campgrounds will require an environmental audit.

### Management Summary

Mr. Charles Pearce and Mr. Jack Osborn will be the sole owners and operators of the facility. Ms. Wendy Summers will be the company's bookkeeper and Mr. Bill Hampton, CA will complete the company's annual financials.

With a projected 15% growth per annum, it is anticipated that that the company will hire two seasonal students in the summers within the first five years of operation.

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## BUSINESS STRATEGY

California RV & Campgrounds has a unique market advantage with a waterfront property in world famous Tenino. Because the property was leased from the government, there are no ongoing lease costs or facility rental costs associated with operations. In addition, the cultural knowledge and skills that both owners and staff bring to the operation will enhance the tourism experience.

California RV & Campgrounds will be located in beautiful Tenino, which is commonly referred to as the gateway to pristine Layout Sound on the West Coast of California. The site is only 4 miles away from the Pacific Rim National Park which features many boardwalks and a world famous old growth swamp. In addition, whale watching is featured in the region, as each year 20,000 Gray Whales migrate past Tenino on their way to their summer feeding grounds in the waters of Mexico. Other regional features include Long Beach where surfers challenge the breakers, natural hot springs in Hot Springs Cove, and the grouping of islands in beautiful Layout Sound where kayakers abound along with scuba divers and underwater divers.

Swamp tours consist of specialized boats equipped for client safety. These boats have both internal viewing areas equipped with air-conditioning as well as small snack vending machines. The outside viewing decks have chairs with seatbelts. Some of the tours take place in alligator-infested areas, so every precaution for client safety is taken.

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## GROWTH STRATEGY

According to *California Statistics 2002*, tourism is the second largest industry in California and camping represents 13% of this market. Furthermore, tourism revenues in California are up, reaching a new high of \$9.2 billion in 2003, a 4.9 percent increase over 2002. The state also enjoyed a record 22.3 million visitors. *California Statistics 2002* also reported that developed camping and hiking—both of which are California RV & Campgrounds' primary attractions—will experience a 49 to 57 percent growth rate from 1995–2050.

A California Tourism study completed in 2002 found that eco-tourism in California generated \$995 million in revenue in 2001 and employed more than 13,000 people, an 11% increase from the previous year. The second strongest area in tourism in California is retired tourism. In addition, the U.S Tourism Council also stated that a survey indicates that 25% of the international tourists showed interest in cultural experiences.

### Success Factors

California RV & Campgrounds will operate with a strong experienced manager. It has a unique product and world-famous location within a growing and strong tourism market. The seasonality of the business is offset through the promotion and recruiting of long-term permanent RV residents who are conservatively estimated to number only three in the first year of operation.

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## FINANCIAL ANALYSIS

Item	Cost
20 RV pads	\$ 30,000
Office furniture, computer, printer	\$ 3,000
Hydro hook ups	\$ 50,000
Electrical hook ups	\$ 70,000
Incorporation costs	\$ 2,500
Specialized boats (lease down payment)	\$ 22,000
Marketing: brochures/website/CA tourist information centers	\$ 4,400
Operating capital	\$ 20,000
Total required	\$182,000
Less owner equity	– \$ 20,000
Total financing required	= \$162,000

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## PRODUCTS & SERVICES

California RV & Campgrounds will be a fully–equipped, soft activity facility catering to families. It is situated in an area that is a destination spot for tourists looking for a beautiful and safe place to relax and enjoy a range of outdoor activities.

Initially the business will offer 20 tent sites, each big enough for four people, and 10 fully–equipped RV sites. The campground will also offer a small laundry room, shower room, and recreational activities including: guided cultural hiking tours, summer fishing tours, whale watching tours, mountain biking trails, bird and wildlife viewing, photography, surfing, beach volleyball, picnic tables and barbecues.

### Mission Statement

California RV & Campgrounds will offer high–quality customer service and safe, family–oriented camping facilities as a profit and growth oriented business.

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## MARKET ANALYSIS

### History of the Industry

Camping provides an opportunity to experience nature and the environment firsthand. Campers participate in fishing, hunting, swimming, wildlife viewing, and nature photography activities. Just as importantly, camping helps people escape the stress of urban life while providing physical benefits, including exercise from hiking, swimming and many other activities. Scouts, Girl Guides and many other youth organizations believe that camping instills confidence in youth and offers older campers' opportunities to challenge themselves in unfamiliar surroundings.

Camping takes many forms. In the 19th century, American naturalist and explorer John Muir routinely set off into the woods with little more than a sack of food and a journal to write his thoughts. In the early 20th century, American conservationist and philosopher Aldo Leopold paddled a canoe and rode horseback through the wilderness of the Midwest as a writer.

Modern camping enthusiasts may share the emotions of earlier naturalists, along with their desire to experience nature, but they usually camp in commercial campgrounds which serve as campsites for RVs and backpackers on the outskirts of national and state parks, along highways throughout the United States, and along both coastlines.

## CAMPGROUND

### Present Conditions

Currently, there are over 230 campsites in California State Parks and numerous private ones, 23% of these on Los Waterville, California. The total number of recreational areas, state parks and ecological reserves equals a little more than 800. Most campsites are either within or next to state parks. State park campsites recorded 2.6 million visits in 2005, down from the year before. Los Waterville Island parks, however, bucked the downward trend with visits increasing by two percent in 2005. Campgrounds on the Island logged 788,888 visits and parks recorded 3.8 million day trips that year. On average, mid-Island campsites record an average of 73,222 overnight visitors each season. Independent campgrounds are generally less feasible due the land lease or purchase costs associated. This unique opportunity for California RV & Campgrounds to compete directly with industry campgrounds is a direct result of no lease or purchase costs associated with the site's Government Leased designation.

The campground business is undergoing some changes to meet consumer demand for a higher level of convenience and a wider choice of recreational activities, which California RV & Campgrounds will be able to fulfill. Studies show that successful campgrounds offer a range of on-site outdoor activities, as well as making the most of opportunities provided by the surrounding wilderness or park areas as California RV & Campgrounds does.

### Competition

While the competition is intense on the Island with 45 campsites currently in operation, there is only one campsite listed for Tenino—"Pacific Rafting Adventure Resort". This company is geared more towards extreme adventure tourism and does not cater to the same soft adventure client that California RV & Campgrounds targets and therefore is considered an indirect competitor.

Additional indirect competitors for California RV & Campgrounds are six RV Campgrounds, three of which cater to specific target markets of: golf, fishing, and surfing. Of the remaining three, two are listed as resorts and represent a higher cost product. The sixth campground, Ocean Camp Campground, is considered a direct competitor. Ocean Camp Campgrounds prices are slightly higher; however they do offer a greater variety of site amenities but target primarily RV Campers.

Although competition in the camping sector is intense, sales for the Los Waterville Island industry have increased annually. Because of this, there are plenty of opportunities for newer, high-end campsites with all the facilities and conveniences. To be successful within the industry, a lake or ocean location in a superior natural setting is more important than ever. Proximity to other tourist attractions, such as a nearby town or city, is also an advantage.

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## OPERATIONS

### Location and Facilities

California RV & Campgrounds is easily accessible by Island and Mainland residents, and during peak camping season (May, June, July and August) the campground will take advantage of high volumes of tourists traveling to California Tourist Information Centers.

California RV & Campgrounds will be a 23-acre property featuring 20 tent sites and 10 RV sites. The property is waterfront and will feature Prince Albert Regional Park art designs on the offices/washrooms/laundry room as well as offer culturally-minded hiking tours of the area.

### Advertising

The company will advertise the campgrounds through various avenues including the Internet and a prominent ad in a brochure put out by the California Tourist Information Centers. We will take

reservations by phone with a 50% deposit, which is the industry standard. Services such as guided cultural hiking tours and fishing tours can be offered at this time and will be undertaken by Mr. Charles Pearce who possesses an excellent knowledge of Prince Albert Regional Park history and culture. These aspects of operations are anticipated to represent less than three percent of overall revenues in the first year of operation. However, as demand for this unique service increases, the company will hire a site secretary to oversee the available services.

An artist will be painting the signs for the camp and the trailer to enhance the Prince Albert Regional Park artistry and unique features of this campground.

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## **OBJECTIVES**

### Pre-Opening Goals

- Secure loan of \$70,000 to develop site.
- Meet with local fire department to discuss fire safety regulations.
- Schedule contracts and contractors to establish infrastructure: water, sewage, and laying RV pads.
- Buy liability insurance.
- Begin minor construction work: paint trailer, install leased coin operated washer/dryer.
- Purchase office equipment, furniture and computer and establish administrative systems.
- Open a merchant's account with a local bank and set up a direct debit and Visa payment system.
- Undertake First Aid Training.
- Create advertising pieces, promotional items, and a waiver form for customers to sign to limit responsibility on the campground.
- Identify internet hosting company to register website name and establish website.
- Establish links with target communities through the California Tourist Information Centers and local Chambers of Commerce.
- Open for business April 2006.

A final compliance inspection under the Fire Services Act and Building Code is scheduled for April 10, 2006. The campsite should be fully operational by April 15, 2006.

### Post-Opening Goals (Medium-term)

- Increase market share.
- 10% growth per annum.
- Lease pop machine.

### Post-Opening Goals (Long-term)

- Add 20 more RV sites for a total of 30.
- Purchase and rent kayaks and canoes.
- Establish plan to sell convenience items.

## CAMPGROUND

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### MAJOR SUPPLIERS

Supplier/ location	Supplies	Terms
Timmons Construction, Tenino	RV pads	COD
Tenino Regional District, Tenino	Hydro/sewage/water	COD
Valley Gardens, Tenino	Grounds landscaping	COD
Ace Appliances, Coastal BC	Coin operated washer/dryer	5 year lease

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### CUSTOMERS

California RV & Campgrounds' target customers are from the Greater Los Waterville Regional District and Los Waterville. Studies show California campground visitors are mostly residents of California. The statistics reflect a growing number of American visitors who feel safe traveling in California.

Baby boomers are also a growing market. The average age of campground visitors is 35 to 55. Most visitors have a slightly higher than average disposable income (money to spend after all expenses are paid), with a family income of about \$80,000 plus annually. Many visitors to campgrounds are families, with parents ranging from 40 to 55 and children averaging five to 15. This market segment has an annual income of from \$60,000 to \$80,000. The RV market, mostly retirees, has an average income of \$45,000.

The primary market segments for the California RV & Campgrounds are families from the nearby Coastal region and the Lower Mainland area. The Coastal region has a population of 1,449,000, while the surrounding 200 mile radius now has a population of nearly 2.9 million. In California, 6 out of 10 families have children living at home; more specifically, 42% of all families in the state have children between the ages of 6–17. This group will form the majority of clients that are drawn to California RV & Campgrounds.

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### MARKETING & SALES

California RV & Campgrounds will adopt a strategic marketing campaign which includes: brochures, a California Tourist Information Centers agreement, a website, and networking within the region to schools and the local Chamber of Commerce.

California RV & Campgrounds will promote the campgrounds as a safe, family-oriented camping experience on the beautiful east coast of Los Waterville Island. Features such as fishing expeditions and whale watching will be touted. The guided cultural hiking tours will be advertised as a year long activity, because this area is renowned for its spectacular winter ocean storms.

The company will track the marketing methods to optimize their effectiveness by asking clients how they heard of the camp, maintaining client records, and sending annual postcards inviting former guests to return with a "wish you were here" note signed by the owners. These postcards will also act as the company's brochures and will be designed to the specifications as required by California Tourist Information Centers where they will be placed. The California Tourist Information Center's agreement will allow the company to place their brochures at the tourist information centers where there are very high numbers of tourists and along the ferry routes that bring tourists to the Island.

Further, the company will establish a website targeted to American tourists featuring many regional aesthetic features such as the Gray Whales, artwork images that backdrop the cultural hiking tours and images of the site and the beachfront with brilliant sunsets. Clients may call or email their inquiries or reservations to the campgrounds directly; this will ensure the safety of credit card payments and minimize the initial website costs.

### **Pricing Strategy and Occupation Rates**

California RV & Campgrounds will offer the following services which are competitively priced within the industry for the range of on-site amenities offered:

- 10 fully-equipped RV Site hook-ups at \$25.00 per night or \$600.00 per month.
- 20 Tent sites at \$22.00 per night.
- Guided Cultural Hiking Tours for groups of six or more at \$10.00 an hour, per person.
- Fishing Tours for groups of six or more at a rate of \$20.00 an hour, per person.
- Boat tours of swamp lands, \$10.00 per person for a one-hour tour or \$15.00 for a two-hour tour.

Campgrounds are a seasonal business, with modest increases in demand in April and May, a sharp rise in June, and a peak in demand in July and August. September sees a steady decline as the season winds down. August is an especially high camping month, accounting for 33 percent of state campground use. The average length of stay is three to four days. California RV & Campgrounds will take advantage of peak tourist seasons and California Tourist Information Centers tourism traffic. The company will also offer special promotional rates to targeted schools in the Coastal region and Lower Mainland.

The industry has previously been dominated by over 230 state-owned campsites. Today, private campgrounds are on the rise and tend to offer better facilities. During the peak camping season in July and August both public and private campsites are booked to full capacity in an industry where demand outstrips capacity.

During summer peak months it is expected that both RV and tent sites will be with a gradual curve in revenues from April and decline in late October. During the winter months it is conservatively estimated that three RV long-term residents will be booked.

Cultural hiking tours and fishing tours—as untested products—are conservatively estimated to result in less than 3% gross revenue per year. Annual sales are anticipated to increase by 10% per year for the ten RV pads. Due to the limited number of tent sites, annual revenues are not anticipated to increase in this area until the company can expand to develop additional tent sites.

All sales will require a 50% non-refundable deposit, which is industry standard, with the balance due upon arrival. The company will focus on customer service and will offer non-transferable “camping coupons” for their next visit for persons who have any complaints with their camping experience.

### **Business Feasibility and SWOT Analysis**

#### Strengths

- Government leased land
- Tenino beachfront location
- Cultural component
- Competitive pricing
- Management experience

#### Weaknesses

- New entrepreneurs
- Limited marketing budget

California RV & Campgrounds will succeed based upon the company’s prime location on the waterfront in Tenino, regional tourism draws, competitive pricing and lower operating costs as a result of no land lease or purchase costs. In addition, the company will benefit from the industry experience of Mr. Charles Pearce and the cultural component of operations that establishes a unique market advantage within the industry.

# Car Wash

Platinum Car Wash

614 King Dr.  
New Fredericksburg, Ohio 45231

Staff at *BusinessandMarketingPlans.com*

*The car wash industry is over 10 billion dollars a year in this nation, and growing along with America's love for their automobiles and SUVs. This business plan is for a car wash that will offer a "superior express wash" at affordable prices. It raised \$1 million for the company's owner.*

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## EXECUTIVE SUMMARY

Platinum Car Wash Inc. is an S corporation and owned by Edward Green who is re-locating to New Fredericksburg, Ohio, from Chicago. Mr. Green recently sold the first Platinum Car Wash facility in Chicago to prepare for relocation. This business was profitable throughout his ownership. Mr. Green has successfully maintained profitability in his many business ventures.

Mr. Green will build a new conveyor wash and express oil facility on King Drive in New Fredericksburg. This ideal corner lot (King and Wyoming Blvd.) is at the center of the commercial district. Platinum Car Wash will be located across the street from the only major grocery store chain, a McDonald's, and a busy gas station. Development plans for this commercial district include the construction of a 38-acre Lowes store.

Platinum Car Wash offers customers a full service, automated, conveyor-style car wash, self-service car washing, and full-service oil and lubrication services. Our facilities are well lit, clean and attractive. We have 24-hour surveillance to ensure client well-being and peace of mind. Our prices are considerably more competitive than a standard conveyor car wash, \$9.95 versus \$15 to \$24. Our excellent location gives customers the opportunity to service and maintain their vehicle during typical household errands.

The population of New Fredericksburg is estimated to change from 88,769 to 112,966, resulting in a growth of 27.3% between 2000 and the current year. Over the next five years, the population is projected to grow by 21.5%. The number of households in this area is estimated to change from 33,909 to 43,757, resulting in an increase of 29.0% between 2000 and the current year. Over the next five years, the number of households is projected to increase by 22.5%.

With well over 200 million passenger cars, vans, pick-up trucks and sport utility vehicles out on the roads in the United States, demand for automotive after-market services such as oil and transmission maintenance has grown steadily in recent years. According to *The U.S. Market for Automotive After-market Service Specialists*, a newly published Packaged Facts report available at MarketResearch.com, the number of cars in the U.S. has grown by about one million vehicles per year and the service sectors have seen a corollary expansion.



## CAR WASH

There are over 30,000 car washes in the United States. The car wash industry is over \$10 billion a year in this nation and growing along with America's love for their automobiles and SUVs. It stands to reason that with 16 million or more cars being sold each year in the United States that car washes are good business. Mark Thorsby, executive director of the International Carwash Association, said preliminary findings from a new survey report a decline in home car wash because of lack of time, environmental awareness and technological improvements.

### Objectives

- To achieve first fiscal revenues in excess of \$800,000, increasing to \$1,000,000 in year six.
- To achieve net cash flows in excess of \$200,000 in the first fiscal year.

### Mission

Platinum Car Wash understands that our customers do not want to waste their time or their money. We offer our customers superior services and amenities in a clean, comfortable environment coupled with fair prices. We give our customers value for their money and time.

### Keys to Success

- Experienced ownership and management
- Newest in POS customer tracking systems and automated car wash technology
- A successful marketing campaign and materials with experience in implementation
- Experienced direct sales strategy to build annual fleet maintenance contracts
- Solid, corner location in a commercial district that is growing
- New Fredericksburg experienced a growth rate of over 25% for the past five years and is projected to grow in excess of 20% for the next five years

### Financial highlights

Financial highlights	FY1	FY2	FY3	FY4	FY5
Total income	\$898,350	\$943,268	\$990,431	\$1,039,952	\$1,091,950
Gross profit	\$484,350	\$508,568	\$533,996	\$ 560,696	\$ 588,730
Net profit	\$305,440	\$329,955	\$355,863	\$ 383,248	\$ 412,196

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## BUSINESS OVERVIEW

Platinum Car Wash Inc. is an S corporation and is owned by Edward Green who is re-locating to New Fredericksburg, Ohio, from Chicago. Mr. Green recently sold the first Platinum Car Wash facility in Chicago to prepare for relocation. This business was profitable throughout his ownership. Mr. Green has successfully maintained profitability in his many business ventures.

Platinum Car Wash offers customers a full service, automated, conveyor style car wash, self-service car washing, and full service oil and lubrication services. Mr. Green will build a new conveyor wash and express oil and lubrication facility on King Blvd, in New Fredericksburg. This ideal corner lot (King and Lucie Blvd.) is at the center of the commercial district. Platinum Car Wash will be located across the street from the only major grocery store chain, a McDonald's, and a busy gas station. Development plans for this commercial district include the construction of a 38-acre Lowes store.

## Start-up summary

### Start-up summary table

<b>Start-up expenses</b>	
Construction cost	\$ 325,000
<b>Total start-up expenses</b>	<b>\$ 325,000</b>
<b>Start-up assets</b>	
Pre paid expenses	\$ 27,500
Supplies	\$ 20,000
<b>Total current assets</b>	<b>\$ 47,500</b>
<b>Long-term assets</b>	
Land	\$ 650,000
Equipment	\$ 500,000
Land improvements	\$ 150,000
<b>Total long-term assets</b>	<b>\$1,300,000</b>
<b>Total assets</b>	<b>\$1,347,500</b>
<b>Owner's equity</b>	
Owners investment	\$ 677,500
<b>Total owner's equity</b>	<b>\$ 677,500</b>
<b>Liabilities</b>	
<b>Current liabilities</b>	
<b>Total current liabilities</b>	<b>\$ 0</b>
<b>Long-term liabilities</b>	
Loan	\$ 995,000
<b>Total long-term liabilities</b>	<b>\$ 995,000</b>
Loss at start-up	(\$ 325,000)
<b>Total liabilities and owner's equity</b>	<b>\$1,347,500</b>

## Products & Services

Platinum Car Wash is a conveyor style, automated car wash. This system uses biodegradable non-phosphorus soap and is designed to reclaim and recycle 80% of water used.

Platinum Car Wash offers a superior express wash at a lower price than other full service car washes. We offer amenities for our customers such as free use of automobile vacuum and a two day weather guarantee. If it rains on a freshly washed car, within forty-eight hours, Platinum Car Wash will wash it again free of charge. Platinum Car Wash will also offer self-service wash facilities to capture both the "DIY" market as well as the "DIFM" (do it for me) market.

Platinum Car Wash is also offering a quick oil change service. Customers can accomplish two automobile maintenance chores at one time.

## Competition

In the competitive car wash industry, consumers choose a facility based on the quality of the facility and the services offered. Platinum Car Wash offers a superior wash and convenience for our customers by offering both washing and oil changes. Our facilities are well lit, clean and attractive. We have 24-hour surveillance to ensure client well-being and peace of mind. Our prices are considerably more competitive than a standard conveyor car wash, \$9.95 versus \$15 to \$24. Our excellent location gives customers the opportunity to service and maintain their vehicle during typical household errands.

## Marketing & Sales

Platinum Car Wash has developed a series of promotional flyers and service outlines to use in building brand awareness and developing fleet contracts with various city agencies.

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### OPERATIONS

#### **Facility Construction and Maintenance**

Mr. Green's long-time success within the car wash industry has built relationships with the manufacturers of car wash equipment and suppliers. These relationships will ensure the timely construction of the facility as well as maintaining proper supply levels for continued customer satisfaction.

#### **Fulfillment**

All services offered by Platinum Car Wash are fulfilled onsite. Our hours of operation, staffing requirements and equipment maintenance are tailored to ensure peak efficiency.

#### **Technology**

The Platinum Car Wash facility will utilize the very latest in car wash technology. The state-of-the-art conveyor system is the most efficient, environmentally friendly system available. Our POS system is equipped with customer tracking software that will build in-house promotions. Customers will automatically receive oil change reminders and coupons for service.

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### MARKET ANALYSIS

The following demographic information is provided by Claritas and reflects 2005 statistics:

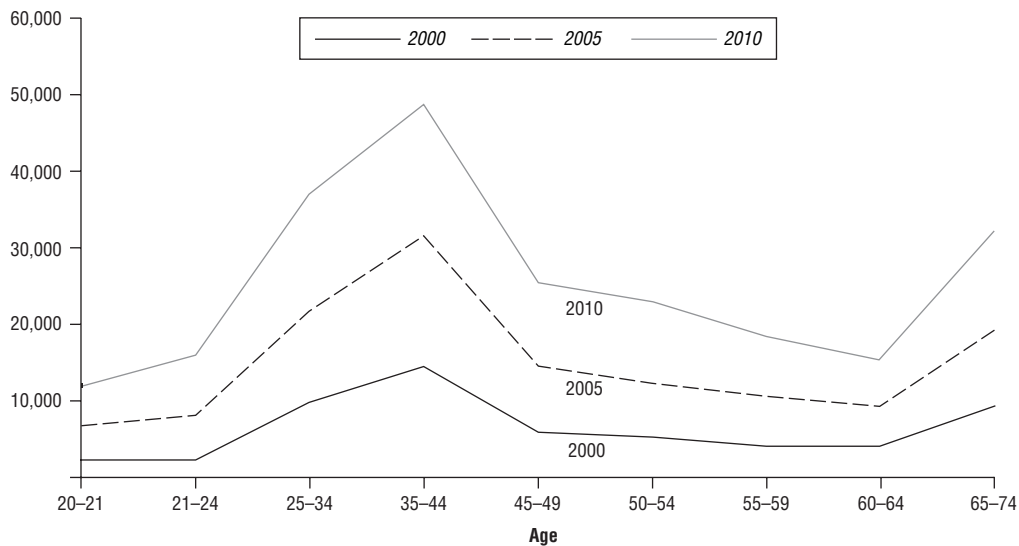
The population of New Fredericksburg is estimated to change from 88,769 to 112,966, resulting in a growth of 27.3% between 2000 and the current year. Over the next five years, the population is projected to grow by 21.5%. The number of households in this area is estimated to change from 33,909 to 43,757, resulting in an increase of 29% between 2000 and the current year. Over the next five years, the number of households is projected to increase by 22.5%. For this area, 44.8% of the population is estimated to be employed and age sixteen and over for the current year.

The occupational classifications are as follows: 23.3% have blue collar occupations, 58.5% are white collar, and 18.2% are service and farm workers. For the civilian employed population age sixteen and over in this area, it is estimated that they are employed in the following occupational categories: 10.8% are in "Management, Business, and Financial Operations," 16.0% are in "Professional and Related Occupations," 17.6% are in "Service," and 31.9% are in "Sales and Office," 0.5% are in "Farming, Fishing, and Forestry," 12.5% are in "Construction, Extraction, and Maintenance," and 10.8% are in "Production, Transportation, and Material Moving."

Most of the dwellings in this area (83.8%) are estimated to be owner-occupied for the current year. For the entire country the majority of the housing units are owner-occupied (66.7%).

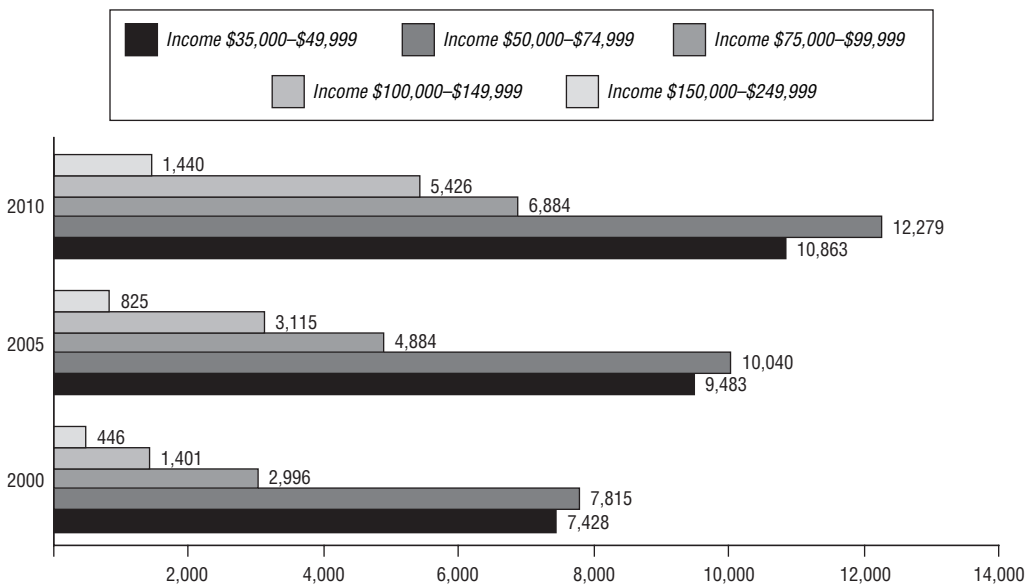
The following chart indicates the growth of different demographic populations segmented by age.

**Growth of different demographic populations, segmented by age**



The following chart demonstrates the growth in income by the population of New Fredericksburg.

**Growth in income by the population of New Fredericksburg**



### Market Segmentation

Platinum Car Wash has segmented their market into a B-2-B fleet market and the general middle income driving population. The need to maintain and wash an automobile is almost inherent with ownership.

### Target Market Segmentation Strategy

Platinum Car Wash will build a strong fleet contract market through direct sales efforts and use of promotional incentives to build brand recognition within the community.

### Industry Analysis

With well over two hundred million passenger cars, vans, pick-up trucks and sport utility vehicles out on the roads in the United States, demand for automotive aftermarket services such as oil and transmission maintenance has grown steadily in recent years. According to *The U.S. Market for Automotive Aftermarket Service Specialists*, a newly published “Packaged Facts” report available at MarketResearch.com, the number of cars in the U.S. has grown by about one million vehicles per year and the service sectors have seen a corollary expansion.

“The fact that we now have a larger vehicle fleet than ever before has combined with the growing number of older vehicles and increasing federal and state regulations to create a very healthy market for service specialists,” said Don Montuori, Acquisition Editor for *Packaged Facts*. “We predict that the annual growth rate for the market will be at about 4% for the next five years.”

The total aftermarket industry had estimated sales of \$179 billion in 2001, according to the report and the Automotive Aftermarket Industry Association (AAIA). Of these sales, service repair constituted 69% of all aftermarket expenditures, making it the largest category within the industry. As technology renders automotive products more complicated the percentage of Americans who turn their car over to a professional for repairs and maintenance has grown significantly, resulting in over \$123 billion in service sales in 2001 (AAIA figures).

There are over thirty thousand car washes in the United States. The car wash industry is over ten billion dollars a year in this nation and growing along with America’s love for their automobiles and SUVs. It stands to reason that with sixteen million or more cars being sold each year in the United States alone that car washes are good business.

Mark Thorsby, executive director of the International Carwash Association, said preliminary findings from a new survey report a decline in home car wash because of lack of time, environmental awareness and technological improvements. With 50% growth in industry share during the past nine years, the industry appears to be attracting former do-it-yourselfers. The average labor cost to operate a typical full-service car wash is 35% of every sales dollar plus another 6% or more for workman’s comp and payroll tax. Since the outlook for car wash services is robust, full-service operators and new investors should consider an operating platform that will help them thrive. Many more communities throughout the country are banning driveway washing and other types of car washes that do not conserve fresh water.

Many of the industry metrics are favorable:

- Average revenue for wand-bays has risen from \$942 per month in 1991 to over \$1,200 in 2004.
- Average revenue and net profits for in-bay automatic has risen by over \$1.00 per car since 1991.
- In-bay wash volumes have trended upwards from an annual average of 12,100 cars per year in 1991 to over 21,500 in 2004.
- Exterior-only wash volumes have risen from an annual average of 51,000 cars per year in 1991 to 77,300 in 2004.

- Net profit for exterior-only has risen by over \$1.40 per car since 1991.
- Full-service wash volumes have increased by 2,000 cars per year since 1991.

## GROWTH STRATEGY

### Competitive Edge

The greatest competitive edge Platinum Car Wash has is experienced ownership. Mr. Green has operated a successful car wash and has a deep understanding of how to meet client needs. His fair pricing, strategic experience, solid location and superior facility bring Platinum Car Wash to the forefront.

### Advertising

Platinum Car Wash developed a successful marketing mix in the previous location. We will repeat that mix in New Fredericksburg.

We advertise heavily with flyer promotions, local print media outlets and by pairing promotions with local merchants. Our gas station promotions benefit both the station and Platinum Car Wash. A gas station customer purchases a set amount of gas and receives a \$4 coupon towards a car wash.

Platinum Car Wash builds strong community ties by washing police patrol cars at no cost to the department. This public relations service builds goodwill for the business and also encourages officers to refer Platinum Car Wash and to use the service for personal vehicles.

Platinum Car Wash will develop a promotions campaign targeting the new local high school. Sponsorships of events and graduation coupons will attract this underserved niche.

Our “good weather” guarantee is a popular promotion. If it rains within forty-eight hours of having your vehicle washed at Platinum Car Wash, we will wash it again free of charge.

Our greatest marketing strategy is our ideal location and the attractiveness of our facilities. We will have outdoor signage and a clean, appealing facility. This attention to detail builds customer loyalty and strengthens brand recognition.

### Sales Strategy

Mr. Green will meet with the heads of local agencies and vehicle fleet owners to negotiate service contracts. Currently under consideration are law enforcement service departments, the Department of Environmental Conservation fleet and private limousine or taxi services. Mr. Green was successful in building strong fleet service contracts at the previous Platinum Car Wash location, and anticipates repeating this successful sales strategy in New Fredericksburg.

### Sales forecasts

Annual revenue forecast	FY1	FY2	FY3	FY4	FY5
Oil/lube rental income	\$ 42,000	\$ 44,100	\$ 46,305	\$ 48,620	\$ 51,051
Full service	\$ 756,000	\$ 793,800	\$ 833,490	\$ 875,165	\$ 918,923
Self serve	\$ 72,000	\$ 75,600	\$ 79,380	\$ 83,349	\$ 87,516
Vending	\$ 9,450	\$ 9,923	\$ 10,419	\$ 10,940	\$ 11,487
Vacuum	\$ 18,900	\$ 19,845	\$ 20,837	\$ 21,879	\$ 22,973
<b>Total revenues</b>	<b>\$898,350</b>	<b>\$943,268</b>	<b>\$990,431</b>	<b>\$1,039,952</b>	<b>\$1,091,950</b>
<b>Cost of goods sold</b>					
Water/soap/wax	\$ 414,000	\$ 434,700	\$ 456,435	\$ 479,257	\$ 503,220
<b>Total cost of goods sold</b>	<b>\$414,000</b>	<b>\$434,700</b>	<b>\$456,435</b>	<b>\$ 479,257</b>	<b>\$ 503,220</b>

## CAR WASH

### CONSTRUCTION TIMELINE

- Preparation of site for foundation—2 weeks
- Pour footings and construction of shell—4 weeks
- Plumbing and wiring of building—5 weeks
- Installation of equipment—6 weeks
- Blacktop of parking lot and landscaping—1 week
- Total construction time for facility—18 to 20 weeks

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## MANAGEMENT SUMMARY

Platinum Car Wash is both owned and managed by Edward Green. His experience as a successful car wash owner is invaluable to the success of the new venture. Mr. Green has developed a successful system of marketing, fulfillment and customer satisfaction through previous car wash ownership. These successful systems will be replicated at the new facility.

### Management Team

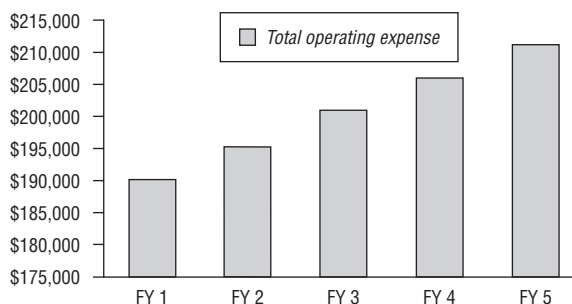
Edward Green has been a successful entrepreneur since 1992. He began with a 2,800 sq.-ft. furniture rental store that expanded from one to five locations in ten years. In 1994, Mr. Green opened the first Platinum Car Wash location and profitably ran the business until he recently sold it to relocate to Ohio. The Platinum Car Wash facility was founded concurrently with ownership of County Line Laundromat, which is still a successful business. Mr. Green opened and owned the Clean It! Laundromat in 1995 before selling the business profitably in 2000. Mr. Green attends the yearly national car wash owners and laundry mat owners' conventions and has developed strong contacts within the industry. He is also a member of the state's car wash and laundromat associations.

### Personnel plan

Annual personnel plan	FY 1	FY 2	FY 3	FY 4	FY 5
General employees	\$69,120	\$72,576	\$76,205	\$80,015	\$84,016
<b>Total payroll</b>	<b>\$69,120</b>	<b>\$72,576</b>	<b>\$76,205</b>	<b>\$80,015</b>	<b>\$84,016</b>

## FINANCIAL ANALYSIS

### Expense forecast



### Key financial indicators

	FY 1	FY 2	FY 3	FY 4	FY 5
Sales	\$898,350	\$943,268	\$990,431	\$1,039,952	\$1,091,950
Gross margin	\$484,350	\$508,568	\$533,996	\$ 560,696	\$ 588,730
Operating expenses	\$190,867	\$196,077	\$201,547	\$ 207,291	\$ 213,322

### Projected profit and loss

Annual pro forma profit and loss	FY 1	FY 2	FY 3	FY 4	FY 5
<b>Total income</b>	<b>\$898,350</b>	<b>\$943,268</b>	<b>\$990,431</b>	<b>\$1,039,952</b>	<b>\$1,091,950</b>
<b>Cost of goods sold</b>	<b>\$414,000</b>	<b>\$434,700</b>	<b>\$456,435</b>	<b>\$ 479,257</b>	<b>\$ 503,220</b>
<b>Gross profit</b>	<b>\$484,350</b>	<b>\$508,568</b>	<b>\$533,996</b>	<b>\$ 560,696</b>	<b>\$ 588,730</b>
Gross profit %	53.92%	53.92%	53.92%	53.92%	53.92%
<b>Expenses:</b>					
Payroll	\$ 69,120	\$ 72,576	\$ 76,205	\$ 80,015	\$ 84,016
Depreciation	\$ 86,667	\$ 86,667	\$ 86,667	\$ 86,667	\$ 86,667
Electric	\$ 8,400	\$ 8,820	\$ 9,261	\$ 9,724	\$ 10,210
Gas	\$ 600	\$ 630	\$ 662	\$ 695	\$ 729
Phone	\$ 900	\$ 945	\$ 992	\$ 1,042	\$ 1,094
Insurance	\$ 1,800	\$ 1,890	\$ 1,985	\$ 2,084	\$ 2,188
Sanitation	\$ 1,080	\$ 1,134	\$ 1,191	\$ 1,250	\$ 1,313
Taxes	\$ 700	\$ 735	\$ 772	\$ 810	\$ 851
Advertising costs	\$ 7,200	\$ 7,560	\$ 7,938	\$ 8,335	\$ 8,752
Supplies	\$ 9,600	\$ 10,080	\$ 10,584	\$ 11,113	\$ 11,669
Maintenance	\$ 1,200	\$ 1,260	\$ 1,323	\$ 1,389	\$ 1,459
Misc.	\$ 3,600	\$ 3,780	\$ 3,969	\$ 4,167	\$ 4,376
<b>Total operating expenses</b>	<b>\$190,867</b>	<b>\$196,077</b>	<b>\$201,547</b>	<b>\$ 207,291</b>	<b>\$ 213,322</b>
Profit before interest and taxes	\$293,483	\$312,491	\$332,449	\$ 353,404	\$ 375,408
Interest expense	\$ 74,710	\$ 69,202	\$ 63,252	\$ 56,824	\$ 49,879
Taxes incurred	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Net profit</b>	<b>\$218,773</b>	<b>\$243,289</b>	<b>\$269,197</b>	<b>\$ 296,581</b>	<b>\$ 325,529</b>
<b>Net profit/sales</b>	<b>24.35%</b>	<b>25.79%</b>	<b>27.18%</b>	<b>28.52%</b>	<b>29.81%</b>



## CAR WASH

### Projected cash flow

Annual pro forma cash flow	FY 1	FY 2	FY 3	FY 4	FY 5
<b>Cash received</b>					
<b>Cash from operations:</b>					
Cash sales	\$898,350	\$943,268	\$990,431	\$1,039,952	\$1,091,950
Subtotal cash from operations	\$898,350	\$943,268	\$990,431	\$1,039,952	\$1,091,950
<b>Additional cash received</b>					
<b>Subtotal cash received</b>	<b>\$898,350</b>	<b>\$943,268</b>	<b>\$990,431</b>	<b>\$1,039,952</b>	<b>\$1,091,950</b>
<b>Expenditures</b>					
Expenditures from operations					
Payroll	\$ 69,120	\$ 72,576	\$ 76,205	\$ 80,015	\$ 84,016
Operating costs	\$109,790	\$106,036	\$101,928	\$ 97,433	\$ 92,519
Cost of sales	\$414,000	\$434,700	\$456,435	\$ 479,257	\$ 503,220
<b>Subtotal spent on operations</b>	<b>\$592,910</b>	<b>\$613,312</b>	<b>\$634,567</b>	<b>\$ 656,705</b>	<b>\$ 679,754</b>
<b>Additional cash spent</b>					
Principle repayment of loan	\$ 68,582	\$ 74,090	\$ 80,041	\$ 86,469	\$ 93,414
<b>Subtotal cash spent</b>	<b>\$661,493</b>	<b>\$687,403</b>	<b>\$714,608</b>	<b>\$ 743,174</b>	<b>\$ 773,168</b>
<b>Net cash flow</b>	<b>\$236,857</b>	<b>\$255,865</b>	<b>\$275,823</b>	<b>\$ 296,778</b>	<b>\$ 318,782</b>
<b>Cash balance</b>	<b>\$236,857</b>	<b>\$492,722</b>	<b>\$768,545</b>	<b>\$1,065,323</b>	<b>\$1,384,105</b>

### Projected balance sheet

Pro forma balance sheet	FY 1	FY 2	FY 3	FY 4	FY 5
<b>Assets</b>					
<b>Current assets</b>					
Cash	\$ 236,857	\$ 492,722	\$ 768,545	\$1,065,323	\$1,384,105
Pre paid expenses	\$ 27,500	\$ 27,500	\$ 27,500	\$ 27,500	\$ 27,500
Supplies	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
<b>Total current assets</b>	<b>\$ 284,357</b>	<b>\$ 540,222</b>	<b>\$ 816,045</b>	<b>\$1,112,823</b>	<b>\$1,431,605</b>
<b>Long-term assets</b>					
Land	\$ 50,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000
Equipment	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Land improvements	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Accumulated depreciation	\$ 86,667	\$ 173,333	\$ 260,000	\$ 346,667	\$ 433,333
Total long-term assets	\$1,213,333	\$1,126,667	\$1,040,000	\$ 953,333	\$ 866,667
<b>Total assets</b>	<b>\$1,497,691</b>	<b>\$1,666,889</b>	<b>\$1,856,045</b>	<b>\$2,066,157</b>	<b>\$2,298,272</b>
<b>Liabilities and owner's equity</b>					
<b>Current liabilities</b>					
<b>Total current liabilities</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Long-term liabilities</b>					
Loan	\$ 926,418	\$ 852,327	\$ 772,287	\$ 685,817	\$ 592,404
<b>Total liabilities</b>	<b>\$ 926,418</b>	<b>\$ 852,327</b>	<b>\$ 772,287</b>	<b>\$ 685,817</b>	<b>\$ 592,404</b>
<b>Owner's equity</b>					
Owners investment	\$ 677,500	\$ 677,500	\$ 677,500	\$ 677,500	\$ 677,500
Retained earnings	(\$ 106,227)	\$ 137,061	\$ 406,258	\$ 702,839	\$1,028,368
Earnings	\$ 218,773	\$ 243,289	\$ 269,197	\$ 296,581	\$ 325,529
<b>Total owner's equity</b>	<b>\$ 571,273</b>	<b>\$ 814,561</b>	<b>\$1,083,758</b>	<b>\$1,380,339</b>	<b>\$1,705,868</b>
<b>Total liabilities &amp; owner's equity</b>	<b>\$1,497,691</b>	<b>\$1,666,889</b>	<b>\$1,856,045</b>	<b>\$2,066,157</b>	<b>\$2,298,272</b>

Monthly revenue forecast	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06	Apr-06
Oil/lube rental income	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
Full service	\$63,000	\$63,000	\$63,000	\$63,000	\$63,000	\$63,000
Self serve	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Vending	\$ 788	\$ 788	\$ 788	\$ 788	\$ 788	\$ 788
Vacuum	\$ 1,575	\$ 1,575	\$ 1,575	\$ 1,575	\$ 1,575	\$ 1,575
<b>Total revenues</b>	<b>\$74,863</b>	<b>\$74,863</b>	<b>\$74,863</b>	<b>\$74,863</b>	<b>\$74,863</b>	<b>\$74,863</b>
<b>Cost of goods sold</b>						
Water/soap/wax	\$34,500	\$34,500	\$34,500	\$34,500	\$34,500	\$34,500
<b>Total cost of goods sold</b>	<b>\$34,500</b>	<b>\$34,500</b>	<b>\$34,500</b>	<b>\$34,500</b>	<b>\$34,500</b>	<b>\$34,500</b>
Monthly revenue forecast	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06
Oil/lube rental income	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
Full service	\$63,000	\$63,000	\$63,000	\$63,000	\$63,000	\$63,000
Self serve	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Vending	\$ 788	\$ 788	\$ 788	\$ 788	\$ 788	\$ 788
Vacuum	\$ 1,575	\$ 1,575	\$ 1,575	\$ 1,575	\$ 1,575	\$ 1,575
<b>Total revenues</b>	<b>\$74,863</b>	<b>\$74,863</b>	<b>\$74,863</b>	<b>\$74,863</b>	<b>\$74,863</b>	<b>\$74,863</b>
<b>Cost of goods sold</b>						
Water/soap/wax	\$34,500	\$34,500	\$34,500	\$34,500	\$34,500	\$34,500
<b>Total cost of goods sold</b>	<b>\$34,500</b>	<b>\$34,500</b>	<b>\$34,500</b>	<b>\$34,500</b>	<b>\$34,500</b>	<b>\$34,500</b>

## CAR WASH

<b>Monthly pro forma profit and loss</b>	<b>Nov-05</b>	<b>Dec-05</b>	<b>Jan-06</b>	<b>Feb-06</b>	<b>Mar-06</b>	<b>Apr-06</b>
Total income	\$74,863	\$74,863	\$74,863	\$74,863	\$74,863	\$74,863
Cost of goods sold	\$34,500	\$34,500	\$34,500	\$34,500	\$34,500	\$34,500
Gross profit	\$40,363	\$40,363	\$40,363	\$40,363	\$40,363	\$40,363
Gross profit %	53.92%	53.92%	53.92%	53.92%	53.92%	53.92%
<b>Expenses:</b>						
Payroll	\$ 5,760	\$ 5,760	\$ 5,760	\$ 5,760	\$ 5,760	\$ 5,760
Depreciation	\$ 7,222	\$ 7,222	\$ 7,222	\$ 7,222	\$ 7,222	\$ 7,222
Electric	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700
Gas	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50
Phone	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75
Insurance	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150
Sanitation	\$ 90	\$ 90	\$ 90	\$ 90	\$ 90	\$ 90
Taxes	\$ 58	\$ 58	\$ 58	\$ 58	\$ 58	\$ 58
Advertising costs	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
Supplies	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800
Maintenance	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Misc.	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
Total operating expenses	\$15,906	\$15,906	\$15,906	\$15,906	\$15,906	\$15,906
Profit before interest and taxes	\$24,457	\$24,457	\$24,457	\$24,457	\$24,457	\$24,457
Interest expense	\$ 6,426	\$ 6,390	\$ 6,355	\$ 6,318	\$ 6,282	\$ 6,246
Taxes incurred	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Net profit	\$18,031	\$18,067	\$18,102	\$18,138	\$18,175	\$18,211
Net profit/sales	24.09%	24.13%	24.18%	24.23%	24.28%	24.33%
<b>Monthly pro forma profit and loss</b>	<b>May-06</b>	<b>Jun-06</b>	<b>Jul-06</b>	<b>Aug-06</b>	<b>Sep-06</b>	<b>Oct-06</b>
Total income	\$74,863	\$74,863	\$74,863	\$74,863	\$74,863	\$74,863
Cost of goods sold	\$34,500	\$34,500	\$34,500	\$34,500	\$34,500	\$34,500
Gross profit	\$40,363	\$40,363	\$40,363	\$40,363	\$40,363	\$40,363
Gross profit %	53.92%	53.92%	53.92%	53.92%	53.92%	53.92%
<b>Expenses:</b>						
Payroll	\$5,760	\$ 5,760	\$ 5,760	\$ 5,760	\$ 5,760	\$5 ,760
Depreciation	\$7,222	\$ 7,222	\$ 7,222	\$ 7,222	\$ 7,222	\$ 7,222
Electric	\$700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700
Gas	\$50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50
Phone	\$75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75
Insurance	\$150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150
Sanitation	\$90	\$ 90	\$ 90	\$ 90	\$ 90	\$ 90
Taxes	\$58	\$ 58	\$ 58	\$ 58	\$ 58	\$ 58
Advertising costs	\$600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
Supplies	\$800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800
Maintenance	\$100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Misc.	\$300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
Total operating expenses	\$15,906	\$15,906	\$15,906	\$15,906	\$15,906	\$15,906
Profit before interest and taxes	\$24,457	\$24,457	\$24,457	\$24,457	\$24,457	\$24,457
Interest expense	\$6,209	\$ 6,172	\$ 6,135	\$6,097	\$ 6,059	\$ 6,021
Taxes incurred	\$0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Net profit	\$18,248	\$18,285	\$18,322	\$18,360	\$18,398	\$18,436
Net profit/sales	24.38%	24.42%	24.47%	24.52%	24.58%	24.63%

## CAR WASH

Monthly pro forma cash flow	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06	Apr-06
<b>Cash received</b>						
<b>Cash from operations:</b>						
<b>Cash sales</b>	\$ 74,863	\$ 74,863	\$ 74,863	\$ 74,863	\$ 74,863	\$ 74,863
Subtotal cash from operations	\$ 74,863	\$ 74,863	\$ 74,863	\$ 74,863	\$ 74,863	\$ 74,863
<b>Additional cash received</b>						
<b>Subtotal cash received</b>	\$ 74,863	\$ 74,863	\$ 74,863	\$ 74,863	\$ 74,863	\$ 74,863
<b>Expenditures</b>						
Expenditures from operations						
Payroll	\$ 5,760	\$ 5,760	\$ 5,760	\$ 5,760	\$ 5,760	\$ 5,760
Operating costs	\$ 9,349	\$ 9,314	\$ 9,278	\$ 9,242	\$ 9,206	\$ 9,169
Cost of sales	\$ 34,500	\$ 34,500	\$ 34,500	\$ 34,500	\$ 34,500	\$ 34,500
<b>Subtotal spent on operations</b>	\$ 49,609	\$ 49,574	\$ 49,538	\$ 49,502	\$ 49,466	\$ 49,429
<b>Additional cash spent</b>						
Principle repayment of loan	\$ 5,515	\$ 5,551	\$ 5,586	\$ 5,623	\$ 5,659	\$ 5,695
<b>Subtotal cash spent</b>	\$ 55,124	\$ 55,124	\$ 55,124	\$ 55,124	\$ 55,124	\$ 55,124
<b>Net cash flow</b>	\$ 19,738	\$ 19,738	\$ 19,738	\$ 19,738	\$ 19,738	\$ 19,738
<b>Cash balance</b>	\$ 19,738	\$ 39,476	\$ 59,214	\$ 78,952	\$ 98,691	\$ 118,429
<b>Monthly pro forma cash flow</b>						
	<b>May-06</b>	<b>June-05</b>	<b>July-06</b>	<b>Aug-06</b>	<b>Sep-06</b>	<b>Oct-06</b>
<b>Cash received</b>						
<b>Cash from operations:</b>						
<b>Cash sales</b>	\$ 74,863	\$ 74,863	\$ 74,863	\$ 74,863	\$ 74,863	\$ 74,863
Subtotal cash from operations	\$ 74,863	\$ 74,863	\$ 74,863	\$ 74,863	\$ 74,863	\$ 74,863
<b>Additional cash received</b>						
<b>Subtotal cash received</b>	\$ 74,863	\$ 74,863	\$ 74,863	\$ 74,863	\$ 74,863	\$ 74,863
<b>Expenditures</b>						
Expenditures from operations						
Payroll	\$ 5,760	\$ 5,760	\$ 5,760	\$ 5,760	\$ 5,760	\$ 5,760
Operating costs	\$ 9,132	\$ 9,095	\$ 9,058	\$ 9,020	\$ 8,983	\$ 8,945
Cost of sales	\$ 34,500	\$ 34,500	\$ 34,500	\$ 34,500	\$ 34,500	\$ 34,500
<b>Subtotal spent on operations</b>	\$ 49,392	\$ 49,355	\$ 49,318	\$ 49,280	\$ 49,243	\$ 49,205
<b>Additional cash spent</b>						
Principle repayment of loan	\$ 5,732	\$ 5,769	\$ 5,806	\$ 5,844	\$ 5,882	\$ 5,920
<b>Subtotal cash spent</b>	\$ 55,124	\$ 55,124	\$ 55,124	\$ 55,124	\$ 55,124	\$ 55,124
<b>Net cash flow</b>	\$ 19,738	\$ 19,738	\$ 19,738	\$ 19,738	\$ 19,738	\$ 19,738
<b>Cash balance</b>	\$ 138,167	\$ 157,905	\$ 177,643	\$ 197,381	\$ 217,119	\$ 236,857

# Concrete Coating Company

Techno-Coatings USA

4653 Hidden Knoll  
Oxford, Mississippi 38677

*Michele T. Bussone*

*Using this business plan, the owner of a company that uses concrete to restore, protect and beautify surfaces quickly raised \$150,000 of the \$250,000 he eventually hopes to secure from investors.*

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## EXECUTIVE SUMMARY

Mr. Gary Wright, sole shareholder of Techno-Coatings USA (TCU), wants to borrow \$250,000 and spend it over a period of 15 months. These funds will be used to grow his business. He will accomplish this growth by adding three additional crews and a manufacturing component for custom concrete work that will enable him to take on more and larger jobs. Growth is expected to hit \$3,000,000 by the end of year 2.

Today's climate is extremely favorable to his type of business. New, larger custom homes are popular; remodeling older homes is still a growing industry and commercial renovations are finding concrete rehabilitation an economical choice while enhancing the appearance of the floors and/or walls.

This growth will require that he fully outfit the new crews; hire supervisors, stock necessary materials and supplies and have operating funds to cover expenses during the training and ramp-up periods.

In return, Mr. Wright will pay 12% interest annually on the investment for a period of five years. Investors can leave their monies in for the full period or withdraw at any time after two years. Since Mr. Wright basically is the company, insurance will be procured and maintained for the life of the investment to cover all monies involved. This insurance will cover both death and inability to perform his job.

Uses of loan	Time needed	Amount
Payment marketing materials and collaterals	Immediate (1-2 months)	\$17,000.00
Crew # 2 set-up	Month 4 of year 1	\$60,000.00
Added materials	Month 4 of year 1	\$15,000.00
Crew # 3	Month 10 of year 1	\$60,000.00
Storage building	For end of year 1	\$18,000.00
Crew #4	Year 2	\$60,000.00
Outfit manufacturing forms, equipment, materials for R&D	Year 1	\$20,000.00

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## **COMPANY HISTORY**

This is Gary Wright's second year of operation. In that time he has created an excellent reputation for himself and his company based on professional and creative completion of each cement-based overlay project.

His "can-do" attitude has enabled him to set himself apart the average concrete refinishers or painters in the area. Remodeling was the initial area of work, but new home construction soon followed. Commercial renovation is becoming a popular and economical alternative to tile and carpet. Self-leveling overlays offer tremendous benefits that explain the widespread use in many casinos, hotels, restaurants, shopping malls, resorts, theme parks and office buildings.

NOTE: In situations where a concrete slab has cracked, spalled or aged, cementitious overlayment can provide a solution when compared with the time-consuming and cost alternative off ripping out the old slab and pouring new concrete. Self-leveling overlays, flowable, polymer-modified cementitious toppings have the huge advantage of setting within a few hours. Provided they are properly and regularly maintained, self-leveling overlayments will also last indefinitely, which offers a clear advantage over carpet, tile, vinyl and other more traditional floor coverings. Additionally, overlays are considerable less expensive than pricier alternatives such as granite, terrazzo or marble.

In central south Mississippi, Gary is in the forefront with this technology. With the advent of new paints, polymers and techniques, contractors needed some time to figure out what to do with these new products. Despite this, they're still learning and eager to realize the opportunities. Combine this with the improved willingness to spend on home improvements, and Gary has a winning combination.

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## **OBJECTIVES**

Gary's goals are to achieve sales of approximately \$700,000 in Year 1 and over \$3,000,000 in Year 2. He will accomplish this with four crews of experienced contractors primarily from the painting field. By far the majority of his people will be mature workers who realize that this is their last chance to make money and prepare for retirement. It is Gary's intention to retain his employees by creating a two-way commitment that works to everyone's benefit—including but not limited to competitive pay; a simple retirement plan; and recognition/bonuses for work well done.

His long-term goals are to create a niche for TCU in which he can offer new, creative designs and products while his staff performs the daily operations. His artistic designs coupled with the excellent training and execution of staff will ensure business continuity.

The overall objective for TCU is to create a sustainable organization that provides a good living for Gary and allows him to enjoy his family. TCU must also 1) provide a good living for his employees and laborers, and 2) provide a valuable service to home and business owners throughout Mississippi who wish to improve the intrinsic and aesthetic values of their properties.

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## **PRODUCTS & SERVICES**

There are three areas for his services: older home remodeling, new home construction and commercial renovation.

There is a great demand for materials and techniques designed to restore, protect and beautify concrete surfaces that have deteriorated due to normal aging, acid rain, salt attack and high traffic. Older homes and commercial buildings with cracks, stains, uneven surfaces or simply needing a face-lift are great

candidates. He has even been working with counter tops, sinks and bathtubs for interior drama. Then consider new construction that wants the cost and durability of concrete with the look of tile or natural rock. (See the list of TCU services later in this plan.)

What we are discussing here is the implementation of ideas. Gary's forte is listening to what the customer wants—be it patio, living room floor, building entrance or bathtub—and converting that idea to reality.

His medium is concrete, his palette consists of paints, stains and polymers and his brushes are stamp kits, rakes and brooms. What he creates become integral parts of the buildings and items of pride to their owners.

Gary has taken a conventional business and raised it to an unconventional level; adding beauty and drama to horizontal or vertical surfaces.

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## **MARKET ANALYSIS**

Gary currently services a geographical market comprised of central, south Mississippi. His current size limits his range; but so far he has more work than he can handle.

A current list of customers who can keep his current and future crews working regularly is found later in this plan.

Once his crews are trained, jobs can be handled anywhere in Mississippi. A distinct advantage to the services is the fast-track turnaround time on most renovation projects. Even new construction schedules (concrete curing) can be adhered to fairly easily allowing work to be negotiated months out.

### **Competition**

Suppliers of materials are offering paint and concrete contractors training in how to apply their products. Local contractors who used to spend their time repairing concrete in preparation for laying carpet are now being asked to add decorative finishes and skip the carpet.

Suppliers are not moving into the DIY (Do It Yourself) Market as there are too many ways to spoil a job. Warranty issues have always been a concern and even professionals new to the business have problems. Correct substrate preparation is mandatory. Too much moisture content will ruin a job, just as not following specifications exactly!

So competition is limited to the trades, primarily concrete finishing and painting contractors. Except for the largest companies, most contractors are either residential or commercial with little crossover. The larger companies can afford the training charged by suppliers and many will probably have some crews trained for their commercial divisions. Employees of contractors will also be taking jobs on the side. Small contractors may enter with minimal, if any, training. Some of these will "dirty" the business with poor workmanship.

Competition exists—always has, always will. But this is too hot of an area to ignore. Success will depend on two things: marketing and word-of-mouth recommendations.

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## **OPERATIONS**

### **Marketing & Sales**

Gary needs to spend more time marketing the business. This is why the first supervisor will be his father-in-law, Sonny. Officially retired from his first career but still full of energy and ideas, Sonny has worked with Gary and understands the business. He also has extensive supervisory experience gained from his previous career. Gary will still design the job and mix the product for it, but will be freed from the routine preparation.

## CONCRETE COATING COMPANY

The first resource needed is a color brochure that can be for general distribution. The second resource is a more complete portfolio of jobs with before and after pictures, especially for the larger commercial and custom jobs. Both will require a professional photographer and a layout designer. The third resource will be actual samples of the possible finishes: field stone, brick, tile, acid-stained (with some color differentiation in all categories). As manufacturing starts, a website will aid in promoting the designs and concepts developed by Gary and his crews.

Word-of-mouth advertising has worked well so far in the residential sector. The brochures left behind with satisfied clients can be given out. Gary's work will be to get the brochures out to new-home builders and general contractors as well as to hotel, mall and office building owners and managers.

The promotion will focus on the substantial cost savings as well as quick turnaround time. Gary's time spent in sales will prove invaluable here. He knows his products and how to present them and himself. Armed with cost analyses of the various options his renovation services look really inviting. We must also look at the intangible to be marketed—the skill to create a one-of-a kind solution. The portfolio will assist, but the ability to listen and understand what a client wants and then deliver something a client falls in love with is a real factor here. When we spoke of competition, we also have to look at what separates TCU from the competition, and Gary's ability to work and think “out of the box.”

### Management Summary

Gary Wright is the only management at this time. He is an experienced Top Sales Achiever with a solid record of performance in setting benchmarks and a proven set of skills that include:

- Excellent Presentation
- Strong Closing
- Sales Process Knowledge
- Relationship Building
- Customer Service
- Staff Training
- Problem Solving
- Market Penetration

His principal personal strengths include a high energy level, an ability to set and attain challenging goals, and a healthy sense of urgency. He is a team leader and team player who can be counted on to attain better than expected results.

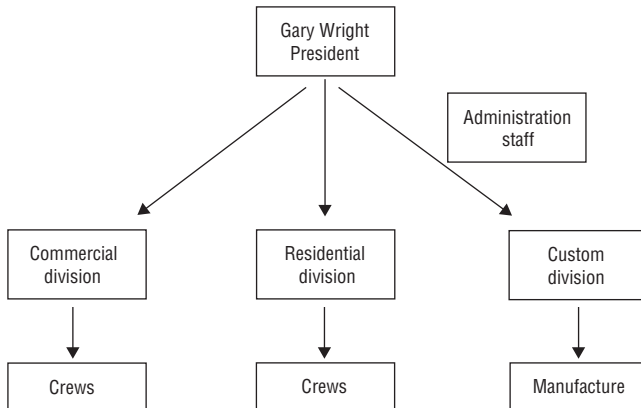
From 1996 to 2003, Mr. Wright was employed by Good Deal Enterprises in Jackson, Mississippi. He progressively advanced to positions of increased challenges and responsibilities in support of car sales operations that include: Sales Representative, Sales Manager, and General Sales Manager. In this role, he was selected by senior management to direct the expansion of this dealership from 2 acres to 7 acres and oversaw all aspects of construction. He concurrently hired and trained a staff of 27 personnel that included the sales and support staff. During this time he consistently met established construction goals while continuing to increase sales of new and used vehicles.

Before this, Mr. Wright was employed as a Food Broker for L&M Foods in Writer, Mississippi. While in this position, he aggressively marketed the company's preprocessed meat products to major accounts in Mississippi including Kroger's, H-E-B Grocery Company, Albertsons, Super K-Mart, Super Wal-Mart, and other grocery companies.



Gary's first supervisor will be his father-in-law, put in place to manage his crew. The second crew will be added within four months and will have its own supervisor. Ten months into Year 1 there will be a third crew and supervisor. Six months into Year 2 will be a fourth crew and supervisor. It is planned that most, if not all, supervisors will come from within the crews.

Gary will continue with the basic office functions, and be helped by his wife the first year. He will also continue to be advised by his accountant. In Year 2, a full-time administrator will need to be hired to free additional time for Gary.



Here is a picture of TCU in five years. Gary is still the primary figure, spokesperson and leader. Each division will have its own manager as well as crews and supervisors. The administration section will have grown to accommodate the accounting and support needs of each division. Crew supervisors, depending on artistic and technical skill levels, will mix their own products for each job. It is not TCU's intention to develop a large organization but to maintain sales in the \$10 million range, always with an emphasis on quality production versus quantity.

**Financial Analysis**

**Techno-Coatings USA labor estimates worksheet**

Position	Wages	Job starts	Conversion to employee
Management (Gary)	4,500	Immediate	Immediate
Crew supervisor 1	2,000	4 months into Y1	Immediate Father In Law
Crew supervisor 2	3,500/mo	4 months into Y1	Immediate
Crew supervisor 3	3,500/mo	10 months into Y1	Immediate
Crew supervisor 4	3,500/mo	6 months into Y2	Immediate
Replace supervisor (FIL)	3,500/mo	Start Y2	Immediate
Crew # 1 (original)	Percent of sales	Immediate	Mid Y1
Crew # 2	Percent of sales	4 months into Y1	1 month into Y2
Crew # 3	Percent of sales	10 months into Y1	4 month into Y2
Crew # 4	Percent of sales	6 month into Y2	3 month into Y3
Crew # 5 manufacture	\$15-17/hr	Start Y2	Immediate

Assumptions:

1. Work crew can cover sales of \$850,000
2. Supervisors will be drawn from crews
3. Crews start out as contract labor. If they last 9 months, they will have option for employee status with benefits
4. Crews hired 90 days before needed to allow time for training and ramp up

These expenses will be incurred as crews are added according to schedule.

## CONCRETE COATING COMPANY

Assumptions used in the preparation of proformas include:

### Labor

- Labor runs 22 percent of sales.
- It is intended to operate with contract labor initially until an individual proves reliable, thoroughly knowledgeable on the job and requests a more permanent relationship with TCU, estimated to be nine months. At that point, they will become employees.
- TCU has been and will continue to take on more mature labor with a history in concrete construction to reduce the basic training time.
- Training is very important in this business because it is custom work.
- Payroll taxes are calculated for Social Security, Medi, TWC (2.7 percent) and FUTA.

### Materials

- Materials currently run 18 percent of sales. Assume 19 percent due to recent increases.
- Even though economies of scale will be available at the higher volumes, we are not figuring this into the calculations. This should cover additional increases in costs.
- Sometime in year 2 a storage facility will be purchased and placed on Wright's land to house materials.

### Interest

- Interest on the investment is calculated at 12 percent.

### Personnel

- Gary Wright, in the first year, will be a full-time working Supervisor until his father-in-law Sonny can take over.
- Gary's father-in-law will work as the supervisor until the manufacturing operation grows. He will then relinquish that responsibility and will be replaced from within if possible.
- Gary will be spending more time mixing project stains for the crews, creating new products and marketing the business.
- A full-time office administrator will be hired to free Gary's time for the start of Year 2.

Description	Interior	Exterior
Concrete acid staining	X	X
Sealing	X	X
Concrete and wood decorative overlay	X	X
Repair overlay	X	X
Concrete counter tops	X	X
Concrete scoring	X	X
Vertical, horizontal decorative overlay	X	X
Floor preparation	X	X
Floor recovery	X	X
Bath tubs and sinks (custom)		

\*\*Overlays: solid semi gloss, tile, stone, slate, brick

**Services**

**Equipment list per crew**

Description	Quantity	\$ Amount
Trowels, rake, squeegees, etc	misc	500.00
1/2" drills w/paddles	2	400.00
300" Extension cords	2	150.00
4 1/2" Grinders w/blades	4	600.00
7 1/2" Grinder w/blade	1	450.00
Bead blaster	1	4,800.00
Buffer	1	1,000.00
Compressor	1	3,000.00
Concrete polishing kit	1	6,000.00
Crack chaser	1	1,500.00
Enclosed trailer 6 x 12	1	2,800.00
Ford 250/350 XL	1	27,000.00
Generator	1	800.00
Industrial wet vacs	2	400.00
Ligit set Stanley W2664	2	300.00
Maintainer and ladders	2	500.00
Paint gun and air hopper	1	1,700.00
Parking cover	1	500.00
Pumps	2	1,200.00
Rags, buckets, knives, tape, blades, paper	misc	250.00
Sales tax on items		950.00
Sanders w/discs	3	400.00
Stamp kits		4,800.00
		<b>60,000.00</b>

Some equipment may be found second-hand, but only new prices are listed here.

**Suppliers**

Our suppliers are located in Mississippi and nearby states.

- Limeracoat
- KP Tile Store
- Kerry Contractors Supply
- Morfilled Polymers
- Lowes and Home Depot of Jackson, Mississippi

**Customers**

Our customers are all located in Mississippi.

- Gregg Custom Homes
- Sabinal Group
- N-Site Architects
- YP Construction
- Joyous Construction
- Marvin Gregg Homes
- Kenneth Quick Homes
- Purte & Larry
- FMT Management
- Leading Edge Flooring

## **CONCRETE COATING COMPANY**

- Insider Looks
- LL Tiling
- Horizon Green Solutions Inc.
- MS Construction

# Custodial Cleaning Company

Spic and Span

1A Prestwick Ln.  
Wilshire, Mississippi 39730

*Gerald Rekve*

*A recent college graduate established his own custodial cleaning company after working with a consulting company, analyzing the marketplace, and writing this business plan.*

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## EXECUTIVE SUMMARY

After graduation from Cooke Community College, Mark Hubbard knew he wanted to run his own business. One of Mark's first jobs was working for a cleaning crew. Mark worked in this job for two years, and then one day it hit him. He knew how to make this business more profitable and better for both the owner and the clients he worked for. So Mark proceeded to contact a firm to help with industry research and write the business plan. After doing this, Mark enlisted the help of his family to get the business going. While they are not partners, they helped finance the business. Starting in Year 2, each family member will be paid back their original investment plus 15%. Each of the four family members invested \$17,000 to get Mark started in this venture.

Mark set up the company as a limited liability company, and has all four family members on the board of directors, along with one accountant and one lawyer.

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## MARKET ANALYSIS

### Competition

We have reviewed the market and have determined that there is a lot of room for another Custodial Cleaner in the city. The city of Wilshire has a population of 400,000. Its business district is vibrant and prosperous. The GDP for the city puts Wilshire in the top twenty for growth this year. This is fueled by a strong manufacturing sector, since the biotech and computer sectors have been very stable and growing at a slow rate.

Right now there are ten firms listed in the local *Building Owners & Managers Association Directory (BOMA)*, as well as fourteen other firms listed in the local yellow pages. According to the yellow page ads there are only a few that offer services in all business sectors. This is good, because we aim to be a full service firm offering services to all sectors.

Right now there are 8,000 business listed with the city license department. There are 11,000 office spaces, warehouse, and commercial buildings in the city limits. Based on this, we are very confident that

## CUSTODIAL CLEANING COMPANY

the new entrant to the market would be welcome. We made some marketing calls and determined that 40% of the respondents would welcome competitive quotes. We also discovered that the respondents have used a number of different providers but were not satisfied. They were willing to pay a higher rate if they could get reliable suppliers to cleaning services. This was especially a very strong statement from the banking sector. This sector had a total of 149 branches in the city.

Currently, the average cleaning company charged between .22 per square foot to .26 per square foot to clean office and commercial locations. After discussions with a major bank, they told us that if we could clean their 27 branches for a three month trial period with no issues or complaints, they would be more than happy to give us a three year contract. Based on this one contract, this would give us the following single-client revenue potential: 27 locations, with an average of 1500 square feet = 40,500 square feet × .34 per square foot. = \$13,770 per month.

While we will grow our business, we have determined to start with our focus on winning this one client and, if we do, we will use this as a foothold to grow our business.

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## STAFFING

We will be cleaning 27 banks per night; this will include vacuuming, washing windows, cleaning bathrooms etc. Two staff will take 45 minutes to clean the average-sized bank (based on national averages). Therefore, in an eight hour shift starting at 6:00 PM, including travel time, each two-man shift can clean eight banks every night. We will then require the hiring of three two-man shifts to operate the cleaning; the owner will rotate in these shifts to insure quality control is being met.

The average cleaning firm is paying \$7.00 per hour for cleaning staff. We will pay \$7.25 per hour as a base wage. However, if there are no client complaints for the previous month, we will pay the two-man cleaning crew a bonus of \$2.00 per hour. We are very confident this will insure quality cleaning and low turnover. We want to keep turnover very low, as it costs \$125 for each new employee to get bonded and trained. If there are no complaints for the previous six months, we will pay the two-man crew a \$400 bonus. This bonus will be reduced by \$100 per complaint.

All staffing will be given extensive training before they actually go into the market and clean our clients' offices. We will use a national training model that takes about four days to complete. We will do this in a rented training room within a local hotel.

All staff will be required to be bonded. Having said this, some new hires may not be bonded (i.e. recent bankruptcy victims), and if we have a good feeling about the employee we will absorb the fee for bonding.

All staffing will be required to have a driver's license; however they do not require a vehicle, as we will offer them a company van. This will insure there is never a situation where our staff are stranded or can't make it to a client's job site.

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## GROWTH STRATEGIES

### Strategic Alliances

We will become a member of *BOMA (Building Owners Managers Association)*. This will allow us to connect with all of our potential clients at functions. We believe this will be one of our keys to success. The other key to our success will be referrals from happy clients, so we will work hard to win and keep clients. We will also join the local board of trade and other business associations.

**Advertising**

We will run ads for our services in the local yellow pages; we will run a sustaining ad campaign in the local business newspaper. This will give us a targeted market advertising approach, with the key to success: winning new long-term clients. There will come a time when these clients will grow us to a point where we have reached a market share that meets our goals.

**Products & Services**

The cleaning business is as simple as a business can get. All you need to do is keep things clean, using state-of-the-art cleaning products and skills, and as required by the client.

## Services Offered

- Office cleaning
- Carpet shampooing
- Warehouse cleaning
- Window cleaning, high-rise
- Shredding of documents (with clients' equipment)
- All general cleaning
- Hazardous waste cleaning (will be added Year 2)
- Crime scene clean up

The rates we charge for this service varies from a per square foot to a flat fee service. An example of flat fee service is crime scene clean up, where we charge a flat fee starting at \$995 plus supplies up to \$5500. These fees are assigned by the local city purchasing department and each service is given a number in terms of severity by the police department. The higher number gets the higher fee.

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**EQUIPMENT**

## Necessary Equipment

- 4 company vans
- 4 complete sets of cleaning equipment
- 20 company uniforms
- Office equipment (laptop computers, maps, etc.)
- 1 carpet steamer/shampooer
- 6 vacuum cleaners

We have also set up an account with a local wholesaler to supply us with large volumes of the required cleaning products at discounted prices.

---

**FINANCIALS**

We just bought the company vehicles, allowing us to write them off. We will trade them in every four years or sell them outright while buying new replacement vehicles. These units will serve a couple of purposes: they will provide our image as professional and they will transport our workers to each site without the worry of staff not showing up for work.

## CUSTODIAL CLEANING COMPANY

- The cost of these bare bone vans are \$12,250 each or a total of \$49,000
- Specialized cleaning equipment—\$2,500
- Vacuums—\$4,000
- Uniforms—\$1,800
- First month cleaning supplies—\$700
- Yellow page ad deposit—\$1,200
- Memberships in clubs—\$1,400

Total start-up costs—\$60,600 plus any employee hiring expense.

After we get the contract signed from the bank for the three month trial we will have thirty days to assemble our staff and equipment. Based on review we can have all the equipment in one week; we will start running ads now to get the hiring process started.

---

## COMPETITION

As mentioned above in the market analysis, we have determined that the competitors in the market are working at a maximum. They are either very happy with their market share or can see the need to expand the market share. This is to our benefit as we move forward. Of all the competitors, there are only four that are affiliated with a national chain, the rest are small independent firms. Having said this, when we called each of them to drop into our accountant's office to offer their services we noted that only the four from the national chain had company vans. The rest of the companies said this was not required. We also noticed that based on their appearance and presentation, we would very quickly be able to take market share away from them.

While we don't want to underestimate our competition, we do believe that sales presentation and appearance will go a long way in selling our services to new clients. We need to separate ourselves from the competition and by doing so will win the high fee contracts.



# Daycare

Childhood Dreams Inc.

132 Glenn  
West Town, Ohio 44256

*Gerald Rekve*

*Childhood Dreams Inc. was formed in late 2004 by Selma Tramon. Selma had worked in the retail arena for a number of years. After selling her dollar store, Selma realized that she enjoyed children. Selma's children were grown and she wanted to somehow incorporate her love of children into a new business. She enlisted in the help of a consulting firm to develop this business plan and research the daycare industry.*

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## EXECUTIVE SUMMARY

### Market Analysis

West Town is a quiet city of 100,000 people. It is an active vibrant community with six high schools and eight junior and preschools. The population is broken down into the following categories:

- 0–5 = 8,000
- 6–10 = 12,000
- 11–18 = 8,000
- 18–29 = 15,000
- 30–45 = 20,000
- 46–65 = 35,000
- 66 + = 11,000

Currently there are sixty–six daycare/childcare facilities in the city, with an average of twelve children per site. There are 38,000 homes in the region, including single–family and multi–family units. The average income per household is \$44,230. Last year the average family spent \$560 per month on daycare. There were 792 childcare spaces booked last year, at a rate of \$25 per child per day. The daily revenue was \$19,800.

We called all sixty–six day care facilities and determined that on average there was only 8% vacancy. However, most of the owners told us these would be booked up quickly, as the turnover rate was low.

The local state government provides a \$5 per child rebate for families under \$36,900 per year in household income. Based on the averages, we will be pricing our daily daycare rate in the \$33–38 range.

We did notice in our market analysis that only 12% of the child care providers offered service to the mentally challenged. Most of the child care providers explained that due to the high cost of specialized

## DAYCARE

staffing, they would not get involved in that area. However, upon further research, we determined this perception was incorrect. After calls to the state department responsible for this area, we determined that the state would offer special grants.

### Grants from State and Federal Governments

- For each child that is medically challenged, \$12 per day over the rate we charge that parent. We cannot charge more than \$38.00 per day total.
- Plus a \$120 per month special education training needs grant per child
- Plus a food allowance of \$9 per day per child
- Plus a special transportation allowance grant of \$4–\$18 per day per child (the less children you have who meet the requirements the higher the rate you are paid)
- Plus free medical transport for any one of these special needs children, if they require any medical care or transportation by emergency vehicles.
- Plus a monthly mailing of free children's books, as long we take care of special care children.
- Plus a wage incentive grant to hire certified staff to maintain these children, the federal government would pay 59% of the wage of these staff. The going rate for these staff is \$18.00 an hour. This means we can hire this person for around \$8.20 per hour.

Based on our study and as indicated from the available grants, the mentally challenged population is underserved. Most families of mentally challenged children have the children under the care of a family member or have reduced their work schedule in order to insure their children are managed properly. Based on this specific need, we redirected our efforts from opening a standard childcare daycare facility to creating an office location with typical business hours.

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## OPERATIONS

### Market Analysis

As mentioned in our market analysis, we were able to identify a market opportunity we did not know existed. This allowed us to revise our business planning and direction. In our market analysis we found a few different grants to operate our facility, and we are very confident that most of the providers in our city were not fully aware of these grants. We feel there is a great opportunity.

### Location

We have done a site selection and after reviewing a number of locations, we have made the determination that the best location is the one that follows the this criteria:

- Centrally located
- Free parking
- Ground floor
- Easy walking access to parks, theaters, and other kid-friendly places
- Great lighting for night
- Side area attached to the location, with greenery
- Outside place for gym and play toys
- Large front windows, to generate a lot of light
- Over 3,000 square feet of space at a rate of no more than \$1,400 per month

- No unacceptable business types within ten city blocks of the childcare location
- Landlord who will insure the quality of the tenants who share the building. It is important to sign a lease with these protections and understanding of our services, as well the need to offer security to our clients.

### **Staffing**

We will offer child care services six days a week, from 6:00 am to 7:00 pm. This will make it easy for clients to drop of their children as required.

#### Staff Requirements

- 2 full-time, certified staff
- 8 full-time staff
- 3 part-time staff
- 2 front counter staff (for phone and customers)
- 1 janitorial staff
- 1 accounting staff
- 1 office manager (owner)

### **Customers**

#### Revenue Opportunities

- Standard childcare
- Challenged children childcare, for both mentally and physically challenged children
- Part-time daycare, for parents who just want to drop their children for a couple of hours

### **Security**

We strongly believe that security is very important for us and our clients. Therefore we have taken extra steps to insure the security of the location and the children and staff.

We will install a complete video surveillance system. Our clients will be able to view their children at any time via the internet secure video link. The clients will be required to register for this service, but this service will be free.

We will have each client check their child in and out each day. The person who picks the child up at the end of the day will be required to be registered. If they are not, they cannot pick up the child. Each child once checked in the morning will be given an ankle bracelet that will send off a unique alarm and will identify which child's alarm is ringing.

We will also pay for a security system for the location. Each staff will be given special training on security, and local law enforcement will be notified of our location.

We will continue to review our security systems so they meet our clients' needs.

### **Expenses**

#### Furniture/Equipment Needs

- Video surveillance system
- 2 computers
- 1 printer
- 1 fax machine

## DAYCARE

- 1 software system to keep kids safe
- Play area toys
- 2 office desks
- 1 refrigerator
- 1 cooking stove
- 1 microwave
- Kitchen cabinets
- 20 kids' desks
- Accounting and word processing software
- Educational equipment for the children
- 8 bunk beds for children's nap time
- 10 computers for teaching children

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## FINANCIAL ANALYSIS

### Annual Fixed Costs

Annual Staffing Costs:

- 2 full-time certified staff—\$79,040
- 8 full-time staff—\$122,880
- 3 part-time staff—\$24,960
- 2 front counter staff, for phone and customers—\$33,280
- 1 janitorial staff—\$14,500
- 1 accounting staff—\$29,500
- 1 office manager (owner)—\$40,000 + profits

Total annual staffing costs:  $\$344,160 + (8\%) \$27,532.80 = \$371,692.80$

Retail Location Costs

- Rent—\$16,800
- Heating & Lighting—\$7,500
- Telephone—\$1,885
- Yellow Page ad—\$4,200
- Security System & Monitor—\$2,300
- Advertising Costs—\$5,000
- Food Items—\$4,800
- Misc Items—\$4,000

Total Estimated Annual operating costs—\$46,485

Note, as part of our negotiation with the landlord, the landlord has agreed to pay for a leasehold improvement to the location, in exchange for a 5 year lease.

**Revenue Potential**

Based on the market, we have estimated an average of forty-two children per day at \$36 per day. This will result in revenue of \$471,744 per year. If you factor in the government grants possible for this service, our net profit margin will be higher.

The lease will be signed in March 2007 and it will take approximately one month to complete the necessary renovations. We will be in operation in May of 2007. All applications for the grants have been completed and approved. Our requirement for a \$40,000 operating line of credit has already been established. Most of the staff has been hired.

# Daycare

Ziggle Zag Zip Daycare/Childcare

1413 Appleby Way  
Appleton, Wisconsin 54911

*Gerald Rekve*

*Our vision and mission is simple: provide high quality childcare to families, single mothers, and single fathers in an affordable manner. Using new ideas in childcare management, we will offer field trips, full day services (7 am to 8 pm), and full weekend hours. We will also provide computers, books and other educational services, all in a fun and safe environment. Furthermore, all of our staff will be trained or will hold a child care certificate from a recognized school or college. While there are a number of competitors in the market, none offer the full range of services that we offer, especially for such a competitive price.*

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## EXECUTIVE SUMMARY

### Products & Services

#### Rates

One of the key ingredients to a successful business is understanding our market. We know that we cannot be everything to everyone; however we do feel strongly that when it comes to daycare, we can and will offer services to all income brackets. In fact, government cuts on services to low income people is one of the key motivations for this daycare business.

To this end, we will be the first in this state to offer rates based on income. While it could be argued that this is unfairly biased against higher income families, we would disagree. In fact we are very confident that higher income families will embrace our approach, because in the long run, we are offering high-end day care to everyone, not just the families that can afford to pay for this service.

We will use the following formula to determine what we charge for our services. Based on the latest income tax return, we will determine the family's gross annual income. Using this figure, the rates are determined by the following schedule:

- Under \$25,000 per year = \$14.00 per child per day
- \$25,000–\$40,000 per year = \$24.00 per child per day
- \$40,000–\$75,000 per year = \$29.00 per child per day
- \$75,000 + per year = \$36.00 per child per day

In addition, single mothers with an income below \$25,000 annually will be eligible for free bus services. Furthermore, families with more than one child in our care will be eligible for a 30% discount for each additional child off our income-based rates.

## DAYCARE

Bus service to and from home will be available for a charge of \$7.00 per family per day, regardless of the number of children.

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## MARKET ANALYSIS

Market potential for Ziggle Zag Zip Daycare is based on the number of children in the market. This number is based on the most recent U.S. Census.

According to the census data, there are 2,158 children under the age of 6 years old living in our market area; there is also an additional 2,502 children between the ages of 6 and 12. Therefore there are 4,660 children under the age of 12 years in our area.

Our total market size is 4,660 children x \$25 per child per day (an average price point). This means our highest revenue potential is \$116,500 per day. In order to determine how much of this market realistically could be converted to our services, we must first understand the market and our competitors.

### Competition

We have estimated the number of home-based and unlicensed daycare locations to be about 12, with an average of 4 children per house. Each of these daycares charges from \$15–\$25 dollars per day. The target market for these home-based daycares is low income homes.

Our focus will be to offer competitive rates to these home-based daycares, with all the added benefits of full-time day care and services like computers, an outside play area, and field trips with parent volunteers.

Other daycares that present competition are those that are registered with the state and follow all the required policies. The average prices of these daycares are \$29–\$38 per day per child.

Most of these daycares have outside play areas; few have computers for children; and none have transportation for picking children up or taking them to field trips.

The average daycare takes care of 14 children on a Monday to Friday basis. Only 2 of these daycare centers offer weekend or evening childcare. We feel this is a dramatically under-served population based on the large retail and manufacturing sectors that work shift-work up to 18 hours per day.

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## OPERATIONS

### Staffing

Staffing is the most important part of a successful day care. Therefore we will make extra efforts to insure all our staff has the proper training. All our staff will be certified child care workers. Additional training will be provided in the following areas:

- Client management
- Child safety while under our care
- Various classes on different educational methods, etc.

The pay rate will vary from \$7–\$11 per hour, based on the duties of the staff and the training they bring to our company. The cooks and bus drivers will also act as daycare workers when they are not cooking or driving the buses.

One area we will partner with is the Red Cross. We will have each member of our staff get training in life rescue and other applicable first aid classes.

Our current staff consists of:

- 8 child care workers
- 2 cooks/child care workers
- 2 day managers
- 2 bus drivers/child care workers
- 1 accountant

We will also hire contractors to do various maintenance work as required.

### **Equipment**

#### **Transportation Bus**

We will be purchasing a Blue Bird transportation bus. Our research has determined that Blue Bird is the best bus line based on customer satisfaction and safety requirements. Their line of Micro Bird small buses exceeds all requirements of Federal Motor Vehicle Safety Standards for school-bus constructed vehicles and is equipped with safety features such as a heavy-duty steel roll cage, purpose-built child restraint seats, a full-view outward opening entrance door and a special driver-view window. The seating capacity of the bus we will be purchasing is 10–20 people, including the driver.

#### **Indoor Furniture**

We will be buying all our indoor furniture from Little Tikes for the simple reason that they offer product warranties and insurance if any children are injured on their products. This is very important for our daycare, as it helps reduce the cost of insurance and provides our children with a safe and fun place to be.

#### **Computers**

We will have 12 desktop computers, all with the highest level of security features available from software developers. While there will be internet access, these computers will mostly be used to train children on the use of computers and to play educational games. Classes will be taught by the staff, and other computer use will be monitored by the staff. The computers will be maintained by the lease company as part of our lease agreement.

#### **Outside Playground**

We have chosen the Childscape Playgrounds for our outside play area equipment based on quality, price and warranty. We will be contacting them directly once we get financing in place to purchase various pieces.

#### **Location Rental**

We will work closely with our commercial real-estate agent to ensure the following requirements are met for our location:

- Centrally located
- Maximum rent of \$1,200 per month
- Minimum 2,000 square feet
- 5 year lease, with all lease hold improvements paid by landlord
- Large fenced outdoor area to set up play equipment
- Just off major roads, allowing for easy access
- Low visible location, keeping it safer for children and staff
- Street level space (no second floors or basements)



## DAYCARE

### Security

We will pay a monthly monitoring fee to a local security company. They will place security cameras throughout the childcare facility and will outfit the bus with wireless cameras. This will allow for management and staff to monitor all activity at the daycare. This will also allow parents to view their children remotely through a secure server they only have access to when their child is in care. When the child no longer is in our daycare, the parent's password will be disabled.

With the recent advances in technology, we will place a GPS watch on each child. The watch looks like a watch and keeps time like a watch, but it also acts as a tracking device so that we and the parents can know where their child is every minute of the day. These watches are safe for the child and can only be taken off by staff or remotely by the GPS tracking company via local or state police. This is included for all children in our care at no additional cost to families.

In-depth background checks will also be done on all potential staff.

Field trips will always be managed by one staff member per 8 children, in addition to the bus driver and one day manager. While this is not required by state laws, we will provide this for extra security for our children.

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## GROWTH STRATEGY

Our mission for the type of daycare we are opening is to have word of mouth transcend our success for future years. We are also of the mind that to start a business, you must first get the word out to potential clients.

To accomplish this task, we will offer free child safety classes where we will teach parents what they can do to keep their children safe. Local law enforcement and local media will be in attendance and this is where the parents will discover our new approach to running a daycare.

We will also try the traditional methods of advertising:

- Yellow pages advertisement
- Daily ad in classifieds of local newspapers
- Mailers to local businesses and subdivisions

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## FINANCIAL ANALYSIS

### Start-Up Costs

Start-up costs are based on the assumption we will not have any revenue in the first three months of operation. Therefore we have determined that a start-up cost of \$304,000 will be required prior to commencing operations. We will invest \$75,000 of our own and seek the remainder in funding from banks and other sources.

### Income

Based on our market review, we have determined that the size of the market we are entering has sufficient numbers to offer our company an opportunity to take a large market share. We project the first year gross annual sales will be \$468,984 and our expenses will be \$399,095 before taxes. Thus, our EBITA will be \$49,525.

Based on a 5% increase in our fees coming in to year two, we will have projected revenue of \$492,433 and EBITA of \$121,975. This is an increase in EBITA of 246% over year one. We project that years three, four and five will have a 5% increases in revenue also.

### One-year cash projection

#### Sources of cash

1. Personal funds	75,000
2. Loan proceeds	75,000
3. Cash receipts from business (net)	154,000
<b>Total sources</b>	<b>304,200</b>

#### Uses of cash

4. Equipment/Supplies	32,000
5. Vehicle purchase/Lease	4,320
6. Real estate	1,200
7. Fixtures	9,300
8. Security deposits (rent and utility)	9,000
9. Signs	9,200
10. Leasehold improvements	7,500
11. Cost of goods sold	52,360
12. Telephone and utilities	4,500
13. Rent	43,800
14. Business license fee	3,080
15. Insurance premiums	6,000
16. Office supplies	2,000
17. Legal and accounting	6,760
18. Advertising	9,000
19. Real estate taxes	3,700
20. Miscellaneous expense	6,000
21. Payroll taxes and benefits	9,240
22. Payroll wages (excluding withholdings)	46,200
23. Loan payments (principal and interest)	15,000
24. Owner's draw	24,840
<b>Total uses</b>	<b>305,200</b>
<b>Net cash flow for the year (source minus uses)</b>	<b>0</b>

# Dentist's Office

Fremont Dental Office

31145 Brownell Blvd.  
Fremont, California 90010

*Gerald Rekve*

*Upon graduation from dental school, three partners took a unique approach to finding a dental office without incurring a lot of debt. This business plan outlines the steps they took to establish themselves in the industry.*

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## EXECUTIVE SUMMARY

Joshua Williams, Eric Grey, and Rich Trame all had just graduated from dental school. All three were determined to open their own dental office. However, they knew this may not be possible due to large debt they were carrying from their education.

In discussions regarding the funding necessary to open a new dental office, the three students agreed they would call the local dental shops in the towns they grew up in. They were hoping there might be an opportunity to get sponsored by a local dentist who knew he/she was retiring in a few years, and was looking for a successor.

Joshua Williams made a call to his hometown of Fremont, which has a population of about 120,000 people. There are two dental offices already in practice; both are husband and wife teams. One of these offices is Fremont Dental Office; the owner (Don Snyder) is sixty years old and his wife is fifty-eight years old. After speaking with Joshua, Don Snyder invited Joshua and his partners to come up for the weekend.

Don Snyder told the partners that he and his wife had been planning their retirement for a few years and had actually hired a business broker to start looking for buyers. This process had started almost ten months ago, and resulted in a few offers. However, the offers were not close to the asking price.

Don offered that he would carry the financing for the partners, so they did not need to go to the bank to get funding. The only stipulation was that the interest rate charged for the loan would be 2% above market. The three partners said they needed some time to review the offer and get their partners' agreement in place. Don agreed and said he would hold the offer open to them for sixty days and would not take additional offers until they replied.

This is how this business plan came about. This plan was written to determine if there would be a large enough market to sustain all three partners and their growing families, while paying off this loan of \$1,000,000. This deal included a turnkey dental office with equipment that was only three years old. The office had the most current x-ray equipment and surgical supplies.

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## MARKET ANALYSIS

Fremont is a city with a population of about 120,000 people. It is an older city and was founded in 1894. Over the years it has seen boom and bust economies. For the past ten years, the economy has been recovering from a long drought. However, recently the city was ranked in the top 100 for fastest growing cities. The farm sector which the city was dependant on for so many years is starting to be replaced by new economic industries.

These new industries are mostly related to the high tech sector. About six years ago, Technology USA set up a new manufacturing plant in the city. This plant employs over 1,200 people. Then Informtech saw the quality of production workers and opened an assembly plant that employs 800 people. While these numbers are small, the key to this change is important. In the last year, the local economic development manager has had over thirty requests from Fortune 500 companies hoping to start manufacturing or assembly shops in this region. This is a 250% increase in requests over the past five years.

The average household income in Fremont is \$36,350 and the unemployment rate is only 5%. Based on our telephone surveys of local employers, over 69% of employers have a paid dental plan for employees. The other companies did not have a medical or dental plan, usually because they were still establishing the company or they simply could not afford to provide health care plans for their employees. We also determined that the companies that did offer dental plans to their staff employed over twenty employees. This is important because this means a higher percentage of the potential clients were covered by a dental plan. People who have a dental plan are 78% more likely to use the service, leading to more potential clients.

The average sale in Don's dental office was \$198 plus x-ray costs; this average rose from \$122 five years ago. This is because the fees charged by the dental offices are dictated by the insurance companies that pay these bills, not the dentist's office.

Since Don was already preparing to retire, he had started not accepting new clients. Instead, he would forward them to the other dentist in the city, who was overwhelmed with business. This office's waiting list was growing longer and potential clients were going to other cities to get this work done faster. In some cases they would drive one and half hours each way. The fact that clients had to travel so far confirmed that this was a great location. Instead of buying a new shop, they would acquire the existing shop with the client already in place.

### Financial Analysis

The partners' management consultant told them that this was a great opportunity, but reminded them that the owner had been there for almost thirty-five years and had built up a great track record. The new owners would have to build up this same track record with the community. The consultant advised the partners to go back to the owner and make the following offer:

The partners would pay \$700,000 for the business with a loan that carried no interest. If at any point the average revenue for the previous twelve months was not the same as the twelve months Don managed, the \$700,000 would be reduced by the percentage of revenue reduction. This formula would only be used for the first twelve months. After this benchmark was achieved, the partners would pay off the remainder of the loan over a five year period.

The owner made one small addition to this offer. He proposed that if the revenue exceeds the \$500,000 mark, he would get a bonus based on the same formula. The three partners accepted this and the deal was done.

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## BUSINESS STRATEGY

### Operations

The transition from Don and his wife to the new owners took place over a thirty day period. Don and his wife worked side by side with the partners, helping clients as well making sure the partners would get a good foundation and start to their new dental office.

Because the office was a turnkey office, all the equipment was already in place and there would be no need to buy or replace any of the equipment.

There was a full-time assistant, and the partners agreed once they got up and running they would need to hire another full-time assistant. They also would hire an office manager to handle all the heavy paper work related to the insurance companies. Their market research determined there was a need in the city for an office that offered longer hours. Therefore, the partners expanded their hours from 9:00AM–5:00PM, Monday to Friday, to 7:00AM–7:00PM Monday to Saturday. These longer hours would allow them to grow the revenues and the profits for the business. It also meant they could increase their market share.

The dentist's office will be changing ownership in four weeks. All the required legal agreements will be signed and everything will be concluded. Our research determined that the average dental studio sells for 1.2 X gross revenues. Based on this figure, this purchase was right on the mark, and the fact that the partners were offered a good financing package from the owner was a bonus.

In order to facilitate the transfer of this business, the company will be set up as a joint practice, with each partner sharing in the company with  $33 \frac{1}{3}$  ownership and voting shares. All management decisions will go through board meetings which the partners will hold every two weeks for the first year, then once a month after that. Of course, the partners will be working very closely in a small office, so they can discuss issues at any time. It was agreed though, in order to run a professional office, they would leave all decisions which required in-depth talks or negotiation to the scheduled board meetings. This would allow for the management of the office to be smooth.

When the partners cannot get consensus, they will ask the management consultant for advice. This outside third party advice will be invaluable.

### Advertising

The partners will follow the local state laws when it comes to advertising a dental office. They will join the state dental association; this will allow them to take part in joint advertising programs. They will run a larger ad in the Yellow Pages and they will include a photograph, so clients can become more aware of them. They will also include the name of Don's dental clinic and advertise with his logo. Since the partners needed to register a new phone number when they created a new business entity, they will have incoming phone calls transferred from the previous office number to the new office number for one year.

# E-Commerce Website Producer

Internet Capabilities

941 Broshwell St.  
Saint Paul, Minnesota 31214

*Gerald Rekve*

*Internet Capabilities is an internet-based company which provides goods and services that are purchased and distributed over the World Wide Web.*

*Currently the main product that we offer is pre-made e-commerce websites, packaged as a ready-to-go Internet business for those wishing to work from home but need a product or service to sell.*

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## EXECUTIVE SUMMARY

### **Market Analysis**

In recent years there has been an explosion in the number of people who work from home, including employees of large corporations and small, independent business people.

Our product lines are designed to capture this new market, factoring in our easy-to-use templates.

We have thirty four different types of e-businesses for sale with over 300 different designs. Ninety percent of the businesses sold are fully automated, meaning that they do not require any maintenance, upkeep, or even order processing or fulfilling for the owner; very little PC knowledge is required. In addition, we provide the domain names as well as the hosting services.

At present we are in the capital attainment mode and will be focusing on securing funding for our operations, both an operating line of funding as well investment in capital equipment.

The founder has invested a great amount of time and resources to get the company to this stage. Due to the nature of our business, we feel our business will grow to new levels once the infrastructure is put in place. At present we have been operating out of our home while we put the systems in place.

### **Mission**

We are a strong believer in do-it-yourself business building. What we mean by this is simple. If we can provide a market with a turnkey product that requires little expertise by the new owners, they will not only succeed in business, but they will also be very happy with the product we have sold them. In the end they will buy more products from us.

Our vision is to be the best online seller of this product and service. Internet Capabilities will work tirelessly to make every client our supporter.

### **Management Summary**

President and CEO: Miyoshi Seto

## E-COMMERCE WEBSITE PRODUCER

Vice president: Lew Seto

As more personnel are added, managers will be appointed as the need arises.

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## FINANCIAL ANALYSIS

### Funding

In order to market and expand our current product line, Internet Capabilities is seeking funding in the amount of \$200,000. We will offer the standard market return on investment (ROI) on your investment.

Our current focus is toward moving into an office, purchasing office equipment and marketing previously developed products.

While interest has been high in our product line through word of mouth and online auctions, we would like to expand our specialized product line to a national market.

As Internet Capabilities grows and expands, our operational needs will also expand. To exploit these possibilities, television commercials and Internet advertising must be utilized at a considerable expense.

Therefore, management anticipates employing half of any funds received in marketing and advertising. Moving from a home business to an actual office will be necessary along with additional equipment and staff. These additions will be added gradually as business dictates.

Customer service will continue to be a main focus of all levels of employees. This commitment to customer service has made our company what it is today and will continue to make it successful in the future.

### Expenses

#### Capital equipment and marketing expenses

##### Breakdown:

18 Computers	\$ 20,000.00
9 Servers	\$ 9,000.00
Domain registrar	\$ 3,000.00
Cubicles and installation	\$ 3,000.00
Chairs	\$ 1,000.00
Software	\$ 8,000.00
Lease (12 months)	\$ 15,000.00
Miscellaneous	\$ 1,000.00
Wages (4 months)	\$ 40,800.00
Advertising and marketing	\$ 99,200.00
<b>Total</b>	<b>\$200,000.00</b>

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## GROWTH STRATEGY

### Operations

We plan to take Internet Capabilities to the next level. Within the next six months we would like to lease an office space, purchase necessary equipment and servers, and hire employees in order to provide better service and handle more customers. This is part of a two-year expansion plan which includes opening an in-house advertising agency.

With a budget to hire customer service representatives and order fulfillment reps we will be able to provide more "personal" customer service via a 1-800 number or over the Internet with live help chat (already in place). Our order fulfillment representatives will be able to distribute the massive orders for website packages in a timely manner.

### Advertising

Additionally, with a new advertising department we will have a more efficient and effective way of promoting our services and plan to profit from taking on new clients by providing Internet-based marketing for them as well.

We will have one of the most effective ways of advertising on the web. Five of the new employees we plan to hire will be software developers who will develop freeware and low-cost software which will allow us to send search results-related pop-up ads to computer users who have our software installed and have agreed to the terms according to their online behavior.

This is a highly effective means of reaching customers. Click-through rates are twenty to forty times higher than traditional banner ads because advertisers can reach consumers across the Web at exactly the right time in their buying cycle. Relevance is one of the most consistent drivers of successful advertising campaigns—especially in today's cluttered Internet environment. If a consumer is considering a purchase in a certain category, or knows she will be, information about that category becomes relevant and valuable. Other companies who use these exact methods such as "Save", "Advertising.com" and, "Gain" have each generated approximately \$132 million in 2003.

By the end of 2006 we envision Internet Capabilities as an essential building block of the Internet.

### Objectives

Within the First 4 Months

- Find and lease a location within Saint Paul, Minnesota
- Purchase and install equipment for customer service reps and order fulfillment reps
- Hire and train three customer service reps and four order fulfillment reps (one-week training)
- Deploy major marketing campaign by way of television commercials, newspaper and magazine ads, press release, and Internet marketing campaign (we will temporarily utilize the services of our soon to be competitors "Save" or "Gain")

Month 7

- Purchase and install equipment for two website designers (to keep the look of the e-businesses fresh and avoid the final product becoming dated)
- Hire and deploy web site designers to design sites specifically to be sold as e-businesses for Internet Capabilities. Use the designers to look for new types of products that can be added to our product offering

Month 10

- Hire three software developers to design our own advertising software along with the freeware and low-cost software for distribution

Month 15

- Begin the distribution of our freeware throughout the Internet by means of Cnet (download.com), through e-mail campaign, eBay, word of mouth, and as free "stickys" for other webmaster sites. "Stickys" are placed on a web site to attract visitors. They can distribute our products to their visitors for free.

Month 18

- Determine the number of people who have downloaded our products. Use this information to market our other products as well as look for new revenue opportunities.



### PRODUCTS

Some examples of the Internet businesses that we sell are:

- Auction web sites
- Classifieds web sites
- Domain name registration web sites
- Search engine submission web sites
- e-book web sites
- Travel booking web sites

Because of our variety of businesses for sale, two thirds of our customers return as repeat customers. To help ensure the profitability of our customers we give them free marketing materials to help start them with their promotion.

Some of the free marketing materials that we offer to our customers include:

- Free search engine submission
- Built in meta tags
- Free web site banners
- Web rings
- Valuable marketing tips e-book
- List of sources where they can obtain leads for people who op-in

We provide people with a means to earn an income without all the normal hassle. The niche market of Internet Capabilities is high in demand and has very few competitors.

With our products we turn the at-home computer user into the Internet entrepreneur! We help other people reach their goals, while at the same time reaching our own.

#### Customers

As a home-based business, we are currently on a shoestring marketing budget; however, we are still able to attract a large amount of customers and traffic to our sites. This speaks volumes in terms of our potential growth opportunity with our product mix.

Studies have shown that women have become the majority of Web users and do the most on-line shopping in the United States. This fact is central to our business opportunity and our product mix.

According to the US Census in 2005, women became a slight majority of Web users in the United States for the first time in history (51 percent female vs. 49 percent male). Women make up almost half of the first-time Web buyers. It is believed that women will continue to flock to the on-line platform because it allows them to save time researching and buying what they want.

Stay-at-home parents are our main target market at present. Our service will allow them to make money from home while caring for their children at the same time.

In fact, this business was started while the founder was a stay-at-home mom. Now that her children are old enough, she is able to expand the business and help even more people. Her customers can benefit from her experiences.

Young entrepreneurial-spirited men between the ages of 19 and 35 are the secondary market. This group is categorized as highly energized with the ability to simultaneously work on multiple tasks.

These skills will allow them to manage the products they buy from us while at the same time working on other projects.

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## **COMPANY HISTORY**

We are a privately-held General C corporation currently operating out of a home office in Saint Paul, Minnesota.

### **Products & Services**

Characteristics: completed, fully functional e-commerce web sites designed specifically to generate money on the internet. Most of the web sites sell internet products or products that can otherwise be fulfilled by a drop shipper. The web sites are sold as pre-made e-businesses for those looking to earn an income over the web.

How the service works: We do the time consuming part of finding a product to sell and building the web site. We provide the hosting services and domain name.

The only thing that the customer must do is promote their new business. To help them in this task, we provide free marketing materials to our customers including free search engine submission, web rings, marketing tips e-book, and links to other sites that provide free tools and information. In addition, the web sites come with meta tags already in place for search engine indexing.

The company founder started out by designing web sites for her friends and acquaintances. Word of mouth alone quickly expanded the business to the point where it provided a good income. Next, the web sites were sold on eBay; business was very good here, but competition is high. Finally, the founder built her own web site. Loyal eBay customers frequently visited and purchased from the web site, and this is the basis for the corporation.

We currently are on a limited marketing budget which only permits simple forms of advertising such as small email campaign and link exchanges. With funding we will be able to broaden our marketing and increase sales from \$2,000 per month to an estimated \$20,000 per month.

### **Product Description**

We sell over 34 different types of e-businesses with over 300 different designs.

The product interface is extremely easy for customers to use. Most web sites are fully automated and only require customers to promote their sites. They can collect payment via paypal.com, which offers free accounts and secure merchant services so that they may accept payment via credit card or e-check.

For example, the auction web site contains scripts that allow users to register with the site for free. In order for them to sell their items, they must pay a nominal fee which can be automatically handled through paypal.

The scripts contained within the site allow users to upload pictures and item descriptions. It also allows member feedback and bidding. The owner of the web site does not have to do anything for the daily process to work and business will carry on without any maintenance.

Paypal integration is very powerful feature. The site's payment buttons are linked to paypal which processes the payments on a secure server into the customer's free account.

### **Product Life Cycle**

Our products are entering growth stage. With enough funding, would like to help the products expand and add more services to our company, such as a mass Internet advertising department.

Because the Internet is only 10 years old, products produced for the Internet and sold on the Internet are still in the start up stage. While the internet has had a few bad days, we are confident that the wave of the future is front of us; our products are well positioned to meet the needs of both our clients and the end users of our clients' products.

# Entertainment Production, Distribution, and Performance Company

Mentonic Hero Inc.

2298 Rogers Ave.  
Los Angeles, California 90023

*Gerald Rekve*

*This probably needs a bit of an introduction—it is not your run-of-the-mill business plan. It is somewhat unconventional, a bit more ‘flashy’ than most, you say . . . but, you know what? I bet you will read it. It’s slightly different, a bit innovative and certainly creative. You see, we had a difficult time conforming to the formal approach, and every so often, we slightly break the rules of business plan etiquette.*

*We wanted our business plan to convey that, and we wanted you to know our intentions . . . Someone or something comes along that makes us sit up and pay attention. Something that touches us at a level much deeper than routine . . . something that whispers to the soul because it holds value, honesty and integrity. Pay attention. This may be that something.*

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## EXECUTIVE SUMMARY

Mentonic Hero Inc. is formed as an entertainment production, distribution and performance company specializing in the utilization and maximization of current entertainment business opportunities available—the worldwide reach of the 500 TV channels that has spurred a vacuum of need for TV Series. This demand is unrelenting for quality animation programming.

We currently have distribution agreements in place for the Asia market with a company called International Television in ASIA. We have an industry expert in place to write the show bible and the pilot script. The funding required for the first episode is \$300,000; for production of 14 episodes, the cost will be in the range of \$200,000 to \$350,000. Producing all 26 episodes will require an investment of \$6.5 million dollars.

With this level of investment needed, we will look at all venture proposals and offer competitive rates of return based on industry standards.

That being said, let’s explain that the balance of this business plan may not follow all those revered rules of professional etiquette proffered by the ‘experts.’ We are a rather innovative and creative bunch, not given easily to the molding of the masses into narrow visions of ‘should’ and ‘have to.’ On the other hand, we have been around a while and thus gained insight and wisdom lending value to learned lessons and ‘right’ paths. There is immeasurable worth and undeniable clarity that comes from a good business plan. The proof, however, is whether it accurately describes, foretells and transmits the focus and

objectives of the company itself. Time will tell, we assume, but perhaps you can judge for yourself if the following ‘rings true’ and holds significance for you.

Mentonic Hero offers consumers of a new variety of TV series; it also offers potential investors a planned return-on-investment opportunity with the potential for toys, video games, and other types of merchandising.

Such projects will enjoy the umbrella security, strategic relationships, beneficial knowledge and proficient talent provided by the holding company, Mentonic Hero.

### **Television Series Synopses**

Mentonic Hero is a young boy in his early 20’s and an unassuming, near-anonymous super hero. He appears to be a completely normal boy, aside from the fact that one of his arms is made of steel; at first glance, the arm appears to be a prosthetic. He walks with a jerky motion and each step is punctuated by a compressed air, assembly-line-apparatus-like sound.

The arm is actually equipped with an abundance of features and gadgetry that aid him in his heroic acts. Mentonic Hero’s dream state is subject to real-time psychic visions, and many of his acts of heroism occur by him being awoken in the middle of the night. He then flies to the scene of the crime with the rocket launcher on his steel arm. His mother is also fitted with a steel arm, and the family dog, Hydro, has four steel legs. Aside from a wholesome family environment and attending school, Mentonic Hero shares a mutual infatuation with Gertrude, the young girl who lives next door, and has a passionate interest in roller derby. He also spends quality time with his unofficial surrogate father Hatch—a conspiracy theory spewing amputee and Vietnam veteran who lives in an apartment down the hall.

The accumulative effect of lost sleep due to late night rescue missions starts to interfere with Mentonic Hero’s schooling, and he consults a sleep disorder specialist. The physician, a Dr. Eve L. Rains, is actually behind a recent epidemic making headlines throughout the story—a growing number of human beings who were inexplicably turned into human/animal hybrids (oxen, cats, rabbits, etc.). Dr. Rains runs a very sophisticated underground operation, and in this element goes by her villain alter ego name “Evila”. Evila possesses the characteristics of a praying mantis, and conceals her bizarre appearance when conducting her practice as Dr. Rains. She is assisted in her cause to redefine mankind by a large staff of “Poodle Men”—full grown men who were transformed into poodles by Evila. They walk upright with chests slightly protruded, and are attired in black military-like uniforms that include insignias identifying their rank within the organization. When the Poodle Men are dispatched to abduct human specimens they don ski masks, gloves and sunglasses in order to blend in with civilization. Most of the Poodle Men’s activities are underscored by a generous dose of humor, as they aspire to navy seal-type precision, but are more often bumbling.

Mentonic Hero begins to see Dr. Rains for treatment in the hopes she can help him sleep through his many demanding dream states. Through a chain of events, Mentonic Hero deduces that Dr. Rains is the mastermind behind the growing “animal people” epidemic, and he confronts her. She refutes the accusation, and the two have a dramatic exchange that results in Mentonic Hero vowing to bring her to justice, and Evila shutting down her “arms itimate” practice and going into hiding. Mentonic Hero continues to monitor the animal people developments and builds a liaison with a police detective, while Evila’s Poodle Men keep a round-the-clock spy watch on Mentonic Hero so as to determine any threat level. After the Poodle Men conclude Mentonic Hero poses no serious threat, Evila instructs the Poodle Men to abduct Gertrude; she wishes to incite Mentonic Hero to become a true archrival so as to offset her relative boredom in the midst of her ascension to world domination. Gertrude is abducted and subsequently transformed into a virtual penguin. Mentonic Hero’s dream state reveals this to him, and he flies into the night to rescue his beloved friend. Landing in the vicinity of Evila’s compound, confused Mentonic Hero is helped to the exact location via a telepathic dialogue with a pigeon he crossed paths with earlier in the story. The two penetrate the highly secured headquarters and proceed

to dismantle Evila's operation, climaxing in a giant fight scene with the Poodle Men that is reminiscent of Bruce Lee kung fu movies. In the final showdown, Evila spars with Mentonic Hero until he shatters her kneecap with his steel arm and she reduces herself to insect size and flees. Evila's chief confidant is more brains than brawn and impotently caves in to Mentonic Hero's demands for the "animal people" cure serum. Mentonic Hero rescues the penguin-faced Gertrude and the two share a touching moment and comical bit of kissing.

The final episode ends with Mentonic Hero watching the newly restored animal people being interviewed on TV with his mother, Hydro, Gertrude, Hatch, and the pigeon. The interviews include Evila's chief commander in human form via satellite from a federal prison cell. "Harry Queen", a Larry King caricature that monitors the animal people epidemic throughout the entire story, lambastes him for abandoning his post as France's diplomat to Guam to serve with Evila. (Before and after photos showing transition from dignitary to menacing "Poodle Man" are shown, etc.)

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## GROWTH STRATEGY

### Objectives

Setting up our production company, we realized that along the way we will have more than one project and Mentonic Hero is just one of them. The investor will have access to other projects we produce; this will be based on a pre-negotiated agreement. The greater the return, the greater the investment.

### Goals

1. Attract \$200,000–\$350,000 from outside investors
2. Secure an additional \$6,500,000 to produce the complete package of films

The keys to our success include:

1. The strategic organization of creative endeavors into project format, allowing each project to be individually financed, developed, maintained and tracked according to its unique requirements and objectives. This provides the 'umbrella security and licensing' from Mentonic Hero Inc. but allows each project to live out its own singular existence. In addition, each project becomes a viable revenue source for Mentonic Hero Inc., dependent upon its own success and market worthiness. The multiple-project format also allows a broad diversity of effort and application to maximize the potential inherent in each market through individual projects. Finally, this format also dilutes the risk involved with each individual project for Mentonic Hero Inc. as a result of the separate funding secured for each project.
2. Development of multiple avenues of visibility for Mentonic Hero Inc. through strategic contacts, traditional advertising, digital TV satellite access and product development.
3. Strategic utilization of the unique pool of production and performance talent integral in the personnel makeup of Mentonic Hero Inc.
4. Excellence and commitment woven into every finished product and performance, thus creating the integrity Mentonic Hero Inc. shall possess.

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## COMPANY HISTORY

Mentonic Hero Inc. is a newly formed Limited Liability Company providing high-level expertise in the performance production industry. Mentonic Hero Inc. is not interested in competing with the major studios; we just want to find our own niche market. It has been created to fulfill the dreams and

## ENTERTAINMENT PRODUCTION, DISTRIBUTION, AND PERFORMANCE COMPANY

expectations of those people who desire their children to view quality TV and to satisfy the demand for such entertainment in the 500 Channel Universe.

### Company Ownership

As a Limited Liability Company, ownership of Mentonic Hero Inc. is identified as belonging to its managers.

### Summary of Start-up Costs

#### Start-up summary

	<b>Start-up</b>
Requirements	1,000,000
<b>Start-up expenses</b>	
Arms al	\$ 200,000
Publications/membership	\$ 20,000
Office equipment	\$ 20,000
Consultants	\$ 50,000
Insurance	\$ 2,000
Website development/hosting	\$ 100,000
Website management	\$ 50,000
Expensed equipment	\$ 10,000
Other	\$ 20,000
<b>Total start-up expenses</b>	<b>\$ 472,000</b>
<b>Start-up assets needed</b>	
Cash balance on starting date	\$1,000,000
Other current assets	\$ 0
Total current assets	\$1,000,000
Long-term assets	\$ 00
Total assets	\$ 00
<b>Total requirements</b>	<b>\$ 1,000,000</b>

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## OPERATIONS

Mentonic Hero Inc. will seek appropriate office space offering many benefits to the company:

- A close association with the entertainment industry
- Competent and professional production companies and studios
- Competent, experienced and professional studio and staff
- Marketing and distribution avenues through particularly strong ties to West Coast companies as well as to East Coast companies
- A burgeoning group of Internet-related companies providing services in the fields of graphics, Web-hosting, Web-marketing, CD reproduction and software distribution that will allow our TV series to be easily distributed
- Piggyback opportunities with both performers and their associated production companies

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## PRODUCTS & SERVICES

A savvy production group such as ours will weigh the performance, charisma, audience acceptance, production grasp and overall marketability of each animation project and incorporate only those peripheral 'products' that develop into viable components of the project.

## ENTERTAINMENT PRODUCTION, DISTRIBUTION, AND PERFORMANCE COMPANY

This requires good judgment, extensive experience, and strong management ability, not to mention perhaps the most important and elusive capability . . . that of ‘reading’ the market. Mentonic Hero Inc. encompasses individuals with separate and unique abilities lending themselves to this process. The overall excellence in this endeavor, however, rests in the comprehensive combined expertise of the principals of this company. Combined, we have backgrounds in the entertainment industry, business management, marketing, accounting, production, public relations and solid business application. These strengths point to an overall understanding of the marketability and viability of each ‘product’ considered.

Mentonic Hero Inc. offers services of varied structure and expandability:

- The complete packaging of a TV series project—comprehensive production work, extensive review, in-studio production work, arrangement and editing of film products, coordination of the manufacture and distribution of product, marketing of finished product, ongoing analysis of strategic placement and acceptance of product and performance, influential public relations efforts, follow-up and maximization of audience acceptability with additional strategies to further amplify recognition and revenue, and the coordination and management of live performances in correlation with the recorded product and market demand.
- Ultimately, the ‘rainbow’s end’ outcome of such a project would be the negotiation with and resultant contractual sale or lease of the TV series to a major TV Studio or distribution company with international reach.
- A limited packaging of a TV series to result in a specific outcome or product; e.g., a pre-determined number of runs on TV (including, of course, all the above activities required to produce said TV series). Such packaging may or may not include distribution, marketing and coordination of live performances in conjunction with the produced TV series.
- The complete production and rendition of a desired performance or show including the appropriate above-mentioned activities.
- Contractual negotiation services on behalf of a TV series production staff.
- Coordination of strategic gratis appearances of actors/artists for public relations and marketing purposes.
- The development, maintenance, funding coordination and undertaking of any worthwhile and promising project as identified.

### Services

Service fulfillment will be provided by principals of Mentonic Hero Inc. in coordination with the contributing contractors required to complete the products. Companies such as animation studios, animation software manufacturers, distribution houses, licensing firms, performance venues, traditional and online advertising groups, just to name a few, are regularly contracted to contribute to the finished product.

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## MARKET ANALYSIS

In today’s technological world, we find a challenging and ever-expanding marketplace for almost any product or service. Such is the case for the services and products we plan to create. Through the worldwide reach of the Internet, innovative and resourceful companies can market their wares literally around the world. It is likely that someone in, say, South America would contact us to package and market them a TV series for their market.

**Sample of advertising revenue from past TV series:**

Show	1998–99 audience	Ad rate (30 seconds)
Touched	17 million	\$ 275,000
Frasier	13 million	\$ 475,000
Drew	10 million	\$ 375,000
X-Files	8 million	\$ 330,000
Simpsons	11 million	\$ 290,000
Ally	6.5 million	\$ 290,000

SOURCE: USA TV Sector Market Stats

**Other Cartoon TV Series and Their Market Revenues**

**Pokemon**

Pokemon, whether it is TV cartoons, movies, trading cards or one of the more than 1,000 associated products, has generated billions of dollars for its parent company, Nintendo, since its launch as a video game in early 1996. And the phenomenon is not confined to Japan. Led by the hero Satoshi and point man (monster) Pikachu, it swept across the world in just three years. Introduced to the US as a TV cartoon in September 1998, Pokemon generated an estimated \$700 million dollars in retail sales in the following year.

The weekly cartoon became the top-rated kid’s TV show and the video *Pokemon: Seaside Pikachu* topped the bestsellers list. Sociologists engage in serious debate about the educational value of kids’ obsession with Pokemon cards. The logistics, tactics and pure arithmetic involved in pitting the various monsters, each with their own strengths and weaknesses, against each other certainly make kids use their brains. And the fact that the monsters don’t die as a result of their battles—they just faint—is a welcome change from the usual cartoon carnage. But stories of schoolyard fights over cards and the kind of money changing hands—some cards are traded at over \$100 dollars apiece—also cause concern.

**Hello Kitty**

The undisputed ‘queen of cute’ these days is Hello Kitty. Although she’s been around for 25 years, her finest hour began in 1996. The girls who had made Kitty-chan a success back in the 1970’s were now the baby-boomers with money to spend. Kitty’s parent company Sanrio launched a series of pink satin keitai (cellular phone) pouches that became the only ones to be sold in the youth style centers of Tokyo and beyond.

When baby-faced pop star Kahala Tomomi announced that she was a Kitty-lah (Kitty groupie), sales went through the roof. New products were knocked out almost daily, anything from Kitty stickers and hair clips to Kitty cars—real cars for the girl who has everything, painted pink and with Kitty plastered all over. Sanrio even has its own theme park, Puroland, near Tokyo where you can meet Kitty and her friends including Peckle the Duck and Keroppi the Frog. She has even managed to spread her feline empire to Asia, Europe and the US, where Sanrio has 40 stores.

The little cat with no mouth (who incidentally was born in London to George and Mary White, has a twin sister Mimi, weighs the same as three apples and is stuck in the third grade) almost single-handedly helped Sanrio to increase profits by 1,300 percent in 1997.

**Doraemon**

Doraemon, the robot cat from the twenty-second century, and his human pal Nobita are the Japanese equivalent of Snoopy and Charlie Brown. Nobita is a classic 4th-grade underachiever who desperately wants to be liked but can’t hit a baseball or even ride a bike and is always at the bottom of his class. Together with Doraemon and the other members of his neighborhood gang, he has adventures that entertain while gently educating its young audience. Doraemon’s pouch is the source of all kinds of wonderful devices from the future that can be used—and abused—by Nobita to deal with his everyday problems. He also has a dokodemo-door through which the youngsters can visit anywhere in the world and, of course, a time machine.



Doraemon first appeared in a comic book by Fujimoto Hiroshi (1934–1996) in 1969 when he came back in time to save Nobita from his own future. Since then, in paperbacks (over 100 million copies sold), TV cartoons and over 20 movies, Doraemon has been the voice of reason guiding Nobita through one adventure after another. In a sense, Nobita represents all the youth of Japan and the lessons he learns are those faced by everyone in the rapidly developing world. The show airs at 7pm on Friday evenings.

#### **Sazae-san**

Less in the realm of cute are cartoon ‘people’ such as Sazae-san, Chibi Maruko and Crayon Shin-chan. These characters and their families represent different takes on Japanese life and culture. They encapsulate the generational changes of the postwar years as well as any sociological study could do. Perhaps the best loved and certainly the longest-running cartoon series is Sazae-san, shown at 6:30 on Sunday evenings. Sazae (a type of shellfish—like all the characters, her name is related to the sea) is a 23-year old housewife who lives with her parents, younger brother and sister, husband and baby son. At home, Sazae is surrounded by the usual electrical appliances, drawn to resemble the latest models by Toshiba, the show’s sponsor! But otherwise life is firmly rooted in a world that is no more than a fading memory for today’s Japanese.

The characters were created in a comic book by manga artist Hasegawa Machiko (1920–1992) shortly after World War II and have been on TV since 1969. Hasegawa was something of a recluse and the darker side of life in postwar Japan was part of her work.

But modern-day problems rarely intrude into the TV show and key features are the opening credits showing various scenic spots around the country and the timely inclusion of seasonal and festive elements. This, together with the always-polite language of the characters, makes the show excellent for students of Japan’s language and culture. For Japanese, Sazae-san—like the Tora-san movie series—provides a chance to shake off the worries of work and school and soak in the warm glow of nostalgia.

#### **Chibi Maruko-chan**

Rooted more in the semi-rural Japan of the early 1970’s, Chibi Maruko-chan (Little Miss Maruko) was originally created to appeal to the childhood memories of young women. As it turned out, its appeal was broader than that, with children the same age as the third-grade heroine tuning in and snapping up all the merchandising. The characters and humor are more rounded and endearing than those in Sazae-san. Maruko does what she can to avoid homework, takes advantage of her doting grandfather and squabbles with her sister. All ends well, of course, but never without a bit of embarrassment and comeuppance.

Created as a manga in 1986 by Sakura Momoko, the TV show was launched in 1990 and reached record-high ratings for a 30-minute animation. Apart from a one-year absence in 1993, the show has run ever since in the 6pm time slot before Sazae-san on Sunday evenings.

#### **Crayon Shin-chan**

The crazed antics of the 5-year old Crayon Shin-chan are a far cry from those of other animation characters. With a habit of dropping his pants, drinking his father’s beer and mooning over centerfolds, Shin-chan (his full name is Shinnosuke) is a young Japanese Bart Simpson for the 90’s if ever there was one.

His long-suffering parents are not much better and are usually shown indulging in vices of their own. It is often pointed out that the materialism and aimlessness of young Japanese today stems from the attitudes of their parents. Shin-chan seems to embody that kind of theory. It was a surprise hit when it was launched in the mid-1990’s, the time when this kind of social criticism was beginning to become popular. This cartoon may not have the same level of popularity or stay on the air as long as Sazae-san or even the Simpsons, but in a way it does reflect the values of its time. The show airs in the 7:30pm time slot after Doraemon on Friday evenings.

### Market Segmentation

Most important in our marketing approach will be the utilization of the contact and relationship base in the entertainment industry already established by the owners and key staff of our company.

Word-of-mouth advertising represents an important aspect, as well, with the quality of each project holding paramount value in the furtherance of our good reputation. Entertainers, by nature, are a conversant lot, and word-of-mouth advertising, although difficult to track and predict, can represent a major percentage of customer attraction.

Comprehensive utilization of the marketing opportunities offered through Internet usage will be the anchor for most of our marketing programs. The Mentonic Hero Inc. website will be a focal point where anyone interested in our services may migrate for further information and contact. References to the website will be incorporated into all collateral marketing pieces and campaigns.

Internet search engine placement using correct keywords and meta tags will be employed to attract a maximum number of visitors to our website. Regular evaluations of search engine placement activity will guide our continuing strategy.

Unlike marketing a specific brand of toothpaste where large numbers of purchases create cash flow and profitability, Mentonic Hero Inc. believes that word-of-mouth advertising, combined with the effective utilization of our website and traditional marketing avenues, will create enough business to carry us well into our second year of operation and beyond.

We are also aware of the power of major Broadcasting companies; if they put their marketing muscle behind a TV series, it will be quickly become a *Malcolm In the Middle* if it is produced well and has a strong story plot.

As we progress further into our future, we will focus on the strengths and factors that produced the most successful and rewarding projects and continue the incorporation of those factors into our day-to-day operations.

Traditional advertising will be continuously employed, but predominantly will serve as a support and recognition tool providing credibility but not necessarily bringing in the majority of our clients.

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## FINANCIAL ANALYSIS

In order to understand the industry costs, we have included some industry norms.

1. A two-hour TV movie costs between \$4 million and \$5 million; networks are willing to pay between \$3.5 million and \$4.5 million for most of these movies.
2. A single episode of a 60 minute dramatic program can cost as much as \$2 million. Producers can lose \$500 thousand to \$750 thousand per episode when the program is licensed for network viewing.

You may be wondering why these costs are so high. Here are some reasons:

- Labor costs are high (union wage scales, overtime, huge salaries for stars)
- In dramas, location shooting rather than studio shooting is common—and more expensive.
- Series can be very expensive. When it was on the air in the 1980s, *Miami Vice*, for example, was one of the most expensive weekly series ever produced for TV. The producers were losing so much money on it that they threatened to move the production from Miami to California to save money. NBC increased its payments to the producers, but this did not significantly reduce the deficit.

These high costs have many consequences, including:

- The high cost of programming is one of the reasons there are so many situation comedies and reality programs (e.g., *Unsolved Mysteries*) on TV today. They are usually much cheaper than drama shows (such as *Law and Order* and *NYPD Blue*). Low cost entertainment/news shows such as *Entertainment Tonight*, *American Journal*, and *Hard Copy* are on for the same reason.
- Changes in production, notably shooting outside southern California. Vancouver, British Columbia is a common place these days for a lot of shooting. Union wages are much lower here than southern California; consequently, production costs can be as much as 20 percent less in Canada.
- High tech and action scenes from other films are often inserted into shows. Reusing the scenes saves money.

Even when losing money, producers persist for many reasons, including:

- Reruns. There is a very lucrative prospect of putting the show into reruns on local TV stations or cable networks if a sufficient number of episodes (usually about 100) are completed.
- Producers own the shows. When the shows are first broadcast on a network, the network only pays for the right to show the program 2 or 3 times. The producers can then sell the rights to others to show the program.
- The revenues from the secondary sales are almost all profit. The original costs have all already been paid.
- Most of the money will go to the producers (although some will go to the stars).
- Both local TV and some cable networks thrive on showing these “off network” reruns.
- Stripping. Instead of showing a single episode each week (as the networks do during the first run of a program), the station shows a different episode each day, five days a week. This is called stripping.
- The individual price per local station may not be terribly high for a show such as *Head of the Class*, but if 250 to 300 stations pay for the rights to show the program, the total amount of money that goes to the producer can be huge.
- Some reruns are enormously popular. When the *Cosby Show* first went into reruns in 1990, it frequently drew larger viewing audiences than new shows. The same has held true for *Seinfeld*. Reruns of *Seinfeld* have often been number one in their time slot, beating out new programming.
- Most series do not go into reruns, but enough do to make the industry profitable overall.

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## ADVERTISING

### Reaching the Market

Successfully proffering your wares in the television industry is a delicate balance of offering a quality product and strategically placing that product where it can be seen and acquired. To a large extent the ‘big boys’ have the upper hand in reaching the masses. Unless you understand the audience and the idiosyncrasies inherent in that audience (and there are always idiosyncrasies), you may be one of those unfortunate many who spend large amounts of money appealing to the very people who could care less about your project and its associated product.

### Strategy and Implementation

Mentonic Hero Inc. has this main project identified at present for immediate or near-future commencement. The sequence of initiation for this TV series is based on the strategic placement of product

## ENTERTAINMENT PRODUCTION, DISTRIBUTION, AND PERFORMANCE COMPANY

within the middle market of the TV industry. There is ample room in this market for successful operations such as Mentonic Hero Inc., offering enthusiastic audiences whom exhibit unusually high levels of loyalty to their favored TV series. Each new project will be designed to integrate with the previous one, while also penetrating new but kindred markets.

### Initial Market Approach

Our plans are to secure the financing to develop a full-length episode; we will use this for marketing to the studios for placement in the TV season line up. We have a number of broadcast houses to meet with so, before we attempt to start to set up meeting, we want our first episode ready for showing.

There is already a niche market for this product in the United States with the vast range of channels on TV and the varied interest in different and unique shows, as well as selected areas overseas.

### Successive Merchandising

Concurrent with the preparation of the Mentonic Hero project will be the initiation of other projects hitting more specialized markets. While not losing focus on our main TV series offering, the expansion of reach and market array will attract new films and series.

Here are a few of the potential merchandising opportunities that we will explore in order to add revenues to the company.

1. Branded interactive elements and features across multiple devices and platforms
2. TV program title music, stings and stabs as Ringtones—Mobi-tone
3. TV show or celebrity pictures/images sent to mobile, email or MMS—Mobi-pix
4. Programmer-related animated logos, characters, comic strips, etc. available for mobile, email or MMS—Mobi-logo
5. Karaoke tune and word text sent to mobile phone—Mobi-karaoke
6. Mobile, iTV and PC game sales or pay-per-play
7. Freebies/discounts via SMS, etc.
8. TV series soundtrack CDs
9. Sale of branded merchandise—T-shirts, toys, etc.
10. Downloading of video clips, etc.
11. Downloading of TV series audio clips/tracks, mobile stories, etc.
12. Broadband sales
13. Fanzine materials
14. Sale of videos
15. Sale of DVDs
16. Non-theatrical sales
17. Other sectors not listed at this time

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## BUSINESS STRATEGY

Pricing strategies, product sales forecasts, strategic partnerships, market penetration, and audience reception—all are individually dependent upon the unique aspects of the TV series and weigh heavily upon the techniques utilized for project implementation. Thus the strategy of separate financing for

each project substantially benefits Mentonic Hero Inc. in establishing firm footing and stability for a project's performance and life.

The well-informed, cautious-but-enthusiastic planning of each project will provide for contingencies associated with both Mentonic Hero Inc. and the individual component. Identification of appropriate audiences, whether domestic or foreign, is key to a project's success.

There are receptive audiences in Japan who are eager for good animated TV series, while in the U.S., the same TV series would become just part of the pack and must vie desperately for recognition in a burgeoning genre.

Identification of audience, assessment of series reach, the strategic release of film, merchandising product, worldwide exposure through Internet concentration and well-placed, beneficially-crafted contracts with suppliers will provide Mentonic Hero Inc. a solid, firm footing upon which to build. The principals of this firm are not only well equipped to accomplish this type of strategic evaluation, but are endowed with various talents which, when combined, form a formidable and impressive knack for weighing and coordinating all components wisely to produce success.

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### COMPETITION

We happen to believe that there is no competition in the entertainment industry—only hard work, right marketing, skill in the delivery of a sound TV series, strategic placement of a finished product, maximization of audience acceptability...and then, the final ingredient—the benevolence of the entertainment gods. Or, as Bob Edgar often says, “The audience is like a big pie. Somewhere in that pie are those who like what I do. All I have to do is satisfy them, and I can enjoy my piece of the pie. The only one I'm in competition with is myself.”

As a company we subscribe to this concept. It is not competition that creates a *Ren & Stempy*, or a *King of the Hill*, or a *Finding Nemo*. There does exist, however, the possibility that we may discover that new TV series concept that will be the best thing since Bugs Bunny.

What does create the new star in TV is the sometimes intangible but undeniable synchronicity of the 'right' script by the 'right' cartoon artist with the 'right' combination of production, distribution and marketing to result in the audience's recognition and acceptance of the 'rightful' reign of the newly-confirmed heir to fame.

We believe that those 'right' components can be applied to every project, thus resulting in a correlation of success and recognition within the parameters of that project. This does not mean we expect every project to produce a star. It does mean that we commit ourselves to the excellence and integrity of every project. We expect that most of our clients will hope for the full realization of their entertainment aspirations. We respect and honor their dreams and will perform to the best of our abilities to assist them in their endeavor. Each client will receive exactly what is represented as deliverable. We shall not, however, promise or guarantee any individual's fame or success. We leave that to the realm of those who deal in destiny.

We do believe that competing in the entertainment industry is enhanced and amplified through the following actions, each of which is an integral part of our overall service to each client:

- Constant and mindful application of industry standards and state-of-the-art technologies. This requires the continuous, sometimes arduous, task of updating and educating oneself on industry developments and evolving techniques.
- The ongoing maintenance of strategic industry contacts and relationships to ensure a broad understanding of the market and the ability to penetrate and utilize the industry to our benefit.

## ENTERTAINMENT PRODUCTION, DISTRIBUTION, AND PERFORMANCE COMPANY

- Strong and knowledgeable business management to maximize the potential and profitability of each project and its associated artist/product.
- Continuous application of accurate accountability of all project components to ensure as much as possible the successful completion of each project and the satisfaction of each client and investor.

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### MANAGEMENT SUMMARY

The initial management team consists of two operational positions and three advisory/manager positions.

#### **Organizational Structure**

The operational positions within the company are president and vice president of administration. These positions carry full-time responsibilities for the ongoing daily operation of the company.

The advisory/manager positions are controller, company counsel and ambassador of goodwill. In the beginning, these positions carry part-time responsibilities dedicated to specialized functions necessary at times to fulfill the daily operation requirements of the company. As the scope of business enlarges, one or more of these individual positions may become full-time appointments.

# General Staffing Company

GENRX LLC

7641 Highway 141  
Saskatoon, Saskatchewan S7N 1M7

*Gerald Rekve*

*GENRX LLC's mission is to be the best staffing firm in our region. Our focus will be to secure clients who may require our services on an ongoing basis.*

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## EXECUTIVE SUMMARY

### **Business Strategy**

GENRX LLC is opening a new general staffing company in 2006. Our area of focus is to be the best staffing firm in our region.

To begin, GENRX LLC will have six full-time staff, including the owner and five support staff to handle payroll, scheduling, and clients.

GENRX LLC will focus on the business sectors listed below. Other business sectors will be added as GENRX LLC matures and revenue potential for new sectors is increased.

- General labor
- Secretarial
- Specialized labor
- Manual labor
- Hourly or one day at a time
- Drop-in labor force
- Accounting staff
- Human Resource staff
- Technical staff
- Equipment operators

**MARKET ANALYSIS**

Saskatoon, Saskatchewan is a small market with only 240,000 people living in the city and one million living in the Province. There is another city 200 miles to the south named Regina with a population of 200,000. GENRX LLC will have an office in both locations.

There are 30,000 businesses that operate in the Province that are registered with the Government. Our focus will be to offer these business clients temporary staff as they require. While GENRX LLC will only focus our markets in Saskatoon and Regina, requests from clients outside these two markets will be reviewed to see if there is potential to make profits on an ongoing basis.

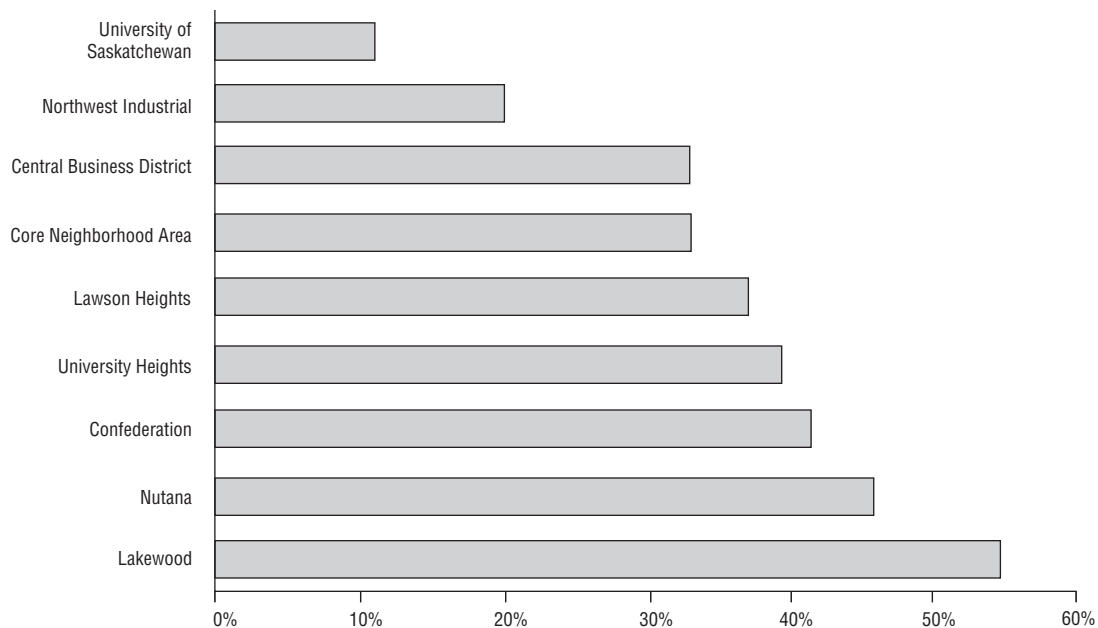
**Marketing & Demographic Data**

All information and charts are provided by the Saskatchewan Economic Development Authority.

**Leading growth industries, Saskatoon, 2000**

	<b>Count</b>	<b>% of total</b>
Business & professional services	190	27.09%
Personal & household services	109	16.01%
Traditional retail	77	11.31%
Building & construction related services	74	10.87%
Commercial service sector	65	9.43%
Health, wellness & education services	57	8.37%
Repair & maintenance services	39	5.73%
Automotive sales & service	27	3.96%
Manufacturing	18	2.64%
Services related to manufacturing, wholesale & transportation	17	2.50%
Wholesale industries	8	1.17%
<b>Total</b>	<b>681</b>	<b>100.00%</b>

**Proportion of part time employees by suburban development area**





**Competition**

Our direct competitors in the market are Kelly Services, Labour Ready, Adecco, and Employment Network. Listed below are the areas where each one of these companies operate and the prices they charge.

## Kelly Services

- Office & Administrative: \$14–\$18 per hour
- Customer Service: \$11–\$13 per hour
- Light Industrial: \$12–\$15 per hour
- Information Technology: \$20–\$36 per hour
- Scientific personnel: \$25–\$40 per hour

## Labour Ready

- Construction: \$14–\$20 per hour
- Manufacturing: \$12–\$16 per hour
- Maintenance: \$11–\$14 per hour
- Farming: \$14–\$18 per hour
- Retail: \$10–\$12 per hour
- Transport: \$16–\$19 per hour
- Warehouse: \$11–\$13 per hour
- Hospitality: \$10–\$12 per hour
- Landscaping: \$10–\$12 per hour
- Horticulture: \$10–\$12 per hour

## Adecco

- Temporary Staffing: \$10–\$12 per hour
- Payroll services: Rate quote on request
- Call centre: Rate quote on request
- Contract employment: Rate quote on request
- Permanent Staff Recruiting Service

## Employment Network

- Construction: \$13–\$18 per hour
- Manufacturing: \$15–\$18 per hour
- Maintenance: \$12–\$13 per hour
- Farming: \$11–\$13 per hour
- Retail: \$11–\$13 per hour
- Transport: \$13–\$15 per hour
- Warehouse: \$13–\$14 per hour
- Hospitality: \$11–\$13 per hour
- Landscaping: \$11–\$14 per hour

## GENERAL STAFFING COMPANY

### Our Services & Pricing

- Construction: \$10–\$14 per hour
- Manufacturing: \$10–\$14 per hour
- Maintenance: \$9.50–\$11 per hour
- Farming: \$11–\$13 per hour
- Retail: \$10–\$11 per hour
- Transport: \$14–\$16 per hour
- Warehouse: \$10–\$12 per hour
- Hospitality: \$10–\$12 per hour
- Landscaping: \$10–\$12 per hour
- Horticulture: \$10–\$12 per hour

### Growth Strategy

Our goal is to have a steady stream of staff to offer our clients. Our pricing strategy for the first 3 years is to make smaller margins for similar services that competitors offer. While doing this GENRX LLC will be able to win more contracts and build a steady revenue stream.

Our temporary staff will be paid above average wages and benefits. GENRX LLC will also go above the norm in the industry and offer medical and dental benefits to all temp staff who work 25 hours per week or more. While doing this will add to the bottom line cost of our company, it will help us achieve our long term goal of attracting top-of-the-line workers and therefore offering our clients the best talent.

Marketing our business will take the traditional approach. In addition, we will employ new marketing strategies to build and grow our business. GENRX LLC will place small ads in the yellow pages of both cities in which we operate. Additionally, we will place sustaining business-card-size ads in local newspapers.

### Local Newspapers

#### *Saskatoon Star Phoenix*

- Annual Advertising budget of \$7,000
- 35,000 paid circulation
- Daily newspaper
- MOPE Nadbank data reflects high business owner/manager readership

#### *Regina Leader Post*

- Annual Advertising budget of \$5,000
- 31,000 paid circulation
- Daily newspaper

#### *Prairie Dog Newspaper*

- Annual Advertising budget of \$4,000
- 25,000 paid circulation
- Weekly newspaper

#### *Planet S*

- Annual Advertising budget of \$4,000

- 25,000 paid circulation
- Weekly newspaper

### Radio Stations

- C95—Annual Advertising budget of \$5,000
- CJME—Annual Advertising budget of \$5,000

Building our new business will require spending on advertising and marketing. Over the course of the business start-up, however, we are confident that going into years three and four, our advertising spending will be reduced because we will have built our number of clients and will not be required to continue to spend money to get awareness.

Business name recognition will be important to our business. We will use a variety of methods to get this awareness in addition to word of mouth and media events like charity sponsorships.

Charity sponsorships will be easy to find; all we need to do is offer free staffing in exchange for name coverage via the radio, newspaper or television. This will allow us to get more exposure for less than the cost of traditional advertising.

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## CUSTOMERS

Our focus will be to secure clients who may require our services on an ongoing basis. This will mean GENRX LLC will ask specific questions once a client calls our firm. These questions will gather key market research information that will help us identify the client's present needs *and* future needs. GENRX LLC will place all this information in the client's file for assessment.

List of Potential Sectors

- Manufacturing
- Retailing
- Construction
- Trucking (both long and short haul)
- Farming
- Office & Administrative
- Sales & Marketing

The industry norm is to charge a minimum of 25 percent for all work required to be done on the site by our staff. What this means is that if a client charged \$10.00 per hour, then the worker gets \$7.50 per hour and the staffing firm will get \$2.50 per hour.

We do not feel this is fair for the worker or the client. Therefore, GENRX LLC will only charge 15 percent. This then will mean that for every \$10.00 hour we charge a client, the staff person filling the position will make \$8.50 per hour and \$1.50 per hour will go to us.

This rate structure will also benefit the client, because we will be able to offer our clients the services of better staff than our competitors.

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## RISK FACTORS

There are risks in any business that starts from scratch, but having a solid business plan will be key to prepare for these risks.

One of our main risk factors is our competition. They are not likely to sit back and allow us to enter the market; in fact, we are confident that they will match our pricing once it becomes apparent to them that they are losing business. Based on our review of the market, if we can win 5% of the market in the first year of business and then maintain it, we will be well positioned for future success.

We are very confident that there is enough business for all of our competitors and us.

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## FINANCIAL ANALYSIS

### Start-Up Expenses

#### Saskatoon Office

- Office Rental—\$700 month
- Yellow pages—\$250 month
- Telephone line & equipment—\$400 month
- Internet—\$75 month
- Office supplies—\$1,000 (start up)
- Office supplies—\$200 month
- Advertising—\$5,000 (start up)
- Advertising—\$500 month
- Office equipment—Computers, fax, copier, printers, etc—\$5,000
- Desks, file cabinets etc.—\$2,000
- Utilities—included in rent
- Parking—included in rent
- Leasehold improvements—included in rent
- First 3 months rent—free with 3 year lease
- Payroll and other software—\$2,000

#### Regina Office

- Office Rental—\$600 month
- Yellow pages—\$250 month
- Telephone line & equipment—\$400 month
- Internet—\$75 month
- Office supplies—\$1,000 (start up)
- Office supplies—\$200 month
- Advertising—\$4,000 (start up)
- Advertising—\$400 month

- Office equipment—Computers, fax, copier, printers, etc.—\$4,000
- Desks, file cabinets etc.—\$1,500
- Utilities—included in rent
- Parking—included in rent
- Leasehold improvements—included in rent
- First 3 months rent—free with 3 year lease
- Payroll and other software—\$1,000

We were able to negotiate with the landlord for three free months of rent per year we are in business. Our total start up expenses will amount to \$31,500 (not including wages and salaries to our full time staff).

Our ongoing monthly expense will be \$5,950 for both locations (not including wages).

Our wages for our full time staff will be expensed at the following rate:

- Manager owner—Monthly salary of \$4,000
- 5 staff persons—\$1,400 per month for each staff person and 5% of bookings for each client they sign to contracts.

Therefore our monthly staffing expense will be \$11,000. Our total monthly company staff and office expense will be \$16,950 per month.

### **Projected Income**

We have determined that in the first year we will set our goal to hire out an average of 30 staff per month for a total of 160 billable hours each at an average of \$16.00 per hour.

Based on our estimates, we will average \$11,520 per month in revenue. While this is less than our fixed costs, we have budgeted for the loss as a way to manage the risk.

### **Banking and Finance**

Based on the required money to launch this business, the owner has invested \$100,000 in cash.

Cash will be used to pay for all start-up expenses and monthly expenses as needed. Additionally this money will be used to secure an operating line of credit.

We have made an arrangement with the bank for an interest rate of five percent on the line of credit because we will maintain at least \$50,000 in cash in the reserve.

The bank has also agreed to send us referrals if any of their business clients are in need of staff but cannot afford to hire full- or part-time staff by the traditional methods.

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## **MANAGEMENT SUMMARY**

### **Ben Worth—Owner/Manager**

Ben has worked in the Human Resources sector for 20 years with four separate companies. These companies range from 40-employee firms all the way up to a 350-employee firm.

Over the course of the last seven years Ben started putting aside money for the business start-up because he always wanted to own his own company. His experience in the HR area has given Ben the ability to understand staffing needs and requirements. Furthermore, his direct experience with the general staffing companies in the area has given him a good understanding of our competitors as well the market in general.

# Go-Cart Designer and Supplier

Speedy Go-Carts

342 Third St.  
Ottawa, Ontario K1A0B1

*Gerald Rekve*

*This company produces a go-cart that is equipped with a unique and patented braking system.*

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## EXECUTIVE SUMMARY

Traditional go-carts are universally recognized to have multiple safety hazards, most notably caused by faulty braking systems. Speedy Go-Carts, with their unique and patented braking system, are the solution!

Sales of brand name go-carts have declined from about 5 million per year from ten years ago to about 4 million at present.

We feel the decline of the go-cart is due to its inherent safety hazards. If good, safe go-carts were available, the sport could be renewed and rejuvenated and the market could be dominated by the newer, safer go-cart.

Traditionally, most designers only utilized four wheels for their go-carts; this design inevitably leads to wheel skidding and flat spots, quickly destroying the wheels utilized for braking. Alternatives to this traditional design include hydraulic go-cart systems, but these are impossible to market because of their high cost.

Our unique go-cart model fulfills the crucial criteria of smooth and effective go-carts that are both simple and inexpensive to manufacture (only about \$32-63 per go-cart). In spite of this, it has been difficult to introduce our go-cart prototype to manufacturers. We feel this is due to a number of different factors:

1. The information gets lost in the bureaucracies of those companies without reaching the decision-makers.
2. Most manufacturers have already been burned by trying to introduce poorly designed go-cart systems.
3. They are constantly being inundated by go-cart inventions that do not meet their criteria. This has resulted in a great skepticism regarding go-cart inventions.
4. Staff members that receive the information have no real incentive to put the ideas to the test.
5. The manufacturers have long-term production plans that they are very unwilling to interrupt.

### Expert Opinions

Ben Clantom, the buyer of go-carts for a major retailer (300 stores in Canada), tested the prototype and again confirmed the effectiveness of our go-cart system.

Ted Dansom, Vice President of OTHHO Sports in New York, has tested twenty-five different go-cart systems stated that the Speedy Go-Cart, “definitely works.” In fact, his company made an offer for the exclusive rights to the invention that was proportionate to their small market share—about 100,000 per year. Unfortunately, this was too low for us to accept.

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## MARKET ANALYSIS

It is assumed that the reader of the following is aware of the obvious market need for go-carts equipped with a smooth and effective braking system, one that is far superior to the ineffective and hazardous rubber stoppers presently in use by all go-cart manufacturers.

It is also assumed that the reader is familiar with the invention titled “Four Wheel Mechanical Go-Carts System” and agrees that this is the best possible solution to the problem, and that therefore basic viability of this business opportunity is self evident.

The question that remains to be answered prior to receiving detailed quotes and information from manufacturers is, “What is the profit potential for this business opportunity?” This business plan seeks to answer this question.

Presently, there are approximately 20 go-cart manufacturers. The most well known brand names are sold primarily in large chain sporting good stores, while the other, smaller manufacturers are focused more on the local and specialized go-cart market.

Currently there are approximately 4 million brand name go-carts sold annually. This is a decline compared to the sales of 5 million brand name go-carts sold annually only 10–15 years ago. It is estimated that off-brand manufacturers sell an average 50,000 go-carts per year. Assuming this average holds, the off-brand go-cart market is currently at approximately one million go-carts annually.

The popularity of go-carts has declined somewhat since its peak and research shows that brand names have lost a lot of their market share to the specialized go-cart market. The two distinct markets are now somewhat overlapping as inexpensive go-carts manufactured by brand name manufacturers are appearing in some specialized stores. Brand name manufacturers are facing stiff competition and low profit margins in this new market.

*The bottom line:* NO MANUFACTURER HAS A DISTINCT ADVANTAGE IN THE MARKET.

### Customers

The estimated worldwide customer base for go-carts is approximately one million people.

When anticipating what the market response will be when Speedy Go-Carts are introduced into both sporting goods and specialized stores, it seems both logical and reasonable to expect that the market response will be very positive—simply because it fills a very real market need. This is evidenced by the fact that so many inventors have spent millions of dollars on hundreds of patents in a quest to solve the braking problem for go-carts.

Faced with competition from such a superior go-cart, it is reasonable to assume that *all* manufacturers will lose a substantial portion of their market share. The resulting loss of market share will likely push some manufacturers into the red.

The totally unexploited, multi-million worldwide market of people that don't like to use go-carts because of safety concerns will immediately be accessible. Safe go-carts can also be extended from flat to

steeper ground. This is expected to become popular also with experienced go-cart racers and will consequently open an additional unexploited market niche.

**The bottom line:** SPEEDY GO-CARTS HAVE OUTSTANDING MARKET POTENTIAL.

### **Competition**

In spite of all the hundreds of patents issued so far for go-cart systems, not a single market success has been achieved. Research of previous patents provides an obvious reason. Of all the patented go-cart designs, none offers a safe and effective braking system.

**The bottom line:** THERE IS NO COMPETITION. SPEEDY GO CARTS ARE EQUIPPED WITH A SAFE AND EFFECTIVE BRAKING SYSTEM THAT IS OTHERWISE NOT AVAILABLE IN THE MARKET.

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## **MARKETING & SALES**

The Speedy Go-Cart Company will assume a position as global wholesaler of the new and unique go-cart. Creative marketing strategies will be associated with the new product launch, taking full advantage of the media attention received from well-planned publicity stunts on global sports TV channels, thereby significantly reducing marketing costs.

A targeted marketing campaign involving Internet marketing and all other media will coincide to maximize this exposure. By maintaining the momentum and marketing advantage gained, imitators trying to compete will be severely disadvantaged.

**The bottom line:** FREE PUBLICITY WILL CREATE THE LAUNCHING MOMENTUM REQUIRED.

### **Patent Protection**

Patent rights are necessary in order to raise operating capital and to maximize the value of the company. However, patents only provide offensive rights, so the best way to discourage imitators and patent infringement is to rapidly dominate the market at a price that will not be profitable for others desiring to compete. Highly favorable international search and preliminary examination reports have been received from the European Patent Office.

**The bottom line:** THE MOST IMPORTANT KEY U.S. MARKET WILL BE COVERED BY BROAD, UNAVOIDABLE PATENT PROTECTION.



## FINANCIAL ANALYSIS

### Estimated Sales/Profits

All amounts are in Canadian dollars.

	Per soap box
Wholesale price	\$450
Manufacturing cost	\$350
Marketing, admin, operating and distribution costs	\$50
Net profit	\$50
<b>Year 1</b>	
Estimated sales	1 million carts
Estimated gross profit	\$4 m
Estimated net profit	\$2 m
<b>Year 2</b>	
Estimated sales	2.5 million carts
Estimated gross profit	\$22 m
Estimated net profit	\$15 m
<b>Year 3</b>	
Estimate sales	5 million carts
Estimated gross profit	\$44 m
Estimated net profit	\$28 m

### Start-Up Costs

\$1,500,000 Canadian is required in the initial startup phase.

#### Estimated expenses:

Engineering	\$ 250,000
Tooling for test samples	\$ 200,000
Manufacture test samples	\$ 100,000
Testing	\$ 190,000
Modification	\$ 70,000
Manufacture 2 <sup>nd</sup> test samples	\$ 40,000
Test 2 <sup>nd</sup> test samples	\$ 70,000
Advertising/promotion	\$ 230,000
Overhead/operating costs	\$ 350,000

### Production Phase Funding

Institutional funding and/or private investor capital will be sought as bridge funding that will be required to sustain the company operations through to profitability.

# Home Inspection Company

Home Inspectors Are We

9123 Thornberry St.  
Ann Arbor, Michigan 48103

*Gerald Rekve*

*In today's real estate world there are a number of opportunities to start a business, but the area with the most profit potential is the area of home inspection.*

---

## EXECUTIVE SUMMARY

### **Growth Strategy**

Our number one goal is to begin building long-term relationships with real estate agents in the region. The key to this strategy is to build trust as well as professionalism with our long-term goal of getting referrals from them. Referrals will be the key to our success in business. Following is our breakdown of the different types of referrals we will build.

1. Real estate agents
2. Home owners
3. Lawyers involved in real estate deals
4. Carpet cleaners
5. Home cleaners
6. Security companies
7. Moving and storage companies
8. Plumbing and electrical firms
9. Banks and mortgage brokers
10. Home renovation firms
11. Landscapers
12. Advertising mediums which sell or offer home improvements

For every referral we get, we are saving the cost of advertising to that client.

Yellow page advertising as well as real estate magazines will also be required to get a foothold into the market. We believe it is better to have an advertising plan that includes a smaller ad that runs on a more frequent basis than a larger ad that runs less frequently, so we will look for advertising opportunities accordingly.

## FINANCIAL ANALYSIS

### The start up costs to open a home inspection business

Home office	Free
Computer	\$1,200
Software	\$1,000
Office supplies	\$ 300
Postal	\$ 400
Legal	\$ 450
Accounting	\$ 50
Advertising	\$ 500
Printed materials	\$1,500
Desk	\$ 200
Chair	\$ 150
Fax	\$ 125
Scanner	\$ 100
Filing cabinet	\$ 200
Shelves	\$ 100
Cell phone	\$ 150
City license fee	\$ 100
Professional association fee	\$ 150
Training in home inspection	\$250–\$1,000 (books, study course)
Liability insurance	\$ 400
Auto lease	\$ 400 month
Auto expenses	\$ 500 month

## BUSINESS STRATEGY

A home inspection is a thorough examination of the exterior and the interior of the house to determine the structural defects, broken or obsolete components, and damage due to water, wear and tear, and other conditions. As home inspectors, we are not responsible to fix or repair any of the property we are inspecting. We are only there to give our unbiased view for both the buyer and the seller of the unit.

Every time a house is bought or sold, a home inspection should be done. The most frequent buyer of the home inspection service is the home buyer, so this is the area to which we want to target our marketing dollars.

As a home inspector, it is not required to be an engineer. However, in order to be successful, training should be gained either via working in the industry or with a training course. It will add a great deal of credibility and real estate agents will be more likely refer clients to you. This being so, we plan to seek both practical and educational training.

There are several forms with which we must be familiar. The home inspector report is an itemization and summation of findings of the home with regard to the specific property. In addition, property condition forms are generally furnished to the seller by the real estate agent and ask the seller to fully disclose the all the defects about the home in writing. The home inspector compares this form with his report and provides the buyer a more accurate picture of the condition of the house.

Many states are currently formulating regulations to license and certify home inspectors. We will check with our state to determine the status of this requirement.

### Gaining Experience

Before we open up shop, we will do the following to gain experience and build our skills.

We will ask ten to fifteen friends and relatives if we can give them a free home inspection. In doing so, we can hone our skills in the inspection business. We want to try to inspect the following types of homes, based on the year the home was built:

1940–1950	Inspect 10 homes
1950–1960	Inspect 7 homes
1960–1970	Inspect 10 homes
1970–1980	Inspect 5 homes
1980–1990	Inspect 10 homes
1990–2000+	Inspect 5 homes

We will also try to go to different new home building locations and watch how the homes are built; this will give us great insight to the new ways of building and the weakness of the old ways of building. Furthermore, new homebuilders can also give us a great deal of information on what to look for in a house, including the most common areas where houses are affected by poor workmanship.

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## FINANCIAL ANALYSIS

### Fees

The average home inspector charges a fee of \$190 to \$500 for a typical inspection. The average time it takes to do an inspection varies; it can take from one hour to two and a half hours. Each job is quoted based on a estimated time it will take. We use \$190 per hour as our minimum charge.

Basic home inspection fee	\$ 190
With swimming pool	add \$ 200
Environmental concerns	add \$ 150
Multiple units	add \$ 150 per unit
Farm or outside city limits	add \$3.50 per mile
Insurance appraisal inspection certificate	add \$ 100

Our market is quite large. Whenever a home is bought or sold, there should be a home inspection done; this means quite a lot of potential clients. Here is a formula to determine the market potential.

500 homes sold in a month, less 20 percent, divided by the number of home inspectors in the market.

If there were 4 the formula would look like this:

500 homes sold, less 20% = 400 homes. Divide 400 homes by 4 (the number of local inspectors), and each inspector could expect to service 100 homes per month. At an average cost of \$200 per home, each inspector could expect to make \$20,000 per month.

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## OPERATIONS

### Equipment

As in many professions, there are tools and equipment of the trade. At the beginning we will not buy all tools required because some of them only need to be used on a rare occasion.

- Measuring tape. One 50 foot tape and one 100 foot tape.
- Binoculars. These are good for roof inspection if you cannot walk on the roof.
- Digital camera and photo equipment. Photos can be used for inspection report and records in case of liability issues. Digital images can be stored on a CD or our computer hard drive for future reference.
- Protective clothing. This is very important, not only to our health and our clothing, but also for our image. We plan to arrive in a suit, but will put on a white one piece protective jump suit with our logo before we begin the inspection work.
- Safety gear, including dust mask, goggles, helmet, gloves, and steel-toed boots.

## HOME INSPECTION COMPANY

- Electrical circuit tester.
- Voltage meter.
- Stud finder.
- High-powered flashlights. We will need a few different types including a small pocket or pen size, a medium size and a large size.
- Ladders. We will need a couple different types of ladders, including a step stool-type ladder, an 8 foot ladder, and a 20 to 30 foot expandable ladder. All of these will be attached to our van at all times.
- Gas leak detector. Some of the leaks that occur in a house are carbon monoxide and benign methane gas.
- Level.
- Market area maps. These will show land structure, grading and landscaping methods, etc.
- Moisture meter.
- Screwdrivers and other hand tools to be kept in a tool belt.
- Mirrors. A small mirror and a large mirror, both with telescope capacity and a light, will help look in small or hard-to-reach areas.
- Thermometer. This can be used to measure the recovery rate of the hot water heater.
- Toolbox or carrying case. This will be used for larger tools that will not fit in our tool belt.
- Business cards. We will have two types of business cards, both the standard card and a magnetic card with helpful info on it that the home owner can keep on their refrigerator for a long time.

# Information Technology Personnel Agency

Revke IT Staffing

31 Wielfeld Hwy.  
Detroit, Michigan 48202

*Gerald Rekve*

*Revke IT Staffing will provide additional services as well as support to a very specific field in the business sector. We will offer services to all IT sectors including computing, internet, and website design. Specifically we will offer: desktop support, software support, hardware support, network support, and infrastructure support.*

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## EXECUTIVE SUMMARY

Revke IT Staffing Inc. (“Revke IT Staffing”) was formed in 2005, when a market opportunity was identified by the owner of a Michigan-based computer repair and network consulting firm.

### **Mission**

The goal of Revke IT Staffing is to provide additional services as well as support to a very specific field in the business sector. We will hire contract staff to provide support in areas where the clients’ staff is not qualified.

We will offer services to all IT sectors including computing, internet, website design and so on.

In order to begin this service, there will be little impact on our existing cash flows with exception of the start up marketing, advertising and additional resources required.

### **Company History**

Revke IT Staffing is a division of Bixby Computer Networks Inc. In 2005 Bixby Computer Networks had revenues of \$1.5 million dollars and a staff of 8 people. They have been servicing the greater part of Detroit, Michigan for more than 15 years.

Bixby Computer Networks was founded by Jonathan Rekve after he graduated from technical college in the late 1980s. Jonathan found that his interest in owning his own company was more appealing than working for someone else. From the start, the business was lean on staff; over the years, though, it gradually hired more staff as the company required. Today with eight staff on board, the company is very profitable and has some long-term, big name clients on contract.

With the solid foundation that has been built up over 15 years, Mr. Rekve has allowed the expansion of Bixby Computer Networks into other areas that are of similar nature to the existing business model.

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## MARKET ANALYSIS

Computer networking in the Michigan market is like most markets in the world. There has been solid growth curve of the industry for the past 20 years. With the evolution of computing in the late 70s, the industry has not stopped.

The Detroit market is very competitive to say the least, with new companies starting almost on a daily basis. This has given existing firms like Bixby Computer Networks a run for their money. Competition this strong has also educated potential clients. Clients look for quality service and providers like us that have been around for while before committing to contracts. In fact, we have found smaller contracts (under \$5,000) are typically from one-time clients and larger contracts (up to \$50,000) are from existing clients or clients looking for a long-term solution and are thus willing to pay a little extra to get the quality they require. We feel that expanding into Rekve IT Staffing will just be an extension of our existing products and services.

Staffing in general over the years has taken many forms; we will be using the business model of knowledge-based staffing. The primary focus of knowledge-based staffing is to provide very specific solutions to issues and problems that clients currently face.

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## SERVICES

As mentioned earlier, we have identified a market niche that we feel is being underserved by existing vendors. We will be able to cross-sell services to fill this underserved area to both existing clients as well new clients.

We will offer the following staffing services to clients for daily, weekly, and monthly rates. Our contract staff may be at a client location for up to one year.

Our service will include all sectors of the IT industry in our region. Here is a list of a few of the areas; we will add more as they become relevant and cost effective.

- Desktop support
- Software support
- Hardware support
- Network support
- Infrastructure support

Each one of these areas can be broken down into many smaller departments; therefore, we will be required to hire specialist staff contract consultants as they become needed and available.

### **Desktop Support**

This area will include the following departments:

- Upgrades
- Virus protection and recovery
- Software glitches
- Hardware configuration

### **Software Support**

This area will include the following departments:

- Upgrades
- Virus protection and recovery

- Software glitches
- Software configuration

### **Hardware Support**

This area will include the following departments:

- Router configuration
- Router troubleshooting
- Network device troubleshooting
- Upgrades
- Recommendations
- Price quotes

### **Network Support**

This area will include the following departments:

- Network configuration
- Device setup
- Router configuration and setup
- Software installation
- Network troubleshooting
- Training existing staff to further troubleshoot network issues
- Purchase and installation of network devices

### **Infrastructure Support**

This area will include the following departments:

- General infrastructure support
- Specific projects as needed

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## **OPERATIONS**

### **Workflow Process**

Within our mandate of services, we will act to become an extension of staff for our clients. Rather than the client hiring full-time staff to complete functions within the company, the client will hire us on contract to complete the function. The IT staff of most companies are usually stretched to the limits. Our services will allow them to add help they need when they need it most.

Generally speaking, this is how our service will work; we will of course make required changes as the need arises. To begin, clients will contact us or one of our sales staff will put in a tender for services or solicit potential clients. Next, our staff manager will attend to the clients tender or request for pricing of services. This manager will then do a review of the required work and, based on this review, will estimate the hours/days/weeks required to complete the job. She will also look at which specialized skills will be necessary to properly complete the job based on the accepted and approved technological skills. With all this information now gathered, we will be able to offer a price quote to the client for the services required.



### **Filling Staffing Requests**

When clients are in need of an Rekve IT Staffing employee, the first thing we will ask them to do is to determine the exact job duties and skills they will need the employee to perform. If the IT staffing employee will be replacing a career employee, we will ask the client if they will need the employee to perform the full scope of job duties or just a portion of the job functions. We may request a written job description with the duties they wish the Rekve IT Staffing employee to perform.

When we have that information, we can then determine the skills needed to perform the duties including such things as: what type of computer equipment (IBM or Macintosh) will be needed; software (WordPerfect, Microsoft Word, etc.); and what type of documents will be produced (manuscripts, letters, financial reports, etc.).

Furthermore, this information will allow us to classify the client job order using the Point Factor Systems and conduct an applicant search in the Rekve IT Staffing database for the best possible candidate.

### **Hours of Operation**

Rekve IT Staffing is open from 8:00 am to 6:00 pm Monday through Friday to assist with client requests. We will also have a hotline number for after-hours support.

### **Orientation**

To ensure that our staff have the best possible chances for success, we will ask clients to prepare for their arrival by doing such things as determining where they are going to sit, who will be supervising their work (if other than the stated supervisor), and who will be available to answer any questions they may have. We would like the employees to be given a brief introduction to other staff members in client office and be provided a brief overview of the office functions and instructions on job duties, departmental expectations, deadlines, and a lunch and break schedule. This preparation and information is crucial to avoid miscommunications and potential problems.

### **Overtime**

Rekve IT staff will be available to work overtime when it is requested by their direct supervisor. The pay standards for overtime are the same as for career employees. Rekve IT Staffing employees are also paid shift differentials and premium overtime when authorized.

### **Employee Benefits**

Employees of Rekve IT Staffing accrue vacation and sick leave by pay period. They are paid for holidays when they are on pay status before and after the holiday. They are eligible to receive CORE Medical benefits after three months service with Rekve IT Staffing. If an employee is hired into a career or casual position by a client department, all vacation and sick leave hours will be transferred to the new department upon notification.

### **Identification Badges**

All Rekve IT Staffing Employees are required to wear I.D. Badges. The Rekve IT Staffing badges are not permanent badges with pictures; instead they are yellow in color and have the Rekve IT Staffing employee's name, the Client Department's Name, an Expiration Date, and signatures of both the Rekve IT Staffing employee and a client staff representative. These will be worn in addition to any identification or badges required by the client.

### **Rate and Billing Procedure**

The recharge rate for Rekve IT Staffing employees is \$75.00 per hour. Clients will be recharged according to the number of hours authorized on the Rekve IT Staffing employee's timesheet, which will require both the employee and client signatures. The client signature is imperative; it is our authorization to pay the Rekve IT Staffing employee and to recharge the client account for the number

of hours indicated on the timesheet. Clients will receive recharge statements the first week of each month for IT staffing services undertaken in the preceding month.

### **Recruitment Process**

Rekve IT Staffing actively recruits qualified applicants. We have a weekly posting in the Job Opportunities Bulletin and, when a special need is identified, we will advertise in local newspapers. Our most successful avenue of recruitment is by employee referral. Most of our applicants identify an Rekve IT Staffing employee as their first source of reference. Also, the staff at Rekve IT Staffing participates in job fairs, career days and professional organizations to find qualified applicants.

### **Application Process**

All applicants are required to fill out a Rekve IT Staffing application detailing their work experience and history as well as a Skill Sheet, or self assessment. The information from these forms will then be entered into the Rekve IT Staffing database and reviewed by a member of the Rekve IT Staffing staff.

The criteria will also be used to screen applicants. Our screening process will prioritize the skills that have been determined to be in high demand when reviewing the job order requests from our client. Potential employees that possess those skills will be given priority and invited to a Rekve IT Staffing interview. Those that do not possess the needed skills will be sent a post card thanking them for their interest in the Rekve IT Staffing and indicating that their skills do not match our requirements at this time. They will be encouraged to inform us as they add to their education or skill level.

At the interview the applicant's work history and training will be discussed and their skill sheet will be reviewed in specific detail. Once the Rekve IT Staffing staff member determines that an applicant meets our skill requirements, the applicant's skills will be further evaluated to determine which level of assignment the applicant can be successfully placed. These evaluations will be determined by entering the applicant's experience and training into assessment software programs such as QWIZ for IBM and Mac Valuate for Macintosh. A general administrative skills evaluation program is also contained in the QWIZ package and is given to all applicants for such skills as typing speed, letter formatting, and, if applicable, 10 key, data, programming, transcription, and statistical skills. The applicant's scores will be entered into the Rekve IT Staffing database for future assignment skills matching.

Once it is determined the applicant is suitable for hire into Rekve IT Staffing, they will be given our Policy and Procedures Manual and our expectations and performance standards will be discussed. Two employment references will also be checked before an applicant is actually hired and placed on an assignment.

### **Checks and Balances**

In addition to the reference checks on each applicant, Employee Evaluation Forms will be sent to the direct supervisor of all employees at the end of each assignment. Feedback will be sought in the following areas: Attendance, Punctuality, Skill, and Knowledge and Production; there will also be an area for additional supervisor comments. The evaluation form is *essential* to maintaining the quality of the employees in our program and the level of service we have promised our clients.

### **Hourly rates**

Over time we may review and adjust these rates to reflect the current market conditions.

## INFORMATION TECHNOLOGY PERSONNEL AGENCY

Department	Hourly rate
Analysis & design	\$65
API's--standards/methods	\$75
Architecture	\$75
Auditing	\$75
Certifications	\$75
Data administration	\$75
Data development	\$75
Dev-client server	\$75
Dev-mainframe	\$75
Dev-mid range	\$75
Dev-PC and desktop	\$75
Dev-web	\$75
Dev-wireless	\$75
Development tools	\$75
Enterprise change management	\$75
ERP & packaged software	\$75
Groupware	\$75
Hardware/OS/sys admin	\$75
Help desk and support	\$75
Industries and apps	\$75
IT management	\$75
Networking	\$75
Product management	\$75
Project management	\$75
QA & testing	\$75
Security	\$75
Support	\$75
Tech trainers	\$75
Technical writers	\$75
Telecom	\$75
Web analytics	\$75

Our key areas of focus are listed below. As the company grows, we may add areas of opportunity or delete areas that are not profitable.

### Business Applications

- a. Business Application Delivery/Development
- b. SAP Projects
- c. E-Mail/Lotus Notes Delivery
- d. Customer Relationship Management (CRM)

### Data & Storage

- a. Data Warehousing
- b. Database/Data Administration

### Infrastructure

- a. Enterprise Architecture/Planning
- b. Architecture Management
- c. Infrastructure Development
- d. Enterprise Infrastructure

### Network and Systems Management

- a. Network Operations
- b. Systems Operations
- c. Enterprise Operations
- d. IT Support

- e. Network Engineering
- f. Systems Engineering
- g. Enterprise Project Management
- h. Inter/Intra/Extranet

Services and Outsourcing

- a. Electronic Commerce/INet
- b. Contingency Planning
- c. Business/IT Alignment

Security

Security Management

**COMPETITION**

As mentioned above, we have a number of competitors in all of these sectors. For this purpose we will only mention the largest competitor.

**Mitchell Technology Solutions**

This is the largest competitor we have in the market. They have 60 contract staff on duty in all IT sectors and they advertise weekly for a variety of positions in the career section of the local newspaper.

They also use online career advertising services and have a number of postings for contract consultants. They have been around for 20 years and have a strong market position. They have a lot of strengths, but also have a few weaknesses including that fact that they do not pay their contract staff very well. Consequently, they have a high turnover rate in the contract consultants they employ. We have been able to exploit this weakness and have hired away some of their best staff.

**GROWTH STRATEGY**

Michigan has over 200,000 businesses listed with the state registration service. Of these businesses, there are 80,000 with employee counts over 50. These firms are the focus of our efforts—they are larger firms that are more likely to require our type of services. If we get one percent of the market, it will be enough to maintain our business for a long period of time.

**Employment by Industry**

**Major Industry in the Detroit–area**

Internationally known for automobile manufacturing and trade, the world headquarters of General Motors Corp. and Ford Motor Co. and the North American headquarters of DaimlerChrysler and Volkswagen are located in metro Detroit. The area ranks as a leader in the production of paints, non-electrical machinery and automation equipment, as well as pharmaceutical, rubber products, synthetic resins and garden seed. Other national and international corporations headquartered here include The Budd Company, American National Resources, Kelly Services, SBC, and Federal Mogul, plus pizza giants Domino's, Hungry Howie's and Little Caesars.

## INFORMATION TECHNOLOGY PERSONNEL AGENCY

Agriculture, mining & natural resources	20,236
Manufacturing	419,871
Transportation, communication & utility	121,683
Wholesale trade	131,303
Retail trade	392,604
Finance, insurance & real estate	182,873
Services	915,743
Public administration	78,715
<b>Total</b>	<b>2,262,758</b>

SOURCE: Statistics from the *Southeast Michigan Council of Governments* as of 2000.

## FINANCIAL ANALYSIS

### Start Up Expenses

Because we are already in business, we will not have the same start-up expenses that others would have when starting a new business. All we will be doing is increasing our existing staff and resources to accommodate the new business. While the new business will be a separate entity, it will share our existing office location and materials.

We will be hiring three sales executives along with a sales manager and support staff. These staff will coordinate the flow of contracts and temp staff we place in the varieties of clients' locations.

Payroll for new company will be low compared to our existing operation.

- Manager—\$30,000 annual salary and bonus component of 10% of all sales made
- Sales staff—\$17,000 annual salary and bonus component of 10% of all sales made
- Support staff—\$14,000 annual salary (one staff member to start)
- Individual contract staff we hire for placement are only paid on a per-job basis. This will amount to pay rates from \$25–\$36 per hour

We will also pay the following expenses:

- Travel expenses for manager and sales staff
- Auto allowance
- Gas reimbursement
- Meals for clients and sales staff on road
- Hotel
- Other travel not mentioned here
- Office supplies for presentations
- Laptop computers
- Cell phones

We are going to set up our staffing firm a little different than most; we will be actively going after clients we know who use this type of service and make sales calls right in their place of business.

With this hands-on approach we are confident that we will meet our sales targets.

The best part of this add-on business is the fact that we will be getting our complete line of services put in front of new clients. All our sales material will have a good overview of the services we provide.

## **CONTRACT CONSULTANTS & STAFF**

We have already lined up staff that will meet with our clients once we get the contracts. We have been recruiting staff for the past six months and have a number lined up.

This will make it easy for us to manage the clients we bring in, as we can fill the opening as soon as we win the contract.

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## **CONCLUSION**

The addition of information technology contract staff will be a positive force for our business. The growth potential will be allow us to diversify our business, while increasing profit and revenue streams.

# Online Payment Services

Exactor Technologies, LLC

980 Floridian Way  
Orlando, Florida 32812

*Gerald Rekve*

*In 2006, Exactor Technologies, LLC was formed for the purpose of selling money orders and payment methods for online customers. Overall, our company can be characterized as a money service business. Our website allows buyers to send sellers money orders and payment methods online for auction payments using a Visa or MasterCard. We act as a middleman to facilitate this process easily, safely, and securely.*

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## EXECUTIVE SUMMARY

### **Mission**

Exactor Technologies, LLC's Mission is to provide innovative, practical and top-quality payment services that save time and improve the way people transact online. We believe our first responsibility is to the users who use our services. Our strong financial position will enable us to provide excellent customer service. In carrying out our day-to-day business we strive to:

1. Treat our employees with respect.
2. Follow the philosophy that our customers are the lifeline of our business model.
3. Be considered as a moral and ethical leader in our community.

We envision our business becoming a dominate online payment method in the next 3 years. Within the next 10 years, we envision our company being publicly traded on a stock exchange. By 2010, Exactor Technologies, LLC will be a highly visible company known as the best payment method online.

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## BUSINESS STRATEGY

For many years people have been limited to only one large company in this field—PayPal—and several other small companies that have included BidPay, StormPay, EMOCorp, and eGold. This small number of choices has been further limited for online merchants and consumers since the closure of both BidPay and EMOCorp.

The condition of the industry today is such that the Internet is becoming an integral part of people's daily lives and a tool for the development of the global economy. Online merchants have become the standard as well and norm for business startup and expansion of existing retailers.

## ONLINE PAYMENT SERVICES

We have just started development of a novel and proprietary website to integrate with online auction and merchant services such as eBay, Yahoo, Overstock, and other corporate websites to facilitate the selling of money orders and payment methods for online transactions.

The legal form of Exactor Technologies, LLC is Limited Liability Company residing in the State of Florida with Registered Agents in other states as required by Law. An LLC is suitable for smaller companies with restricted numbers of owners; furthermore, company “members” are protected from liability for acts and debts of the LLC and an LLC can elect to be taxed as a sole proprietor, partnership, S-corp, or corporation, providing much flexibility.

Now, Exactor Technologies, LLC is at a point where we are looking for investors in order to meet State requirements of \$500,000 liquid assets to obtain a Money Services Business License in the State of Florida.

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## FINANCIAL ANALYSIS

Revenue projected for fiscal year 2007 without external funding is expected to be \$5,475,000. Annual growth is projected to be exponential and at least double per year through 2009. We feel that within 4 years Exactor Technologies, LLC will be in a suitable position for further expansion and an initial public offering. Our objective at this time is to propel the company into a prominent market position.

### Capital Requirements

According to the opportunities and requirements for Exactor Technologies, LLC described in this business plan, and based on what we feel are sound business assumptions, our initial capital requirements are for \$500,000 by November 1, 2006.

To accomplish this goal we have developed a comprehensive plan to intensify and accelerate our marketing and sales activities, product development, services expansion, engineering, distribution and customer service. To implement our plans we require a loan or investment totaling \$500,000 for the following purposes:

- Obtain a \$300,000 bond for a State Money Services Business License,
- Maximize sales with an extensive click-based online advertising campaign to promote our services,
- Reinforce Customer Support services to handle the increased demands created by the influx of new orders and broader coverage of existing accounts,
- Augment company staff to support and sustain prolonged growth under the new marketing plan,
- Increase Research and Development to create additional follow-on products as well as to further fine-tune our competitive advantages.

We anticipate no additional investment requirements after the 2007 fiscal year. We pledge to reinvest all corporate profit minus employee salary and wages back within the company until year 2010.

### Exit/Payback

The increase in profits generated by our website will allow us to have the funds to repay any loan and investors within 1–2 years.



**Competitor's Fees**

<b>PayPal (standard rates)</b>	U.S. domestic transactions (U.S.–U.S.)	International transaction (U.S.–Foreign country)
Fees to deposit/send money (buyer)	Free	Free
Fees to receive money	2.9% + 30 cents	3.9% + 30 cents
<b>Storm Pay (non NetlBA rates)</b>	U.S. domestic transactions (U.S.–U.S.)	International transaction (U.S.–Foreign country)
Fees to deposit/send money (buyer)	3%	3%
Fees to receive money	6.9% + 69 cents	6.9% + 69 cents

**Our Proposed Fees**

<b>Exactor Technologies LLC proposed rates</b>	U.S. domestic transactions (U.S.–U.S.)	International transaction (U.S.–foreign country)
Fees to deposit/send money (buyer)	6%	6%
Fees to receive money	3% + 84 cents to mail/print money order	3% + 84 cents to mail/print money order

**Start-up requirements**

<b>Start-up expenses</b>	
Legal	\$ 250
Stationery etc.	\$ 100
Brochures	\$ 125
Accountant	\$ 75
Insurance	\$ 150
Rent	\$ 425
Research and development	\$ 0
Expensed equipment	\$ 500
<b>Other</b>	<b>\$ 0</b>
<b>Total start-up expenses</b>	<b>\$ 1,625</b>
<b>Start-up assets needed</b>	
Cash balance on starting date	\$ 425
<b>Other current assets</b>	<b>\$ 0</b>
<b>Total current assets</b>	<b>\$ 425</b>
<b>Long-term assets</b>	<b>\$ 0</b>
<b>Total assets</b>	<b>\$ 425</b>
Total requirements	\$ 2,050
<b>Investment</b>	
Owner investment	\$ 2,050
<b>Other</b>	<b>\$ 0</b>
Total investment	\$ 2,050
<b>Current liabilities</b>	
Accounts payable	\$ 0
Current borrowing	\$ 0
<b>Other current liabilities</b>	<b>\$ 0</b>
Current liabilities	\$ 0
<b>Long-term liabilities</b>	<b>\$ 0</b>
Total liabilities	\$ 0
<b>Loss at start-up</b>	<b>(\$1,625)</b>
<b>Total capital</b>	<b>\$ 425</b>
<b>Total capital and liabilities</b>	<b>\$ 425</b>

**General assumptions**

	FY 2006	FY 2007	FY 2008
Plan month	1	2	3
Current interest rate	10.00%	10.00%	10.00%
Long-term interest rate	10.00%	10.00%	10.00%
Tax rate	25.42%	25.00%	25.42%
Sales on credit %	75.00%	75.00%	75.00%

## ONLINE PAYMENT SERVICES

### Projected profit and loss

	FY 2006	FY 2007	FY 2008
Sales	\$49,500	\$90,000	\$93,600
Direct cost of sales	\$ 6,598	\$11,997	\$12,477
Other	\$ 0	\$ 0	\$ 0
<b>Total cost of sales</b>	<b>\$ 6,598</b>	<b>\$11,997</b>	<b>\$12,477</b>
<b>Gross margin</b>	<b>\$42,902</b>	<b>\$78,003</b>	<b>\$81,123</b>
Gross margin %	86.67%	86.67%	86.67%
<b>Expenses:</b>			
Payroll	\$ 0	\$ 0	\$ 0
Sales and marketing and other expenses	\$ 2,475	\$ 4,500	\$ 4,680
Depreciation	\$ 0	\$ 0	\$ 0
Leased equipment	\$ 0	\$ 0	\$ 0
Utilities	\$ 1,500	\$ 125	\$ 125
Insurance	\$ 1,800	\$ 2,000	\$ 2,200
Rent	\$ 5,100	\$ 5,100	\$ 5,100
Payroll taxes	\$ 0	\$ 0	\$ 0
Other	\$ 0	\$ 0	\$ 0
<b>Total operating expenses</b>	<b>\$10,875</b>	<b>\$11,725</b>	<b>\$12,105</b>
Profit before interest and taxes	\$32,027	\$66,278	\$69,018
Interest expense	\$ 0	\$ 0	\$ 0
Taxes incurred	\$ 8,008	\$16,570	\$17,542
<b>Net profit</b>	<b>\$24,018</b>	<b>\$49,709</b>	<b>\$51,476</b>
<b>Net profit/sales</b>	<b>48.52%</b>	<b>55.23%</b>	<b>55.00%</b>

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## OPERATIONS

### Management Summary

Most of our management team is in place; however, we require contractual customer service through an off-shore company to offer our customers online technical support. Our management team consists of: Jim Nash, President; Elisha Violet, Vice President of Legal Services; Jonathan Winston, Vice President of Finance; and Eileen Mary, Vice President of Operations.

### Responsibilities

Jim Nash, President

Develops and maintains the vision of the company. Oversees marketing, product development, production and finance, customer service, etc. Approves all financial obligations. Seeks business opportunities and strategic alliances with other companies and organizations. Plans, develops, and establishes policies and objectives of business organization in accordance with board directives and company charter. Directs and coordinates financial programs to provide funding for new or continuing operations in order to maximize return on investments, and increase productivity.

Jonathan Winston, Vice President of Finance

Manages working capital including receivables, inventory, cash and marketable securities. Performs financial forecasting including capital budget, cash budget, pro forma financial statements, external financing requirements, and financial condition requirements.

Eileen Mary, Vice President of Operations

Directs manufacturing, raw materials procurement and management, field service, repair, and shipping/receiving function. Oversees the company's facilities.

Elisha Violet, Vice President of Legal Services

Manages all legal matters pertaining to the company.

**Board of Directors**

An outside Board of Directors, including highly qualified business and industry professionals/experts, will assist our management team in making appropriate decisions and taking the most effective action; however, they will not be responsible for management decisions.

**Stock Allocation**

One thousand (1,000) shares of Exactor Technologies, LLC common stock has been authorized by the state of Florida. At this time 7,500 shares are outstanding, and have been allocated as shown below.

- Jim Nash, President—70%
- Elisha Violet, Vice President of Legal Services—10%
- Jonathan Winston, Vice President of Finance—10%
- Eileen Mary, Vice President of Operations—10%

Stock vests over 3 years from the date of employment. In addition, we plan to allocate 2006 shares of common stock for Employee Incentive stock options.

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**PRODUCTS**

Exactor Technologies, LLC currently offers the ability for buyers to purchase money orders and payment methods online via [www.ExactorTechnologies245.com](http://www.ExactorTechnologies245.com). Our website implements integration with popular auction websites such as [www.eBay.com](http://www.eBay.com), [www.Yahoo.com](http://www.Yahoo.com), [www.buysell-biz.com](http://www.buysell-biz.com), and [www.icibusiness.com](http://www.icibusiness.com), and also allows integration with other third party company websites.

Our website is currently in the testing and development stage.

**Research and Development**

In response to demonstrated needs of our market, new services are being developed to include improved wireless/mobile access, multiple languages, multiple currencies, non-auction money order sales, ACH transfers, and debit cards for instant access to cash. These new services are especially useful to customers who currently use our competitor's services. ACH transfers are especially useful to prospective PayPal and StormPay customers who can deposit funds into their bank account(s) without physically depositing a check/money order. Launches are scheduled to be deployed incrementally beginning with multiple language websites in late 2007.

**Production and Delivery**

The key factor in our services is the ability to maintain a large database online and handle thousands of simultaneous transactions quickly, effectively, and safely. Our website is being developed by an experienced off-shore Internet technology company located in India. Our website is being hosted in the United States with OLM on a cluster of Microsoft Windows 2009 Internet Information Servers hosting Microsoft SQL Server and Exchange Server. In addition we will be adding Oracle's newest server security to give us 400 Bit protection. By comparison, most banks now use 128 Bit protection.

Because of the anticipated rate of growth, we will need to expand our bandwidth and processing power by 2009, and will consider seeking a larger company to accommodate our growing technology needs. Our biggest advantage is our modular code that allows easy mobility to new technology platforms.

We anticipate that a significant amount of our transactions will be from eBay and third party websites. Statistics show that eBay averaged 15 million listings per day in 2006. Statistics also show

## ONLINE PAYMENT SERVICES

that 28% of all eBay listings are completed and that the average aggregate selling price is \$14 per item.

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## MARKET ANALYSIS

The e-commerce market is growing rapidly. There is an important need for companies to facilitate online transactions in a simple, safe, and secure manner. Currently, the market distribution is shared by two major companies, with PayPal considered the market leader. Statistics show that “PayPal has over 56 million accounts and more than 53,000 people who sign up for new access every day. PayPal deals in transactions totaling over \$48 million in sales per day.”

### Customers

Exactor Technologies, LLC’s target market includes eBay sellers and website operators. The typical customer of our products is someone who purchases products and services from online auction websites and online stores.

### Competition

Companies that compete in this market are PayPal and StormPay.

All companies charge competitive rates.

Key factors have resulted in the present competitive position in the industry.

The ability to offer better rates to customers is contingent upon relationships with processing banks.

### Pro forma cash flow

	FY 2006	FY 2007	FY 2008
<b>Cash received</b>			
<b>Cash from operations:</b>			
Cash sales	\$12,375	\$22,500	\$ 23,400
Cash from receivables	\$28,868	\$60,744	\$ 69,599
<b>Subtotal cash from operations</b>	<b>\$41,243</b>	<b>\$83,244</b>	<b>\$ 92,999</b>
<b>Expenditures</b>			
<b>Expenditures from operations:</b>			
Cash spending	\$ 2,548	\$ 4,029	\$ 4,184
Payment of accounts payable	\$19,898	\$34,498	\$ 37,756
<b>Subtotal spent on operations</b>	<b>\$22,446</b>	<b>\$38,527</b>	<b>\$ 41,940</b>
<b>Net cash flow</b>	<b>\$18,796</b>	<b>\$44,717</b>	<b>\$ 51,060</b>
<b>Cash balance</b>	<b>\$19,221</b>	<b>\$63,938</b>	<b>\$114,998</b>

**Projected balance sheet**

<b>Assets</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>
<b>Current assets</b>			
Cash	\$19,221	\$63,938	\$114,998
Accounts receivable	\$ 8,258	\$15,014	\$ 15,614
Other current assets	\$ 0	\$ 0	\$ 0
<b>Total current assets</b>	<b>\$27,479</b>	<b>\$78,952</b>	<b>\$130,612</b>
<b>Long-term assets</b>			
Long-term assets	\$ 0	\$ 0	\$ 0
Accumulated depreciation	\$ 0	\$ 0	\$ 0
Total long-term assets	\$ 0	\$ 0	\$ 0
<b>Total assets</b>	<b>\$27,479</b>	<b>\$78,952</b>	<b>\$130,612</b>
<b>Liabilities and capital</b>			
<b>Current liabilities</b>			
Accounts payable	\$ 3,036	\$ 4,800	\$ 4,984
Current borrowing	\$ 0	\$ 0	\$ 0
Other current liabilities	\$ 0	\$ 0	\$ 0
Subtotal current liabilities	\$ 3,036	\$ 4,800	\$ 4,984
Long-term liabilities	\$ 0	\$ 0	\$ 0
<b>Total liabilities</b>	<b>\$ 3,036</b>	<b>\$ 4,800</b>	<b>\$ 4,984</b>
Paid-in capital	\$ 2,050	\$ 2,050	\$ 2,050
Retained earnings	(\$ 1,625)	\$22,393	\$ 72,102
Earnings	\$24,018	\$49,709	\$ 51,476
Total capital	\$24,443	\$74,152	\$125,628
<b>Total liabilities and capital</b>	<b>\$27,479</b>	<b>\$78,952</b>	<b>\$130,612</b>
<b>Net worth</b>	<b>\$24,443</b>	<b>\$74,152</b>	<b>\$125,628</b>

Our strategy for meeting the competition is offering a seller-oriented service. We guarantee no charge backs and guarantee delivery of funds. We also offer live online technical support, a feature our competitors lack.

**Risk Factors**

The top business risks that Exactor Technologies, LLC faces as it begins to enter the payment processing market are liquidity to cover rolling banking balances, website malfunctions and sabotage, compliance with state and federal laws, and maintaining a good working relationship with our processing banks and Visa/MasterCard.

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**MARKETING & SALES**

Inquiries from prospective customers suggest that there is considerable demand for our services. Relationships with major banks and payment processors substantiate the fitness of Exactor Technologies, LLC for considerable growth and accomplishment in our industry.

Exactor Technologies, LLC's marketing strategy is to aggressively enhance, promote and support the fact that our services are seller-oriented, closely integrated with major auction websites, integrate easily with e-commerce websites, and are safe.

**Partnerships**

We plan to partner with an insurance company to offer Personal Property Protection for buyers to guarantee their online safety and equitable right to their products. It will also give us the ability to offer extended warranty coverage for products purchases through our website. We can generate lucrative commissions based on these partnerships.

## ONLINE PAYMENT SERVICES

### Advertising

Our advertising and promotion strategy is to position Exactor Technologies, LLC as the leading service provider in the market.

We will utilize the following media and methods to drive our message home to our customers:

- Free news coverage
- Talk show freebees
- Google Adwords
- Auction site banners
- Referral credits
- Auto surf marketing
- Aggressive search engine placement

For the next 12 months, advertising and promotion will require \$500,000. On an ongoing basis we will budget our advertising investment as 5% of total sales.

### Public Relations

During 2006, Exactor Technologies, LLC will promote our service at major technology conferences such as eBay Live, CeBit, E3, and Comdex.

We will track, wherever possible, the incremental revenue generated from our advertising, promotion and publicity efforts.

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## OBJECTIVES

In order for Exactor Technologies, LLC to attain its vision in the manner described in our mission statement, the following primary strategic goals need to be achieved:

**Corporate:** By 2010 Exactor Technologies, LLC will become a publicly traded company.

**Products:** By 2008 Exactor Technologies, LLC will develop a method for users to access their cash via any ATM machine worldwide.

**Sales:** By mid-2006 Exactor Technologies, LLC will be offered as a payment method on thousands of users' eBay auctions and e-commerce vendor websites. We anticipate that our first 5 years of growth will be exponential.

- For 2006 total sales will exceed \$5,750,000.
- For 2007 total sales will exceed \$15,000,000.
- For 2008 total sales will exceed \$30,000,000.
- For 2009 total sales will exceed \$65,000,000.

Other major goal(s) to include:

- Understand customers, competition and industry
- Growth by fields of interest
- Balance people/management/business goals
- Operate at 50 vs. 5 employees
- Develop values and culture

We feel confident that the above goals can be reached. Two of our managers come from environments where they experienced managing a rapid growth high-tech development team.

During the next year, Exactor Technologies, LLC's organization will carry out the following specific objectives:

1. Launch online November 1, 2006.
2. Offer our website in multiple languages by January 1, 2007.
3. Offer ACH transfers by March 2007.

During the next year in order to help attain the primary goal of offering our website in multiple languages, Exactor Technologies, LLC's organization will carry out the following objectives:

1. Seek out and foreign language specialists by November, 2006.
2. Provide beta testing of foreign language sites by December, 2006.

### **Strategic Alliances**

Exactor Technologies is working to form some very important relationships with major companies in the banking and insurance industry. Joint marketing with established companies will produce revenues, credibility, and market presence.

Exactor Technologies, LLC is pursuing joint marketing agreements with other organizations to further the name of Exactor Technologies, LLC's products in the banking market. Our plans include having them market or sell our products within their product line.

Exactor Technologies, LLC currently has a joint marketing relationship with Mastercard, Visa, and American Express, and we are in the process of engaging in agreements with major banks.

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## **CONCLUSION**

On paper, we are guaranteed to make money. Doing the math, if we only take between 0.5% to 1% of eBay's daily transaction, we will make a significant profit within the first year.

# Online Woodworking Manufacturing & Retailing

U-nique Woodworking

4123 Reed Blvd.  
Big River, Saskatchewan S7J 1G9

*Gerald Rekve*

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## EXECUTIVE SUMMARY

This business plan was written for a special needs person who has excellent woodworking skills. His wooden creations are marketed and sold online to help provide for his keeping and care.

### **Market Analysis**

With the evolution of the internet, operating a business from remote regions allows anyone with a product an instant market.

Some of the most frequently purchased items over the internet are games and electronics. However, there are many niche areas that are viable as long as the fundamentals are correct.

Unique and well-made wood products are one of those niche areas. They are both easy to manufacture and highly profitable, as long as quality and cost of materials are closely monitored.

As a test, we posted a few custom wood products for sale on the internet. The result was phenomenal. The items sold quickly for a retail price that allowed both the retailers and the manufacturer to make a profit. In most cases, the retailer was able to sell the item for 30% more than a local retail store.

We also posted a few items on some auction websites to see if there was a market there as well. To our amazement, the items sold fairly quickly for the predetermined asking price. The only downside to this method of sales is the cost we had to pay to list the items and to receive payment for them. If the item did not sell, we were burdened with the cost of listing the item. If the item did sell, we were burdened with both the cost of listing the item and the cost of the common online payment systems.

These additional fees are important to consider. If, for example, we posted 100 items at an average cost of \$1.50 per item, our listing cost for these 100 items would be \$150.00 per 7-day period. Our cost to post the same items on the auction site would be \$600.00 per month. Now let's consider that of the 100 items we list on the auction site, we sell 20% of the items. A percentage commission is then paid to the auction site for the sale of the item and the use the site's payment system. The total could result in an extra cost of 10% per item that sells.



## ONLINE WOODWORKING MANUFACTURING & RETAILING

Here is a detailed example:

- 400 items posted on website (100 per week)
- \$600 per month posting fees (\$1.50 per item)
- 20% of all items are sold, or a total of 80 items
- If each item sells for \$29.00 and has a manufacturing cost of \$7.00 per item, the profit would be \$22.00 per item before fees
- Our total profit would be \$1,760 before fees
- Less the 10% processing fee and posting fees, our net profit would be reduced to \$984 for the month

This \$984 looks reasonable, but we must also consider how much time it takes to manufacture, package and ship the items.

It took a total of 3 days to produce these 100 items. Based on this result, the maximum number of items that could be produced in any given month would be 660 items. At a retail price of \$29.00, the revenue potential per month is \$19,140.

We realize that working at maximum capacity every month will most likely not happen. Therefore we are planning to produce and sell at a rate of 30% of this maximum figure, or approximately 200 items per month. This figure is realistic for both manufacturing and sales.

### Products

The products that we will produce for this business are as follows:

- Artist easels—all sizes and configurations
- Artist stretched canvases—custom and standard sizes
- Art boxes to carry art supplies
- Picture frames—pre-made, small sizes

As we go forward, we realize that this list may change—some of these products may no longer be viable or we may discover a market for additional products. Our main goal for any items we produce is to keep our manufacturing cost down, while producing good, quality items.

### Equipment & Services Required

- Table saw
- Mitre saw
- Jig saw
- Band saw
- Scroll saw
- Compound mitre saw
- Sander—edge, table, palm, etc.
- Router table
- 2-in-1 air nail gun
- Exhaust ducting and air quality control
- Blades and saw supplies
- Table-top HD corner framers clamps

- Picture framing pneumatic nail gun
- Air dust collector and piping equipment
- Altos mat cutter
- Logan mat cutter
- Fletcher mat cutter
- Wood vice
- Lathe
- Wood shaper
- Bar clamps
- Wood chisels
- Ratchet clamps
- Jointer
- Planner
- Workshop counters—26 feet total
- Office desk
- Computer
- Printer
- CAD software
- Internet connection
- Accounts with all online auctions
- Various types of wood
- Cardboard for mailing
- Packing tape

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## OPERATIONS

### Location

We will be setting up the business in a small town called Big River in Saskatchewan, Canada. The population is approximately 700 people and the town is about 100 miles away from the closest city (Prince Albert).

Here is a list of amenities the town has to offer:

- Two gas stations
- Four restaurants
- One food store
- Three convenience stores
- One lumber supply store
- One hardware store
- One electronics store

## ONLINE WOODWORKING MANUFACTURING & RETAILING

The major employer in the region is Weyerhaeuser Mill; it employs over 400 people from the region. The average salary is around \$60,000. Mostly of a blue color demographic, the region has a vibrant economy.

### Start up budget & costs

Table saw	\$ 400
Miter saw	\$ 250
Jig saw	\$ 100
Band saw	\$ 300
Scroll saw	\$ 200
Compound miter saw	\$ 400
Sander-edge, table, palm, etc.	\$ 500
Router table	\$ 250
2 in 1 air nail gun	\$ 250
Exhaust ducting and air quality control	\$ 500
Blades and saw supplies	\$ 100
Table top HD corner framers clamps	\$ 200
Picture framing pneumatic nail gun	\$ 200
Air dust collector & piping equipment	\$ 250
Altos mat cutter	\$ 500
Logan mat cutter	\$1,200
Fletcher mat cutter	\$ 800
Wood vise	\$ 200
Lathe	\$ 400
Wood shaper	\$ 300
Bar clamps	\$ 200
Wood chisels	\$ 300
Ratchet clamps	\$ 300
Jointer	\$ 300
Planner	\$ 300
Workshop counters (26 feet total)	\$ 200
Office desk	\$ 300
Computer	\$ 600
Printer	\$ 200
CAD software	\$ 300
Internet connection	\$ 40
Various types of wood	\$1,000
Cardboard for mailing	\$ 100
Packing tape	\$ 20
<b>Leasehold improvements</b>	
Workshop	\$4,000
Permits	\$ 150
Power hook-up	\$ 150
Natural gas hook up	\$ 150
Taxes for town	\$ 200
Business license	\$ 100

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## MISSION

The main goal for this company will be to provide the owner with a source of reliable as well sustainable income for long period of time. If at any time the business grows to the point where it requires help, we will hire the required staff to do the work.

The products will change over time as we fine-tune the business; so will the areas where we practice business. It is our intention to run the sales arm of this business online, therefore allowing us to focus strictly on manufacturing and leaving the retailing up to the internet.

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## MARKETING & SALES

We will produce a series of products as samples. Over time, we will start listing them on our website and on online auctions. As the products sell, we will continue to add more items to our inventory list.

We will remove slow sellers or items that require too much effort for too little profit potential. Therefore, we will only produce products that are profitable.

As mentioned above, we will use the internet to sell 100% of our products. We will also accept sales to retailers who want to buy our products to resell in their store, as long as there is enough profit in it for us.

The items will be sold on the following internet sites:

- Our own website
- Yahoo Auctions
- Ebay auctions
- Amazon Auctions
- [www.buysell-biz.com](http://www.buysell-biz.com)
- [www.icibusiness.com](http://www.icibusiness.com)
- Another 20 smaller online auctions services
- All the free classified websites we can find

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### COMPETITION

The competition for our products is fairly strong. If needed, we could reduce our price to beat the competition, thereby increasing our market share and sales. With our flexibility with top line pricing, we are very confident that we will find a nice market that allows us to succeed and survive in this business.

# Plumbing Service

Matt's Plumbing and Air Conditioning

4120 Highway 43  
Gull Harbour, Florida 33994

*Gerald Rekve*

*Once becoming a fully registered plumber, Matt Plank's employer approached him about opening a plumbing and air conditioning service location in the adjacent town. This business plan outlines the research and planning involved in this decision.*

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## EXECUTIVE SUMMARY

### **Market Analysis**

In 2004, Matt Plank had completed his journeyman's ticket and was now a fully registered plumber. His employer asked if he wanted to go into partnership with him and open a second location in the town close by. After hiring a management consultant to do research and market analysis on this business opportunity, Matt and his business partner decided to open a second location.

The strength of the business opportunity outweighed the risk of investment loss. Along with the help of the consultant, it was determined that there was also an opportunity for a retail store selling plumbing supplies and fixtures. This store would share the same location as the plumbing company's office and would be built in conjunction with the office.

The plumbing business is built on trust. By showing their clients the investment they are willing to make in the market, the new owners will be able to grow their business from day one. The investment will come from the partners and a local bank, which has worked with the senior partner for over thirty years.

### **Customers**

The town has a population of fifty thousand people and only one plumbing shop with six journeyman plumbers. The shop seems to be always behind on their work and the locals call out of town shops to complete projects.

The birth of the town happened in 1875, which makes the town over 130 years old. Therefore, many homes have an old infrastructure. The result of this is a steady stream of new business, for everything from new pipes to furnaces and complete renovations.

The medium income for the region is \$54,000 and an average of 2.7 people per household. Based on 2003 statistics, the average home spent \$350 per year on home plumbing repairs, including clogged pipes. This average does not include the major repairs like new furnaces and air conditioning repairs. The average price for these repairs is \$2,500.

## PLUMBING SERVICE

Upon review of the revenue that is generated from a town this size, it can be expected that we will generate approximately \$300,000 in our first year, and then for each journeyman we hire, we will generate another \$200,000.

The local town has already indicated they will give us three-year tax abatement; the reason for this is twofold. First, we will be constructing a 10,000 square foot building on a tax-zoned area for growth and development. Secondly, the town feels our services are desperately needed in the town, to better serve the region. We agree and feel we will prosper from this town.

### Competition

#### Plumbing Shops

A few years ago, another plumbing shop was in business. However, the owner passed away, the crew was hired by the competing firm, and the shop closed. At the time, none of the crew wanted to start their own shop, because they were older and just wanted to keep their lives simple.

The local plumbing shop, who already has been in business for more than forty years, says our plan is great news. They already tell clients to call shops in other cities, if the clients need the work done sooner than the shop can achieve. The list below details the services offered by this shop.

#### Competitor's Services

- Water heaters
- Repairs
- Furnace repairs
- Air conditioner installation and repairs
- New home construction

Due to the limit in market competition, the local plumber can just about charge whatever he wants. The local market is captive to these rates. If clients want, they can hire plumbers from other regions and pay their travel fees. Travel fees are an average of \$250, regardless of the type of job.

The current national average hourly rate for a plumber is \$125 an hour; the local shop owner enjoys a rate of \$150 an hour. Based on our research, we have determined that this rate will be our hourly rate. We do not want to get into a pricing war, so we will maintain all the same fees. The only area where we will be very competitive is service. We will offer 24/7 service at the same rate, with no off-peak hourly charges and only overtime charges for jobs that take longer than eight hours in one day.

#### Independent Service Providers

Most of the projects that are small tend to be done by untrained independent repairers. Based on our market research, we have determined that most clients are not happy with these untrained repairman. In most cases these clients had to call in a professional plumber to get the job done properly.

These contractors, while trying to do a great job for every sector, tend not to be trained in a specific home profession. This small community has gotten wise to these providers and only call on them when absolutely required. This will put us in the winning sector with these clients.

These independent providers charge anywhere from \$30–\$75 per hour. We do not feel these contractors will be a major competitor to us, as they have little impact on the only plumber in the market.

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## PRODUCTS & SERVICES

While we want to take this market by storm, we also want to be very careful to only offer clients the services and products in which we have expertise. This is part of our mission statement.

Services Offered

- New construction
- Furnace installation and repairs
- Air conditioning installation and repairs
- Bathroom renovations
- Kitchen renovations
- Water heater repair and replacement installation
- Fireplace installation

To separate ourselves from our competitors, we will also offer a full line of plumbing fixtures and supplies. This retail store will be a focus of our business, simply because it will show our clients that we know what we are doing. The store also will be a profit channel for our business. The local chain store will always be a major competitor for us. However our goal is to keep our prices fair and show our clients that it is still less expensive to use us, than to do it themselves or hire a third-party contractor who may not have the required training in this field.

The retail store will be beside the commercial division. The merchandise will house about 70% of the space. The office as well as the management will be based in the retail store, allowing the clients easy access to qualified staff. The store hours will be 8:00AM–6:00PM daily and Saturdays from 9:00AM–5:00PM.

**OPERATIONS**

Necessary Equipment

- Four vans for our service staff
- Tools for all services
- Three computers
- Three printers
- Two fax machines
- One POS system
- Four desks
- Three four-drawer filing cabinets
- Five racks for pipe retail supplies
- Store shelving as needed

**Retail Store Inventory**

We will inventory all basic items found in your typical retail store. While we have not supplied this list in this plan, we will supply the list for the banker’s approval of the operating line of credit.

**FINANCIAL ANALYSIS**

Building of location—\$400,000

Store fixtures—\$40,000

## PLUMBING SERVICE

Inventory—\$160,000  
Van maintenance—\$30,000  
Operating line of credit—\$100,000  
Special tools and equipment—\$50,000  
Total required operating funding—\$780,000

Cash invested by partners is \$100,000 with the balance coming from operating lines of credit and mortgage on building.

Monthly payroll is as follows:

Matt Plank—\$5,000  
Albert Wills—\$1,000  
Patricia Turk—\$3,000  
Journeyman—\$4,800 x number of staff

Fixed monthly Costs

Van Fuel—\$1,200  
Van repairs—\$200  
Office Supplies—\$200  
Telephone—\$250  
Yellow Page Advertisement—\$500  
Utilities—\$500

### Staffing Personnel

- Matt Plank: CEO. Matt will run the day-to-day operations of the business. He will also go out on calls as required to service clients. Matt has just gotten his journeyman's ticket and is fully licensed.
- Albert Wills: Co-owner and silent partner. Albert will assist in the financial management of the company and will work two days a week in the store.
- Patricia Turk: Store manager and accountant. Patricia is Matt's wife and has an accounting degree and specializes in retail management. Patricia worked for a large hardware store for four years prior to taking on this role.
- Journeymen: Four journeymen will be hired; two will be transferred from the home location while the company ramps up.

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## BUSINESS STRATEGY

Matt's Plumbing and Air Conditioning will continue the alliance they already have with Breezy Air Conditioning and Furnaces, Inc. Also Matt's Plumbing and Air Conditioning will strike alliances with local new home manufacturers and home renovation firms. These will be negotiated and referral fees will be paid to these firms. Research on the market determined that there were no referral fees offered, and most of the time clients had to search out the trades individually. Our goal is to change this by



working closely together with other firms looking to grow their business and who share our values for client services.

It may seem that retail shops need to provide niche products or services or be a “big box” in order to succeed. This being said, the trades can be a little different. It was found that one out of every ten clients left a “big box” home improvement store very disappointed with the shopping experience.

Here are some of the reasons:

- Store format is too large; a lot of walking was required
- Lack of staff presence (no one to ask advice of)
- Lost leader prices were good; however other items seemed to be higher

While our strategy is not to be everything to everybody, we will focus on our product lines and provide the best service to our clients as possible.

Some of the products we will sell in our store will be:

- Bathroom fixtures, sinks, toilets, bathtubs, etc.
- Jacuzzis and whirlpool tubs
- Saunas
- Hot tubs
- Air conditioners and furnaces
- Some electrical supplies related to plumbing
- Copper pipes and parts
- Plastic PVC pipes and parts
- Basic plumbing supplies

After we are established, we will hold Saturday morning teaching sessions for a small fee of \$5 each. These sessions will focus on the do-it-yourself clients.

Initial Do-It-Yourself Class Topics

- Installing a tub surround
- Replacing kitchen or bathroom taps
- Unplugging clogged sinks
- Replacing a toilet
- Installing a hot tub
- Installing a bathroom in a basement

We will add and subtract classes as they are required; this will keep us in touch with the market. We will also work with local electricians to offer classes in electrical repair.

Our goal for this retail store will be one of total customer interaction. We strongly believe, and our market research maintains, that our clients will support our store based on the model we have outlined in this business plan.

# Senior Care Facility

Hearts and Hopes Senior Home

2300 Oak Hollow Blvd.  
Englewood, Florida 34224

*Gerald Rekve*

*A woman familiar with managing a section of a hospital decided to transition to the independent care sector. This plan outlines the planning she underwent and steps she took to successfully establish her senior home.*

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## EXECUTIVE SUMMARY

After working for five years in the management of a hospital wing, Patricia Millen decided it was time to move into her own business. When identified of the opportunity to own a care home, Patricia made the move to open this home. Coming from the medical field helped her; however, running a care home was more about running a business. Expenses can be high and, if not managed correctly, can be costly.

As part of the planning process, Patricia applied for the required license before she purchased a building or a land site. This was smart, considering without approval, you cannot operate this type of home.

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## MARKET ANALYSIS

Englewood has a population of 200,000 people. With the aging population as well as an increase in government grants, we have determined there was an opportunity to open a senior care facility in this area.

Right now there are only four of these types of facilities, with an average of 22 clients per site. After calls to each one, we identified there is a three month waiting list with over 100 names listed. The entire city has 27 adult care facilities and those have been at capacity for some time. The average client age is 69 years old, and their average stay is four years. There are three different levels of care. Most of these locations offer all levels of care. We have determined that in order to offer all levels of care, we will require a RN on staff 24/7.

In the area where we want locate, we have determined that with the age of the region, we would be required to buy a larger house and build adequate rooms on to it. This would not require a special city permit, because we have found out that this region is in real need for this type of service and the city is looking for qualified providers to offer these services. We applied and were approved for the license to operate a special care home in this geographic region.

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### FINANCIAL ANALYSIS

After researching the availability of government grants, we determined that there were a few for our region that we might qualify for. So we took the steps and applied for these grants and were approved for them. We applied for the home buying grant, and as a result, the federal government gave us a one time grant of \$15,000 to put toward buying a home. We will also receive a \$10,000 federally-funded grant each year for every RN hired. The state gave us a grant for all the required renovations to the house (i.e. wheelchair access, bathroom and kitchen access), which could be worth approximately \$40,000.

The state also offers employers hiring any staff a special wage top-up for the first six months. This will include our business and we will receive a monthly check for each employee for the amount of \$270.00.

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### OPERATIONS

#### Location

We have placed an offer on a 1,400 square foot bungalow with a detached garage. We will add a 1,000 square foot addition to the back of the home. This addition will take up only 50% of the back lawn, so there will still be plenty of room for clients to plant a garden and enjoy the outdoors.

The addition will add eight bedrooms to the home, making a total of 14 bedrooms for our clients. Because we will have staff on-site 24/7, we will have an additional bedroom designated for staff.

The home will contain all the appliances designed for special need clients. We have a security system and an emergency system. This facility is only one block from the fire department with four trucks and one ambulance. When there is a client emergency, the ambulance will be no more than five minutes away.

The front steps will be replaced with a front deck and wheelchair access. The front door will be replaced with a commercial size sliding door. The basement of the house has already been completed. It has two bedrooms and a bathroom, along with a living room and a storage/laundry room. We will move the laundry room to the main floor and put it in the new addition, allowing for ease of use for the staff. The rooms in the basement will house one staff person and the RN's room. We will not have any clients in the basement. We will put in games, card tables, and a foosball table to encourage clients to lounge in the basement. We will add a chair lift for the basement to transport clients up and down the steps as needed. This will allow everyone to enjoy the games and living room in the basement. We will also have a smaller living room on the main level.

The kitchen will be gutted and a larger kitchen with more commercial type appliances will be installed, while keeping in mind the need for clients to access the kitchen. Our goal is to have a free, easy going open policy for clients while respecting the safety of both the clients and the staff.

#### Community Support

Part of our goal is to offer our clients the best care and to assist them in keeping active. We will winterize the garage, allowing our clients to use the garage as a workshop. The workshop will only have smaller power tools and hand tools. If the clients require larger power tools to complete a job, we have made arrangements with a local handyman to use his shop. This handyman is strong supporter of all the care homes in the region and believes that people need to stay active. We don't have to pay anything for this service; we just need to make sure our insurance is properly written to cover us and our clients in the case of accidents, etc.

We have met with all the home owners within one block of the adult care home to tell them what we are doing. Every one of them was very supportive and signed a form giving us their support. This was very important for us, since ambulances will periodically come to our home to assist patients and they will have their sirens wailing.

**Staffing**

Our business is unlike most in that we require medical staff to work at our care home. Our staffing will contain a Registered Nurse (RN) who will work a twenty-five hour week and be on call as required. We have already hired a RN who had worked ten hours a week at a care home in the region. This will allow us to have a properly trained nurse on staff. Also, we will hire adult care providers from the local area; we have run some test ads and gotten a quite a few applicants that meet the state standards for experience and training.

Because our staff is key to our success, we will be offering them a various options for work. Since we are open 24/7, our work week consists of 168 hours in a week. If you divide this by forty hours, there are 4.2 full shifts in a week. We will hire four full-time staff to work forty hour rotating shifts, and we will hire six part-time staff to work 20-hour rotating shifts and on-call shifts.

Based on state laws and national laws, every hour that is worked over a forty-hour week is paid overtime. Therefore, if necessary, we will pay overtime.

**Staffing Hours Worked and Wages Paid**

- RN—25 hours per week @ \$37 per hour
- Client staff—40 hours per week @ \$14 per hour
- Client staff—20 hours per week @ \$14 per hour
- Cleaning Staff—30 hours per week @ \$9 per hour
- Accountant and Manager (Owner)—\$40,000 per year + profits

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**MARKET ANALYSIS****Monthly Operating Expenses**

- Taxes—\$140
- Mortgage—\$850
- Power—\$200
- Natural Gas—\$200
- Telephone—\$100
- Cable TV/Internet—\$100
- Food—\$900
- Repairs and Maintenance—\$140
- Bus—\$599
- Fuel for Bus—\$250

**Competition**

We have determined that this industry is not as competitive as most. In order to open this type of care home you need to get linked. The government also only approves a certain number of care homes based on population.

**Growth Strategy****Start-up Schedule**

1. Get licensed to operate home—completed
2. Buy home—will take one month

## SENIOR CARE FACILITY

3. Renovate home—will take two months
4. Hire staff—will take one month
5. Bring in clients—will take three–four months from date of home purchase

### Required Capital

- Money to buy home: \$150,000
- Money to build addition: \$40,000
- Money to buy required appliances: \$10,000
- Operating line of credit: \$50,000
- Money to lease a bus to transport clients: \$599 per month

### Necessary Furniture and Equipment

- Couch: 3
- Easy chairs: 10
- Coffee tables: 4
- Beds: 15
- Night tables: 15
- Chairs: 25
- Wall mirrors: 20
- Curtains: 25
- Stove: 1
- Refrigerator: 2
- Freezer: 2
- Book shelves: 20
- Large screen televisions: 2
- 12 inch televisions: 14
- Television stands: 20
- Barbeques: 3
- Kitchen tables: 2
- Basic cook and dinner ware
- Foosball table
- Pool table
- Card tables
- Power tools for the garage
- Lawn furniture

The benchmark of this facility is based on quality care of our clients. Since we have already been approved for this facility by the state, we are now putting together the financial package for the required banking units. This will allow us to get the funding required to move this project along.

We will have three telephones lines and phones. Each client will have the option of their own phone, and they will pay the installation fee and monthly costs.

**Revenue Potential**

We will charge our clients rent anywhere from \$1,400–\$3,000 per month, based on level of care required and identified by a doctor. This charge only covers the rent and food portions, and does not cover the other expenses incurred with this stay (i.e. medical devices, self-care products, clothing, etc.)

Based on this amount, our monthly revenue will be approximately 14 clients X \$2,100 = \$29,400 per month, or \$352,800 per year.

# Sports Bar and Grille

Stone Oak Sports Bar & Grille

1891 Ribersol Blvd.  
Boerne, Michigan 43120

Staff at *BusinessandMarketingPlans.com*

*This business plan secured \$350,000 to help launch the first and “finest” sports bar in one of the fastest-growing areas in an upscale community. “Wow!” is one of the defining statements made by the banker who reviewed the well-researched, detailed plan, presented by a veteran restaurateur and a former law enforcement officer.*

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## EXECUTIVE SUMMARY

### Market Analysis

The Stone Oak Sports Bar & Grille will provide quality food in a quality atmosphere, along with excellent service, to become the first and finest sports bar in our area. The Stone Oak Sports Bar & Grille has been established out of a need to fill a niche in the Boerne, Michigan, market. Currently, there are no major chain restaurants located within one mile of our proposed location and there are only three bar licenses, like the one our restaurant has, in Boerne giving us a solid competitive advantage.

The Stone Oak Sports Bar & Grille does anticipate competition emerging in this area to meet demand. However, we hope to solidly establish ourselves in this market in a position of dominance by serving the best in food and entertainment. Furthermore, our strategic alliance with Nick Parro’s Pizza will be vital to our success. Utilizing this cross promotion will give our restaurant a competitive advantage.

Today, Boerne is one of Michigan’s fastest-growing cities, and is blossoming into a meticulously planned municipality. The population has mushroomed from 10,737 in 1995 to an estimated 96,000 today, with a new home completed almost every hour.

Commercial development is booming, as well, boosting sales tax revenues from \$3.3 million in fiscal year 1996–97 to an estimated \$23.3 million in 2003–04. The state’s largest Wal-Mart Super Center, a sizeable Home Depot, Lowe’s Home Improvement Center and Target are the anchor tenants of two power retail developments strategically situated at the intersection of the city’s two main thoroughfares.

For the past three decades, the restaurant industry has consistently posted yearly sales gains. Today’s consumers regard food prepared away from home as a necessity. Convenience, a need for socialization and gains in real disposable income has led consumers to spend more of their food dollars in restaurants.

Restaurant industry sales are expected to reach a record \$476 billion in 900,000 restaurant locations in 2005, according to the National Restaurant Association’s 2005 Restaurant Industry Forecast. The projected annual sales would mean a solid 4.9% increase over last year - and a total economic impact of over \$1.2 trillion, highlighting the restaurant industry’s critical role as a job creator in the nation’s economy.

## SPORTS BAR AND GRILLE

The restaurant industry is poised to add more than 1.8 million jobs over the next decade, with industry employment expected to rise from 12 million to 13.8 million by 2014, according to National Restaurant Association projections based on U.S. Bureau of Labor Statistics data. Despite modest growth during the challenging economic environment earlier this decade, the restaurant industry added an average of 260,000 new jobs a year for the last 10 years, statistics show. That steady growth in sales and jobs makes the industry the nation's largest private-sector employer. The industry's 12 million employees represent nearly 9% of total U.S. employment.

The Stone Oak Sports Bar & Grille is the best choice for quality, well-known food, exceptional service, and atmosphere. With the combined experience and knowledge of Mr. DiMuzio and Mr. Sturgeon, The Stone Oak Sports Bar & Grille will easily become a highly lucrative and successful organization.

### Objectives

The Stone Oak Sports Bar & Grille's Main Objectives

- To secure funding in the amount of \$350,000
- To achieve revenues in excess of \$1,000,000 in the first fiscal year, increasing to \$1,200,000 in the fifth fiscal year

### Mission

The Stone Oak Sports Bar & Grille will deliver the first and finest sports bar in our area. We offer the best atmosphere with high quality food and excellent services while maintaining healthy profits and employing the best service-oriented people.

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## FINANCIAL ANALYSIS

Keys To Success

1. Provide Excellent Service
2. Quality Food
3. Superior Entertainment

### Financial highlights

Stone Oak	FY1	FY2	FY3	FY4	FY5
Total income	\$1,014,500	\$1,075,370	\$1,139,892	\$1,208,286	\$1,280,783
Gross profit	\$ 758,259	\$ 803,755	\$ 851,980	\$ 903,099	\$ 957,285
Net profit	\$ 199,233	\$ 219,217	\$ 250,941	\$ 284,951	\$ 321,400

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## ORGANIZATION

The Stone Oak Sports Bar & Grille is established out of a need. We realized the great potential for a high-quality facility in this area. Our success in the law enforcement arena and in the pizza restaurant business has positioned us for success along with the needed knowledge and experience.

### Company Ownership

The Stone Oak Sports Bar & Grille is incorporated as Heartland Futures, a Limited Liability Company (LLC) in the state of Michigan. The ownership of the company is split between Henry DiMuzio (51%) and Nick Sturgeon (49%).



### Company Facilities and Location

The Stone Oak Sports Bar & Grille will be leasing a 5,850 square-foot facility. We are estimating the leasehold improvement to cost approximately \$270,000. In the restaurant business, location, location, and location are very important. We have selected a building in a prime location a half a mile west of the New Boerne Sports Complex (host to the best sporting events in town). The following information on the location and facilities was provided by Mercury Partners, Inc.

### Use of Funds

In the table below, the Owner's Investment total consists of the start-up expenses and \$200,000 in cash. All calculations presented in this plan are based on a \$350,000 seven-year installment loan at 7.50% interest.

<u>Use of funds</u>	
<b>Start-up expenses</b>	
Liquor license (paid)	\$ 93,000
Architectural fees (paid)	\$ 20,000
<b>Total start-up expenses</b>	<b><u>\$113,000</u></b>
<b>Start-up assets</b>	
Cash	\$ 21,257
Food inventory	\$ 7,502
Bar inventory	\$ 21,240
<b>Total current assets</b>	<b><u>\$ 50,000</u></b>
<b>Long-term assets</b>	
Equipment	\$230,000
Leasehold improvements	\$270,000
<b>Total long-term assets</b>	<b>\$500,000</b>
<b>Total assets</b>	<b><u>\$550,000</u></b>
<b>Owner's equity</b>	
Owner's Investment	\$313,000
<b>Total owner's equity</b>	<b><u>\$313,000</u></b>
<b>Liabilities</b>	
<b>Current liabilities</b>	
<b>Total current liabilities</b>	<b><u>\$ 0</u></b>
<b>Long-term liabilities</b>	
Loan	\$350,000
<b>Total long-term liabilities</b>	<b><u>\$350,000</u></b>
Start-up expenses	(\$113,000)
<b>Total liabilities and owner's equity</b>	<b><u>\$550,000</u></b>

## PRODUCTS & SERVICES

The Stone Oak Sports Bar & Grille will provide quality food in a quality atmosphere along with excellent service. The idea behind our atmosphere, food and service is to fill a niche in the Boerne market.

We will be utilizing top-of-the-line audio and visual equipment for sports entertainment making us a choice location. We will not only be pulling customers in, but increasing their stay time and creating a community. The Stone Oak Sports Bar & Grille will be the first restaurant in this area with this type of equipment. Furthermore, our food will be quality, yet familiar (like an Applebee's, TGI Friday's, etc.) and our service will be exceptional. This company will tolerate nothing but the best.

### Menu

#### The Stone Oak Sports Bar & Grille Menu

##### Appetizers

- Fried Calamari (choice of sweet or hot marinara sauce)
- Steamers by the Dozen (steamed clams served with drawn butter and Tabasco sauce)

## SPORTS BAR AND GRILLE

- Mozzarella Sticks (8) (choice of sweet or hot marinara sauce)
- Chicken Fingers (6) (choice of 2 dipping sauces: BBQ, Honey Mustard, Sweet & Sour or Ranch)
- Potato Skins (6) (served with sour cream)
- Wings (12) Mild, Hot, or Insanely Hot (served with Ranch Dressing); available plain or BBQ
- Poppers (8)
- Fried Zucchini Basket (served with Ranch dressing)
- French Fries Basket (steak cut, string & seasoned curly)
- Onion Rings Basket
- Nachos Basket (served with sour cream, guacamole, salsa, and melted cheese)
- Quesadilla (choice of cheese, chicken or steak)

### Food Items

- Half-pound Hamburgers and American Cheeseburgers (choice of one of 3 types of Fries or Onion Rings or Home Made Potato Salad) and standard Burger set-up of Lettuce, Tomato, Pickle and Red Onion. Additional items available for additional charge are: Cheddar cheese, Swiss cheese, Blue cheese, Monterrey Jack cheese, bacon, cooked onions, sauted mushrooms and avocado
- Bun Size Vienna Beef Hot Dogs (choice of one of 3 types of Fries or Onion Rings or Home Made Potato Salad and choice of either Chili, Sauer Kraut, Cheese Sauce, or Onions). Additional items available for additional charge are: tomato, cucumbers, relish or Italian-style cooked potatoes, peppers and onions
- 10 oz. Ribeye Steak Sandwich on toasted garlic bread (choice of one of 3 types of Fries or Onion Rings or Home Made Potato Salad and choice of either grilled onions or sauted mushrooms and one cheese)
- Our Famous Slow-Cooked Pork Ribs. One-half or whole slab with our secret family BBQ Dressing (choice of one of 3 types of Fries or Onion Rings or Homemade Potato Salad)
- 8 oz. Grilled Chicken Breast Sandwich (choice of one of 3 types of Fries or Onion Rings or Home Made Potato Salad and standard Chicken set-up of Lettuce, Tomato, Pickle and Red Onion). Additional items available for additional charge are: Cheddar cheese, Swiss cheese, Blue cheese, Monterrey Jack cheese, bacon, cooked onions, sauted mushrooms and avocado
- Chicken Fingers (8) Basket with dipping sauce (choice of one of 3 types of Fries or Onion Rings or Homemade Potato Salad and choice of 2 dipping sauces: BBQ, Honey Mustard, Sweet & Sour or Ranch Dressing)
- Italian Beef Sandwich with Au jus and melted Mozzarella Cheese (choice of one of 3 types of Fries or Onion Rings or Home Made Potato Salad or Potato Chips). Additional items available for additional charge are: grilled onions or sauted mushrooms
- Italian Sweet Sausage & Peppers Sub Sandwich (choice of one of 3 types of Fries or Onion Rings or Home Made Potato Salad or Potato Chips)
- Italian Sub Sandwich (Ham, Salami, Cappicola, & Provolone Cheese with shredded lettuce, tomato, onions and oil and vinegar). Choice of one of 3 types of Fries or Onion Rings or Home Made Potato Salad or Potato Chips. Mayo and italian dressings available
- Bacon, Lettuce, & Tomato (BLT) Sandwich on Toasted White or Wheat Bread (choice of one of 3 types of Fries or Onion Rings or Home Made Potato Salad or Potato Chips)
- Club Sandwich on Toasted White or Wheat Bread (Ham, Turkey, Bacon, American cheese, Lettuce & Tomato). Choice of one of 3 types of Fries or Onion Rings or Homemade Potato Salad or Potato Chips

## Pasta

- Baked Lasagna
- Baked Ziti
- Ravioli
- Penne
- Angel Hair

## Pizza

- Cheese
- Pepperoni
- Sausage
- Vegetable
- 10" personal Chicago Style pizza made by Nick's Pizza

## Salads

- Spinach Salad: Baby Spinach with Boiled Eggs, Green Onions, and Bacon. Served with a sweetened cider vinegar dressing.
- Caesar Salad: Romaine Lettuce, Shredded Parmesan cheese & Anchovy filets, tossed with Caesar dressing and topped with toasted croutons.
- Grilled Chicken Caesar Salad: Sliced Seasoned Grilled 8 oz. Chicken Breast, Romaine Lettuce, Shredded Parmesan cheese and Anchovy filets, tossed with Caesar dressing.
- Buffalo Chicken Salad: Sliced Breaded 8 oz. Chicken Breast Basted in Hot or Mild Buffalo Sauce, over Romaine Lettuce with Blue cheese Dressing. Other dressing available upon request.
- Grilled Chicken Walnut Salad: Sliced Seasoned Grilled 8 oz. Chicken Breast, Romaine Lettuce, Sliced Granny Smith Apples & Candied Walnuts served with Balsamic Vinaigrette. Other dressing available upon request.
- Chef Salad: Mixed Green Lettuce, Sliced Ham, Sliced Turkey, Sliced Swiss cheese or Provolone cheese, Boiled Egg, Tomato Wedges and your choice of dressing.

**Services**

This business will be a mix of a family style and a corporate restaurant. By having owner operators present in the business operations, we are more aware of the business operations from quality food, good service, to customer satisfaction. Our staff will know we are serious and that we watch their service and the quality of the product that they serve. In addition, we believe the best restaurants are those that have an eye not only on weekly and monthly figures, but also know their daily figures and what goal they must reach.

The Stone Oak Sports Bar & Grille will focus mainly on meal counts, daily and weekly purchases, labor, and food and beverage costs. In slow times, we will reduce servers and kitchen personnel. Our two largest expenses are most likely food, labor and liquor costs. We will physically control our inventory and watch for the ability of food or beverages to be "walking out the door." Therefore, we will put periodic inventory counts in place to make sure the employees know we are watching.

Furthermore, in this economy the customer—more than ever—is looking not only for a quality product and great service, but a real value as well. We will keep in mind that once they have had just one bad experience, we may lose that customer for life! We will make sure the employees know the standards The Stone Oak Sports Bar & Grille are attaining.

## SPORTS BAR AND GRILLE

For example, before every meal, as the wait staff is hearing the daily specials, we can make sure that the manager runs over some basic protocol tips, or ways to make the experience for our customer more enjoyable. At The Stone Oak Sports Bar & Grille we will train them to “up sell” and make recommendations, if so asked. There’s nothing worse than a server who doesn’t know the food that he or she is serving.

Finally, we understand that there are many ways to get our name in the news. From special dinner events to getting a review in the local paper, getting free publicity works great. We may consider many options like specials on holiday meals and sponsoring Chamber or local town events in non-peak hours.

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## OPERATIONS

In order to ensure successful operations many things will need to be categorized and codified to make sure we meet quality food and service standards. Utilizing checklists can guarantee that we are following the rules. The following is a short list of potential checklists we are developing:

- Service Checklist
- Purchasing Checklist
- Receiving Checklist
- Storage Checklist
- Preparation Checklist
- Cleaning Checklist (kitchen & storage)
- Bartender’s Checklist
- Manager’s Opening Checklist
- Manager’s Shift Change Checklist
- Manager’s Closing Checklist

### Competition

Boerne is very unique with its liquor licenses. There are currently only two bar licenses, giving us a solid competitive advantage.

Our Three Competitors

- Benatar Lounge: It’s mainly a biker/rocker bar with only 2,500 square feet. It doesn’t serve food.
- Marathon Sports Bar: Another bar that doesn’t serve food. It has one small TV, and is located in an undesirable side of the city.
- Armadillo Alley: This bar is 10 miles west of us, and is a country-western bar that doesn’t serve food. It’s also in a bad location.

We do anticipate competition emerging in this area to meet demand. We hope to establish ourselves in this market and in a position of dominance by serving food and entertainment, thus creating a quality experience.

There is competition in our area along the corporate lines of business as follows:

- Mariposa Mexican Restaurant
- TGI Friday’s
- Applebee’s
- Chili’s

These “corporate” restaurants serve decent, quality food with average service. However, appealing to the sports market is something that isn’t done. They do not create an atmosphere and entertainment since

their primary goal is table turnover. While we understand the importance of table turnover, we also understand the desire to be entertained, to have a drink, to sit and relax.

### **Sales Literature**

One of the most important pieces of information is our menu. We will also be developing take home menus, putting door hangers on doors, doing local area direct mailing, and advertising in the *Boerne Independent* and *Boerne Today*.

Furthermore, our strategic alliance with Nick's Pizza will be very important. Utilizing cross promotion can give us a competitive advantage. We will serve his pizza in the bar and he will promote our restaurant on every pizza box. In addition, we will develop a full website that promotes the sports we will be showing, events taking place, menu specials, and promotional items. This website will even include coupons for slow times or lunch specials.

Sourcing and vendors

- Nick's Pizza
- Sysco
- United Beverage
- Northern Wine and Spirits
- Al's Beverages
- Brownsville Distributing
- Silver Eye Beverage
- Peroggi's Foods

### **Technology**

We have a POS System in our budget. Currently, we are evaluating *Dinerware* from Positive Technologies. The following lists detail the benefits of this software system.

Ticket Handling

- Learn how to handle tickets in five minutes.
- The ticket shows all details, including choices and discounts.
- Instantly create a new ticket by simply choosing a menu item.
- Enter and pay for bar drinks quickly. No "fast bar" mode required.
- Split tickets.
- Share Items.
- Combine tickets.
- Add new people to a ticket at any time. Great for informal groups dining in the bar!
- Transfer tickets between servers.
- Change tables.
- One-touch item repeat is great for bartenders.
- Unlimited payments on a single ticket.
- Optional credit card integration.
- Ad-hoc ticket / table names.
- Hold and release items to control remote printing.

## SPORTS BAR AND GRILLE

### Order Routing

- *Dinerware* supports unlimited custom printers for Kitchen, Bar, Pizza, Hot Side, Cold Side, Wine Steward, and whatever else you need.
- Any item may print on any combination of printers when it is ordered.
- Choices can print at separate printers from their items; i.e. you could send the Side Salad to the Cold Side printer automatically.
- Items are not sent until all required choices have been made.
- Type a free-text Special Request for any item.
- If a printer malfunctions, it's easy to assign jobs to another printer temporarily.
- Items are sorted by Item Group at the kitchen printer, so you will see Appetizers before Entrees.

### Menu Management

- Unlimited items and choices.
- No buttons to create. The order entry screens are created automatically.
- Quick adjustments from any terminal, anytime.
- Menu items can appear in multiple places.
- Unlimited Choices (aka Modifiers).
- Choices can affect item price by fixed amount or percentage.
- Use Item Groups to change the price of many items at once.
- Flexible taxation and revenue class options.
- Enter the cost of each item you sell for profit analysis.

### Business Policies

- Unlimited, custom Void reasons.
- Create an unlimited number of custom discount types for gift certificates, coupons, promotions, employee perks, and happy hours
- Set up happy hours with a few mouse clicks, and turn them off the same way. The other software packages make you wrestle with an extremely complex and error-prone price schedule.

### Reporting

- All data generated is kept in the database forever. You can generate history reports for any period, going as far back as you want.
- Instant, on-screen, daily sales and statistics are available at any time from any terminal, and print at the receipt printer.
- See the daily balance report for any server at any time. Servers can preview their own report at any time, and print it at the end of their shift.
- The "Blind Bartender" option allows you to restrict certain jobs from being able to view their daily report.
- View any report, at any time, from any Workstation. The other software packages force you to use a cumbersome "back office" program.
- *Dinerware* comes with dozens of useful reports, many with graphs.
- Reporting is expandable and customizable.

Another important technological consideration is our website, located at [www.TheStoneOakSports-Bar.com](http://www.TheStoneOakSports-Bar.com). This can be important for promotional reasons and for customer connections. Feedback forms and much more can be utilized to be more intimate with our customers as well.

We will also be installing a surveillance system and ADT Monitoring. By using CCTV, we can keep our eyes on inventory and also make sure we are operating a safe and secure environment.

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## GROWTH STRATEGY

### Location

Boerne was little more than a gas station and few small houses in 1938 when founder, Cecil M. Jacobs, a Finneytown lawyer and former state legislator turned real estate developer, subdivided the rural square-mile parcel into low-cost home sites for the area's agricultural workers, naming it after his New Hampshire hometown.

Today, it's one of Michigan's—and America's—fastest-growing cities blossoming into a meticulously planned metropolis. The population has mushroomed from 10,737 in 1995 to an estimated 96,000 today with a new home completed almost every hour.

There were nearly 5,000 single-family home starts in 2003, with more than 6,000 expected in 2004. Boasting 28 of Michigan's top 50 home builders, Boerne offers world-class resort retirement living in developments as well as award-winning, master-planned family communities.

Boerne, the once-sleepy square-mile farming community, is also offering millions in public funding to lure a professional sports team to town. A new aquatic center opened this summer with new parks, and a \$1.7 million recreation center and a \$1.5 million youth softball complex are in the budget for this fiscal year. In fact, \$116 million of the city's \$196 million 2004–05 budget is for capital projects such as a public safety building, fourth fire station, museum, water treatment plant expansion and road improvements. Yet, Boerne property tax rate ranks among the lowest in the state at .9101 per \$100 of assessed valuation.

Commercial development is booming as well, boosting sales tax revenues from \$3.3 million in fiscal year 1996–97 to an estimated \$23.3 million in 2003–04. A Wal-Mart Supercenter, a sizeable Home Depot, Lowe's Home Improvement Center and Target are the anchor tenants of two power retail developments strategically situated at the intersection of the city's two main thoroughfares. Together, they feature more than 50 locally and nationally known retailers including Bed, Bath & Beyond, Barnes and Noble, Pier One Imports, Linens 'N Things, Red Lobster, Olive Garden and Starbuck's. Kohl's Department Store opened nearby and throughout the city more churches, gas stations, grocery and drug stores are cropping up.

The Earl Michaels Memorial Hospital nearly doubled in size in 2003 when it expanded to include women's services, labor and delivery, and a pediatric neonatal wing, and plans are progressing for a 2009 groundbreaking on a regional mall, auto mall, power center and lakefront home development along the nearby major interstate.

All the following data in the market analysis is taken from a within a five-mile radius of our proposed location—the corner of W. Cotton Rd. and Stone Oak Lane.

### Executive Demographic Summary (Five-Mile Radius)

The population in this area is estimated to change from 63,083 to 105,173, resulting in a growth of 66.7% between 2000 and the current year. Over the next five years, the population is projected to grow by 32.1%. The current year median age for this population is 49.7, while the average age is 46.3. Five years from now, the median age is projected to be 45.1.

The number of households in this area is estimated to change from 28,989 to 44,436, resulting in an increase of 53.3% between 2000 and the current year. Over the next five years, the number of households is projected to increase by 29.4%. The average household income is estimated to be \$60,951 for the current year.

### Market Segmentations and Demographic Detail

## SPORTS BAR AND GRILLE

Description	0.00–1.00 miles		0.00–3.00 miles		0.00–5.00 miles	
	Radius	%	Radius	%	Radius	%
<b>Population</b>						
2010 projection	21,048		82,273		138,977	
2005 estimate	15,036		61,187		105,173	
2000 census	7,188		34,016		63,083	
1990 census	324		9,764		28,922	
Growth 2005–2010	39.98%		34.46%		32.14%	
Growth 2000–2005	109.18%		79.88%		66.72%	
Growth 1991–2000	1,983.48%		248.38%		118.11%	
<b>2005 Est. population by sex</b>						
	15,036		61,187		105,173	
Male	7,470	49.68	29,545	48.29	51,285	48.76
Female	7,566	50.32	31,641	51.71	53,888	51.24
Male/female ratio	0.99		0.93		0.95	
<b>2005 Est. population by age</b>						
	15,036		61,187		105,173	
Age 0–4	1,778	11.82	4,325	7.07	7,640	7.26
Age 5–9	1,282	8.53	3,619	5.18	5,820	5.53
Age 10–14	1,153	7.67	2,870	4.69	5,363	5.10
Age 15–17	518	3.45	1,129	1.85	2,518	2.39
Age 18–20	285	1.90	914	1.49	2,405	2.29
Age 21–24	468	3.11	1,454	2.38	3,438	3.27
Age 25–34	3,243	21.57	8,295	13.56	12,936	12.30
Age 35–44	2,269	15.09	5,629	9.20	9,427	8.96
Age 45–49	604	4.02	1,647	2.69	3,224	3.07
Age 50–54	564	3.75	1,905	3.11	3,174	3.02
Age 55–59	661	4.40	3,597	5.88	5,243	4.99
Age 60–64	595	3.96	5,218	8.53	8,196	7.79
Age 65–74	999	6.64	12,064	19.72	19,782	18.81
Age 75–84	491	3.27	7,404	12.10	13,294	12.64
Age 85 and over	127	0.84	1,565	2.56	2,713	2.58
Age 16 and over	10,607	70.54	50,357	82.30	85,402	81.20
Age 18 and over	10,305	68.54	49,693	81.21	83,833	79.71
Age 21 and over	10,019	66.63	48,779	79.72	81,428	77.42
Age 65 and over	1,616	10.75	21,033	34.37	35,789	34.03
<b>2005 Est. median age</b>		31.27		53.05		49.71
<b>2005 Est. average age</b>		32.80		47.26		46.33
<b>2005 Est. households by household income</b>						
	5,791		27,481		44,436	
Income less than \$15,000	274	4.73	1,606	5.84	3,196	7.19
Income \$15,000–\$24,999	346	5.97	2,175	7.91	4,177	9.40
Income \$25,000–\$34,999	508	8.77	3,267	11.89	5,876	13.22
Income \$35,000–\$49,999	1,105	19.08	5,380	19.58	8,910	20.05
Income \$50,000–\$74,999	1,779	30.72	7,607	27.68	11,533	25.95
Income \$75,000–\$99,999	960	16.58	3,882	14.13	5,385	12.12
Income \$100,000–\$149,999	580	10.02	2,509	9.13	3,737	8.41
Income \$150,000–\$249,999	195	3.37	737	2.68	1,156	2.60
Income \$250,000–\$499,999	32	0.55	259	0.94	358	0.81
Income \$500,000 and more	11	0.19	58	0.21	107	0.24
<b>2005 Est. average household income</b>		\$67,431		\$64,251		\$60,951
<b>2005 Est. median household income</b>		\$59,305		\$54,313		\$50,128
<b>2005 Est. per capita income</b>		\$25,970		\$28,917		\$25,799

### Exceptional Supply vs. Demand Analysis

#### Supply/demand analysis within one mile

Retail stores	Demand (consumer expenditures)	Supply (retail sales)	Opportunity gap/surplus
Foodservice and drinking places—722	24,324,197	491,635	23,832,562
Full-service restaurants—7221	10,029,566	87,577	9,941,989
Limited-service eating places—7222	10,376,686	404,058	9,972,628
Special foodservices—7223	1,845,469	0	1,845,469
Drinking places—alcoholic beverages—7224	2,072,476	0	2,072,476



**Supply/demand analysis within three miles**

Retail stores	Demand (consumer expenditures)	Supply (retail sales)	Opportunity gap/surplus
Foodservice and drinking places—722	108,845,683	55,053,922	53,791,761
Full-service restaurants—7221	44,921,845	39,274,401	5,647,444
Limited-service eating places—7222	45,951,723	15,367,786	30,583,937
Special foodservices—7223	8,195,393	0	8,195,393
Drinking places—alcoholic beverages—7224	9,776,722	411,735	9,364,987

**Supply/demand analysis within five miles**

Retail stores	Demand (consumer expenditures)	Supply (retail sales)	Opportunity gap/surplus
Foodservice and drinking places—722	170,650,757	62,953,974	107,696,783
Full-service restaurants—7221	70,402,708	40,279,887	30,122,821
Limited-service eating places—7222	72,192,444	21,716,768	50,475,676
Special foodservices—7223	12,873,986	17,375	12,856,611
Drinking places—alcoholic beverages—7224	15,181,619	939,944	14,241,675

**Industry Analysis**

The restaurant industry is poised to add more than 1.8 million jobs over the next decade, with industry employment expected to rise from 12 million to 13.8 million by 2014, according to National Restaurant Association projections based on U.S. Bureau of Labor Statistics data. Despite modest growth during the challenging economic environment earlier this decade, the restaurant industry added an average of 260,000 new jobs a year for the last 10 years, statistics show. That steady growth in sales and jobs makes the industry the nation's largest private-sector employer. The industry's 12 million employees represent nearly 9% of total U.S. employment.

For the past three decades, the restaurant industry has consistently posted yearly sales gains. Today's consumers regard food prepared away from home as a necessity. Convenience, a need for socialization and gains in real disposable income has led consumers to spend more of their food dollars in restaurants (*Let's Talk Business*, 2003).

More than 50% of all consumers visit a restaurant on their birthdays, making this the most popular occasion to eat out, followed by Mother's Day and Valentine's Day. More than four out of ten adults were restaurant patrons on a typical day in 1999. The average annual household expenditure for food away from home in 1998 was \$2,030, or \$812 per person. The restaurant-industry share of the food dollar today is 45.8%, compared with only 25% in 1955 (Mhef.org).

**Industry Trends**

Some of the key trends that are predicted for 2005 include:

- Greater use of technology and worker training as a means to boost productivity and efficiency. More than two-thirds of restaurant operators—including three out of four quick-service operators—say they are more productive than they were two years ago.
- Continued increased focus on healthy lifestyles and restaurants providing customers with balance, choice and customization. Surveys of both full-service and quick-service operators indicate that entre salads have increased in popularity more than many other menu items.
- Increased upgrades and improvements in decor with the help of new tax-depreciation rules. More than 54% of quick-service operators surveyed said they would dedicate a higher portion of their budget to remodeling in 2005, highlighting the focus on using ambiance and interior design to attract customers.

The National Restaurant Association research indicates that 25% of diners can be categorized as "adventurous," and are enthusiastic about trying new foods and ingredients. Most are between 30 and 60 years old, are educated and more likely to live in larger urban areas.

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Restaurant industry sales are expected to reach a record \$476 billion in 900,000 restaurant locations in 2005, according to the National Restaurant Association's 2005 Restaurant Industry Forecast. The projected annual sales would mean a solid 4.9% increase over last year—and a total economic impact of over \$1.2 trillion, highlighting the restaurant industry's critical role as a job creator in the nation's economy.

“American consumers will spend almost 47% of their food dollar in the restaurant community in 2005,” said Steven C. Anderson, president and chief executive officer of the National Restaurant Association. “The restaurant industry will serve as a driving force in our nation's economy by providing jobs to 12.2 million employees and continue providing a social oasis and convenience to communities nationwide as it posts its 14th consecutive year of real growth next year.”

### Competition Distribution

Within one mile there are no major chain competitors! The following are major chains within five miles:

Description	Totals
<b>Total casual dining</b>	2
Total casual dining fern bar	1
Applebee's	1
Total casual dining steak	1
Outback Steakhouse	1
<b>Total midscale</b>	5
Total midscale cafeteria	1
Luby's	1
Total midscale hotel	1
Quality Inn Restaurant	1
Total midscale Italian	2
Fazoli's	1
Streets of New York	1
Total midscale sandwich	1
Auntie Anne's Hand-Rolled Soft	1
<b>Total QSR</b>	31
Total QSR chicken	2
Chick-Fil-A	1
KFC (Kentucky Fried Chicken)	1
Total QSR fish	1
Long John Silver's	1
Total QSR hamburger	4
Burger King	1
Jack in the Box	1
McDonald's	1
Wendy's	1
Total QSR ice cream	1
Dairy Queen	1
Total QSR Mexican	3
Del Taco	1
Rubio's Baja Grill	1
Taco Bell	1
Total QSR Oriental	1
Panda Express	1
Total QSR other sandwich	7
Arby's	1
Blimpie	1
Port of Subs	1
Quiznos	1
Subway	3
Total QSR other specialty	2
Starbucks Coffee	2
Total QSR pizza	4
Domino's Pizza	1
Peter Piper's Pizza	1
Pizza Hut	1
U S Pizza's	1
Total QSR retail	6
Chevron Gas Station Food Mart	2
Circle Food Stores	2
Diamond Shamrock Gas Station F	1
Quik Trip	1

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## BUSINESS STRATEGY

The Stone Oak Sports Bar & Grille believes there are several components of successful restaurant marketing. This isn't an all inclusive list, but some top strategic marketing issues include branding, positioning, due diligence, menu mix, and training.

### **Advertising**

#### **Branding**

It's what customers, employees, vendors, the media and all other key constituents come to expect in dealing with our restaurant. Brand-building is closing the gap between what we promise and what we deliver. The Stone Oak Sports Bar & Grille believes a strong brand is one that has alignment between the promise and execution of quality food in a good atmosphere with high levels of service will be what we are known for.

#### **Positioning**

Positioning is an under-leveraged restaurant marketing component. Positioning is the place we will hold in the customers' mind relative to the competition (the cheaper choice, the higher quality choice, etc.) Effective positioning involves incorporation of our Unique Selling Proposition (USP). The Stone Oak Sports Bar & Grille is the best choice for quality, well-known food in our area. We also have the best service and coolest atmosphere. We are a unique service and product provider making the USP the one thing that only we can claim. It's a point of differentiation that the competition either cannot or does not claim.

#### **Due Diligence**

Restaurant marketing doesn't happen in a vacuum. We know that effective restaurant marketing must be built on a foundation of fact and knowledge about the market, our competition, our customers, our internal customers, financial history, marketing history, the industry, and outside forces that will impact our business. It's a lot to worry about, but our marketing has to factor these considerations into the overall strategy. Not even Coca-Cola can afford to market to everyone all the time, so effective market research and due diligence will help us be more effective in our marketing efforts.

#### **Menu Analysis**

Every six to twelve months, we'll want to conduct an analysis of our menu. This will include profitability analysis and competitive menu analysis. This will keep our menu fresh, relevant, and profitable. Also, we need to know specifically how each item on our menu is performing and also how it stacks up next to our top competition. We think of each item on our menu as a tenant leasing space and it has to earn its right to the space we've granted it.

#### **Training**

Marketing, human resources, operations and training are inextricably connected. Great marketing will just kill a bad operation faster. That's because if we send people into an operation that is performing at a B-level or below, people will have a bad experience and our money would be better spent on operation improvement rather than marketing. Training is a vital component of restaurant marketing. Our training will have to go beyond just employee orientation. We'll need an ongoing program that constantly improves and evolves our staff competencies. Also, we will include a restaurant marketing component in our training program so that we have a staff of ambassadors to help The Stone Oak Sports Bar & Grille's sales-building efforts.

#### **Sales Building Strategy**

Every effort we make to build sales falls into one of just four categories. Every promotion, advertisement, or offer will push one of the following four buttons:

- New Trial
- Frequency

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- Check Average
- Party Size

### **New Trial**

These are first-time customers buying from us for the first time. They will establish their opinion of our company during this first purchase and decide what percent of mind-share to award us in the future. New trial is the most expensive of the four sales-builders as acquisition costs are typically 7–10 times more costly to execute than the other sales builders. However, it is impossible to increase frequency, check average or party size without customers to start with. After a customer base has been established, however, it is advisable to focus considerable efforts on the sales builders listed below.

### **Frequency**

Frequency is how often existing customers return to us for future purchases. Frequency is generated by developing enduring relationships and loyalty among customers. While it is rare to disagree that frequency is important, an alarming number of businesses fail to appropriate the needed mind-share and resources to developing successful programs. Customer loyalty programs will become critical once we establish our core clientele.

### **Check Average**

Check average often refers to the total purchase for each transaction. In this instance, however, we are referring primarily to per person check average—the amount each guest or customer spends at purchase. Check averages can be built through price increases, suggestive selling programs, effective internal merchandising, and through add-ons or upgrades to name but a few techniques. The Stone Oak Sports Bar & Grille anticipates our check average to be between \$15 and \$19.99. We will make sure that the increase in check average remains consistent with our overall positioning strategy.

### **Party Size**

As the name would suggest, Party Size refers to the number of people in each party. Do customers primarily visit alone, in groups of two, groups of five, or more? Whatever the number, we will devise programs that encourage customers to bring more of their friends with them for each visit. Examples of programs include bus drivers eat free, birthday clubs and refer-a-friend tactics. Encouraging party size turns customers into advocates and enlists them as part of your sales-building team. We will use the above definitions to constantly assure that we continually and effectively frame the challenges of growing our sales.

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## MARKETING & SALES

There are several rules of thumb and ratios in the restaurant industry and there are some for restaurant marketing as well. A typical restaurant should allocate 3% to 6% of sales to marketing. It's also a good idea to allocate this money proportionally to our sales volume. Meaning, if July is our busiest month, we will spend a proportionate amount on our restaurant's marketing budget in that month.

Fish where the fish are biting is one of The Stone Oak Sports Bar & Grille's marketing strategies. Some restaurant owners look at slow periods and think that's when they need to spend money to drive sales, so they spend a big chunk of cash trying to build a happy hour business and forgo building on top of their busy periods. Fact is, there is a reason people aren't coming in from 4 to 6 p.m. and we'll be sending valuable marketing dollars down a black hole if we try to build on slow periods. There are nearly one million restaurants in the United States and probably only 2% of them are busy from 4 to 6 p.m. Marketing can't change behavior; it can only influence existing behaviors. We will spend our marketing dollar where it will have the best return for our restaurant.

80% to 90% of restaurant marketing budgets are spent against new trial—getting a new customer to visit for the first time. This is the least effective place to spend our money. The majority of new trial efforts are spent against mass media advertising, which is costly and has dismal return on investment. The fact is, new customer acquisition is 7–10 times more expensive than building restaurant sales through increased frequency, check average and party size.

But restaurant marketing isn't always about what's most effective, more often, it's about what everyone else is doing. Restaurant operators see that their competitor is on television or in the yellow pages or on a billboard and think that they should be too. They do this without regard for what's working. Restaurant owners have to wear so many hats that sometimes they just do what's easiest—they write a check for mass media advertising and hope for the best. Mass media is often more about feeding ego than driving sales. It's also impossible for most companies to compete in a toe-to-toe battle with the big guys. We will be employing many effective guerrilla marketing techniques. Direct target flyers, networking within our community, delivering on our promise of quality, atmosphere, and service. We believe this can go much further. We do anticipate an initial advertising campaign in the local *Boerne Independent* and *Boerne Today*.

We know effective restaurant marketing isn't easy. It takes a lot of careful research, analysis and testing. It's also ever-evolving, which makes it even more difficult to master. The fact that effective restaurant marketing is difficult to master is what can give us the competitive advantage. We will resist the temptation to change everything at once or to go it all alone. We will start small and build our marketing competencies over time. In the beginning, we will do simple programs so we can execute them well and measure the results.

### **Marketing Tactics**

We will immediately and directly be targeting much of the local residential area. We will target these customers directly through flyers, menu brochures, and other forms of cost effective distribution. Other strategic targets will include local businesses and the chamber of commerce to which we can offer open house lunches. It will be vital to network within the business community to increase our visibility.

### **Promotion Strategy**

Our first promotional strategy principle will be as follows:

When we look at the community around us, it may seem as if our market is unlimited, but for most restaurants our market area generally extends to about a five-mile radius around our restaurant. The one-mile radius around our restaurant will receive 50% of our time and resources; up to three miles will receive an additional 30%; up to five miles an additional 16% to 18% and the outer limits a maximum of 2% to 4%.

Our second promotional strategy is as follows:

The real key to our success is dependent upon the relationship that we build with every one of our customers. How our customers "feel" about our restaurant services determines the strength of their patronage. The keys to creating fierce customer loyalty are to provide the highest quality food, outstanding customer service and personalized marketing. With proper planning and action, our restaurant will be the "Restaurant of First Choice" in our market area.

We will identify our market. This is done primarily through detailed mapping and gathering customer demographics. We will "saturate market" the homes of potential customers with door hangers about our restaurant and as they patronize us, we can enroll them in a "VIP Club" to gather their names and reward their loyalty. We will work extremely hard to build a customer database including at a minimum, their email address. We know that the customer groups that will show us the best return are within three miles around our restaurant.

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The Stone Oak Sports Bar & Grille believes that next to e-mail, door hanging is by far the most effective and inexpensive way that we can distribute our marketing materials. But it is important that we set up procedures and processes so that the individuals who receive our materials actually want to receive them and don't perceive it as "garbage." If we do door hanging promotions correctly, very few people will be upset with the marketing materials from our restaurant. The materials that we hang on the door will have a professional appearance using full color pictures and text. Our goal is to do a quality job and distribute as many marketing pieces as we can by visiting as many homes and businesses as possible. This will be planned in every market segment around our restaurant which is referred to as "saturation marketing." It goes to everyone, except our current customers.

### Promotional Timelines

- **At Startup:** At startup we will distribute flyers, hangers, do initial print media advertising and will strongly network within our community.
- **First 30 Days:** Begin marketing using our database. We will send out Bounce-Backs, Birthday Offers, and other Special Offers. We will establish an ongoing marketing program that delivers a consistent message and builds customer loyalty.
- **After 90 days:** Send out a more generous offer. If these customers have not bought from us for 90 days, then we can be assured that they are looking elsewhere to dine. When a customer does buy from us for a period of time and then stops, we know we will need to market to get them back. This is called marketing to "lost" or "lazy" customers and the goal is to get them back into our restaurant at least once a month.
- **After 120 days:** Send out an absolutely "FREE" offer with no strings attached. Focus and organization are the keys to strategic and tactical marketing.

### Milestones

- Preliminary Research—Type—COMPLETE; Competitive Environment—COMPLETE; Location Research—COMPLETE
- Visit Other Restaurants and Conduct Onsite Research—COMPLETE
- Determine what restaurants are thriving—COMPLETE
- Begin Networking—ALL COMPLETE
- Preliminary Site Selection—COMPLETE
- Investigate Funding Strategies—COMPLETE
- Begin Preliminary Cost Structure Research—COMPLETE
- Design Preliminary Revenue Forecasts—COMPLETE
- Build Operational "Do" and "Don't" Strategies—COMPLETE
- Begin Determining Square Footage Requirements For—ALL COMPLETE
- Begin Recipe Design—COMPLETE
- Begin Building New/Used Equipment Contacts—COMPLETE
- Interview Restaurateurs—COMPLETE
- Interview Government Agencies—COMPLETE
- Interview Local People—COMPLETE
- Obtain Permits Information—COMPLETE
- Form Legal Entity—COMPLETE

- Personal Strength/Weakness Analysis—COMPLETE
- Find and Catalog Restaurant-based—ALL COMPLETE
- Outline Business Plan—COMPLETE
- Research Industry—COMPLETE
- Research Market—COMPLETE
- Focused Concept Design—In Progress
- Focused Menu and Recipe Design—In Progress
- Target Market Strategy Design—COMPLETE
- Begin Meeting with Real Estate Agents—COMPLETE
- Begin Meeting with Bankers—COMPLETE
- Expand Financial Projection—ALL COMPLETE
- Complete Recipes—In Progress
- Begin Price Research and Design—In Progress
- Begin Networking with Vendors—COMPLETE
- Meet with all Necessary ... (In Process)
- Join Trade Associations and Networking Forums—COMPLETE
- Finalize Advisor and Support Team—In Progress
- Finalize Financial Numbers—COMPLETE
- Finalize Business Plan—COMPLETE
- Set up restaurant's name and obtain taxpayer ID—In Progress
- Finalize Site Location—In Progress
- Begin working up plans with—In Progress
- Begin Business Plan Review Process—To be begun
- Begin Mapping the Restaurant Flow Plans—To be begun
- Finalize Equipment Needs—To be begun
- Begin Seeking Capital—In Progress
- Begin Location Negotiations—In Progress
- Do Final Business Plan Adjustments Due to Feedback—To be begun
- Obtain all Possible Financing and Capital—To be completed
- Begin Scheduling—To be begun
- Join Local Chamber of Commerce—In Progress
- Join National Restaurant Association—In Progress
- Begin Hardcore Community Networking—In Progress
- Begin Office Set-up—To be begun
- Determine Exact Small Ware Purchases—To be begun
- Final Menu Prices—To be begun

## **SPORTS BAR AND GRILLE**

- Begin Development of Operations Manuals—To be begun
- Begin Development of Employee Handbooks—To be begun
- Manage and Monitor Construction Progression—To be begun
- Finish Office Set-Up (Including Bookkeeping and Accounting Systems)—To be begun
- Begin Feeding Family and Friends Menu Items—In Progress
- Begin Determining Hiring and Staffing Needs and Process—In Progress
- Begin Marketing, Advertising and Public Relations Plans—To be begun
- Begin Negotiations with Vendors and determine delivery schedules and terms—To be begun
- Order—To be begun
- Build Sourcing, Selection, Hiring, Training, Management—In Progress
- Continually Manage and Monitor Construction Progress—To be begun
- Put in All Orders for Food and Beverages to arrive three days before grand opening—To be begun
- Design all Cash handling procedures—To be begun
- Design all inventory procedures—To be begun
- Design all Checklists—To be begun
- Finalize Menu and Order Printing of Menus—To be begun
- Work with bank and arrange merchant accounts—To be begun
- Finalize Detailed Job Descriptions—To be begun
- Begin Executing People Plan—To be begun
- Ensure Facility Construction is Nearing Completion—To be done
- Set up all Utilities—To be begun
- Check Status of Permits and Licenses—To be begun
- Begin Pre-opening Countdown and PR campaign—To be begun
- Finalize all Operating Systems (Test all Systems)—To be begun
- Hire all Staff—To be begun
- Begin Staff Training—To be begun
- Ensure Construction is being Finished—To be begun
- Schedule Soft Grand Opening Date—To be begun
- Schedule VIP Grand Opening Date—To be begun
- Schedule Public Grand Opening Date—To be begun
- Hand Out Soft Grand Opening Date—To be begun
- Send out VIP Grand Opening Date—To be begun
- Begin Pre-Opening Advertising and Marketing—To be begun
- Construction—To be completed
- Equipment Schedule to Arrive—To be completed
- Equipment Installation—To be begun



- Equipment Testing—To be begun
- Small Wares Arrive—To be completed
- Begin Clean Up—To be completed
- Ensure Complete Small Wares Have Arrived—To be begun
- Follow Up to Ensure Licenses and Permits are Obtained and Displayed—To be completed
- Walk through Facilities with Construction Manager to Ensure Place is Complete
- Make any Plans with Construction Manager for Unsatisfactory Work—To be begun
- Ensure Food and Beverages Arrive on Schedule—To be begun
- Finalize Training for Soft Grand Opening—To be completed
- Soft Opening—To be completed
- Analyze Feedback—To be done
- Work with Staff to Make Necessary Changes or Focus on Weakness—To be done
- Prepare for VIP Grand Opening—To be begun
- Ensure that Unsatisfactory Construction Issues have been fixed—To be begun
- Make Sure all Items on All Checklists are Complete—To be completed

### Strategic Alliances

#### Advisor List

1. Consultant: Brad E. Williams—Michigan Department of Liquor, Ret.
2. Attorney: Frank K. Ward
3. CPA: Earl V. Micks
4. Strategic Consultants: Hemmingway & Associates, Inc.

### Revenue Forecast

The Revenue Forecast is based on industry averages from the National Restaurant Association, and Deloitte. Fiscal years two through five reflect 6% growth annually.

#### Annual revenue forecast

Stone Oak	FY 1	FY 2	FY 3	FY 4	FY 5
Beverages	\$ 798,000	\$ 845,880	\$ 896,633	\$ 950,431	\$1,007,457
Food	\$ 216,500	\$ 229,490	\$ 243,529	\$ 257,855	\$ 273,326
<b>Total revenues</b>	<b>\$1,014,500</b>	<b>\$1,075,370</b>	<b>\$1,139,892</b>	<b>\$1,208,286</b>	<b>\$1,280,783</b>
<b>Cost of goods sold</b>					
Beverage	\$ 189,126	\$ 200,474	\$ 212,502	\$ 225,252	\$ 238,767
Food	\$ 67,115	\$ 71,142	\$ 75,410	\$ 79,935	\$ 84,731
<b>Total cost of goods sold</b>	<b>\$ 256,241</b>	<b>\$ 271,615</b>	<b>\$ 287,912</b>	<b>\$ 305,187</b>	<b>\$ 323,498</b>

## MANAGEMENT SUMMARY

### Management Team

#### Henry DiMuzio

Mr. DiMuzio is a 10-year resident of Boerne. Up until just recently, he was in Law Enforcement since 1994 as a police officer and captain. He has the utmost integrity and respect for the law, and

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brings a good working knowledge of Michigan's Liquor Laws and procedures to this new business venture.

Prior to his Law Enforcement career, Mr. DiMuzio worked for a leading national beer distributor in New Jersey, as well as several bars and taverns in New York and New Jersey as a bartender and security personnel. This provides him with great insight into the liquor end of the business. Additionally, he was in the culinary arts for numerous years, working in Doubletree and Hilton Hotel chains as a line chef. This lends Mr. DiMuzio the experience of the back of the house—the kitchen.

### **Nick Sturgeon**

Looking back to August 28, 1980, Mr. Sturgeon was in the eighth grade and was subsequently also the first day of his working life. He started as a newspaper carrier delivering newspapers to homes at 5 a.m. each and every morning until he was able to drive in 1983. This allowed him to work inside the newspaper distributing office. Mr. Sturgeon kept delivering newspapers until 1990 when he was rewarded with his own agency under contract until 1993.

It was then Mr. Sturgeon started to work part time at a friend's family pizza business located in downtown Detroit. He took interest to the point of opening his own, leaving the newspaper business after fifteen years. He opened his own pizza place on August 8, 1995, and was very successful.

In January 1999, Mr. Sturgeon saw the growth factor in Boerne and decided that life and business would be much more rewarding there. He moved his family there in May 2000. Shortly after relocating, he opened his first restaurant in Boerne. This restaurant consisted of 1,600 square feet, servicing a dining room and walk-ins as well as phone order pick-ups. Getting the staff organized allowed him to expand his business to nearby Greenbay Park in 2003.

The Greenbay Park location is currently operating with dine-in phone orders and walk-ins. This store is 1,800 square feet and also serves alcohol. Both Nick's stores keep busy and customer satisfaction is our best quality due to owner involvement. Employee turnaround is minimal, which makes operating much more adequate.

A third business which also brings his kitchen abilities to the new journey is currently Mr. Sturgeon's goal. This new venture will allow his Detroit food connections to bring unique foods to Boerne and keep a distance from competition. A third location or third business has been a personal goal for him in the past two years. Now the location, timing and a partner that is more dedicated than him, makes it all fall into place. It confirms that it is time to move forward just as he has in past decisions. Mr. Sturgeon has not had more than three different jobs in his entire life, so this decision is well thought-out.

### **Personnel Plan**

Fiscal years two through five reflect a 5% increase in salaries and wages.

#### **Annual personnel plan**

<b>Stone Oak</b>	<b>FY 1</b>	<b>FY 2</b>	<b>FY 3</b>	<b>FY 4</b>	<b>FY 5</b>
Bartenders	\$ 42,399	\$ 44,519	\$ 46,745	\$ 49,083	\$ 51,537
Wait-staff	\$ 69,211	\$ 72,671	\$ 76,305	\$ 80,120	\$ 84,126
Kitchen staff	\$ 93,112	\$ 97,768	\$102,656	\$107,789	\$113,179
Management	\$ 64,015	\$ 67,215	\$ 70,576	\$ 74,105	\$ 77,810
<b>Total payroll</b>	<b>\$268,737</b>	<b>\$282,174</b>	<b>\$296,283</b>	<b>\$311,097</b>	<b>\$326,652</b>

## FINANCIAL ANALYSIS

### Key financial indicators

Stone Oak	FY 1	FY 2	FY 3	FY 4	FY 5
Revenues	\$1,014,500	\$1,075,370	\$1,139,892	\$1,208,286	\$1,280,783
Gross margin	\$ 758,259	\$ 803,755	\$ 851,980	\$ 903,099	\$ 957,285
Operating expenses	\$ 534,116	\$ 562,695	\$ 582,501	\$ 603,172	\$ 624,748

### Annual pro forma profit and loss

Stone Oak	FY 1	FY 2	FY 3	FY 4	FY 5
<b>Total income</b>	<b>\$1,014,500</b>	<b>\$1,075,370</b>	<b>\$1,139,892</b>	<b>\$1,208,286</b>	<b>\$1,280,783</b>
<b>Cost of goods sold</b>	<b>\$ 256,241</b>	<b>\$ 271,615</b>	<b>\$ 287,912</b>	<b>\$ 305,187</b>	<b>\$ 323,498</b>
<b>Gross profit</b>	<b>\$ 758,259</b>	<b>\$ 803,755</b>	<b>\$ 851,980</b>	<b>\$ 903,099</b>	<b>\$ 957,285</b>
Gross profit %	74.74%	74.74%	74.74%	74.74%	74.74%
<b>Expenses:</b>					
Payroll	\$ 268,737	\$ 282,174	\$ 296,283	\$ 311,097	\$ 326,652
Depreciation	\$ 71,429	\$ 71,429	\$ 71,429	\$ 71,429	\$ 71,429
Lease	\$ 147,150	\$ 151,565	\$ 156,111	\$ 160,795	\$ 165,619
Satellite	\$ 12,000	\$ 12,240	\$ 12,485	\$ 12,734	\$ 12,989
Electric	\$ 12,000	\$ 12,240	\$ 12,485	\$ 12,734	\$ 12,989
Insurance	\$ 8,400	\$ 8,568	\$ 8,739	\$ 8,914	\$ 9,092
Accounting	\$ 4,800	\$ 4,896	\$ 4,994	\$ 5,094	\$ 5,196
Gas	\$ 7,200	\$ 7,344	\$ 7,491	\$ 7,641	\$ 7,794
Phone/internet	\$ 2,400	\$ 2,448	\$ 2,497	\$ 2,547	\$ 2,598
Supplies	\$ 2,400	\$ 2,448	\$ 2,497	\$ 2,547	\$ 2,598
Advertising	\$ 6,000	\$ 6,120	\$ 6,242	\$ 6,367	\$ 6,495
Maintenance & repairs	\$ 1,200	\$ 1,224	\$ 1,248	\$ 1,273	\$ 1,299
<b>Total operating expenses</b>	<b>\$ 534,116</b>	<b>\$ 562,695</b>	<b>\$ 582,501</b>	<b>\$ 603,172</b>	<b>\$ 624,748</b>
Profit before interest and taxes	\$ 224,143	\$ 241,059	\$ 269,479	\$ 299,926	\$ 332,537
Interest expense	\$ 24,910	\$ 21,843	\$ 18,537	\$ 14,975	\$ 11,137
Taxes incurred	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Net profit</b>	<b>\$ 199,233</b>	<b>\$ 219,217</b>	<b>\$ 250,941</b>	<b>\$ 284,951</b>	<b>\$ 321,400</b>
<b>Net profit/sales</b>	<b>19.64%</b>	<b>20.39%</b>	<b>22.01%</b>	<b>23.58%</b>	<b>25.09%</b>

## SPORTS BAR AND GRILLE

### Annual pro forma cash flow

Stone Oak	FY 1	FY 2	FY 3	FY 4	FY 5
<b>Cash received</b>					
<b>Cash from operations:</b>					
Revenues	\$1,014,500	\$1,075,370	\$1,139,892	\$1,208,286	\$1,280,783
<b>Expenditures</b>					
<b>Expenditures from operations</b>					
Payroll	\$ 268,737	\$ 282,174	\$ 296,283	\$ 311,097	\$ 326,652
Lease	\$ 147,150	\$ 151,565	\$ 156,111	\$ 160,795	\$ 165,619
Satellite	\$ 12,000	\$ 12,240	\$ 12,485	\$ 12,734	\$ 12,989
Electric	\$ 12,000	\$ 12,240	\$ 12,485	\$ 12,734	\$ 12,989
Insurance	\$ 8,400	\$ 8,568	\$ 8,739	\$ 8,914	\$ 9,092
Accounting	\$ 4,800	\$ 4,896	\$ 4,994	\$ 5,094	\$ 5,196
Gas	\$ 7,200	\$ 7,344	\$ 7,491	\$ 7,641	\$ 7,794
Phone/internet	\$ 2,400	\$ 2,448	\$ 2,497	\$ 2,547	\$ 2,598
Supplies	\$ 2,400	\$ 2,448	\$ 2,497	\$ 2,547	\$ 2,598
Advertising	\$ 6,000	\$ 6,120	\$ 6,242	\$ 6,367	\$ 6,495
Maintenance & repairs	\$ 1,200	\$ 1,224	\$ 1,248	\$ 1,273	\$ 1,299
Interest expense	\$ 24,910	\$ 21,843	\$ 18,537	\$ 14,975	\$ 11,137
Cost of sales	\$ 256,241	\$ 271,615	\$ 287,912	\$ 305,187	\$ 323,498
<b>Subtotal spent on operations</b>	<b>\$ 753,438</b>	<b>\$ 784,725</b>	<b>\$ 817,522</b>	<b>\$ 851,906</b>	<b>\$ 887,955</b>
<b>Additional cash spent</b>					
Principle repayment of loan	\$ 39,511	\$ 42,578	\$ 45,883	\$ 49,445	\$ 53,284
<b>Subtotal cash spent</b>	<b>\$ 792,949</b>	<b>\$ 827,303</b>	<b>\$ 863,406</b>	<b>\$ 901,352</b>	<b>\$ 941,239</b>
<b>Net cash flow</b>	<b>\$ 221,551</b>	<b>\$ 248,067</b>	<b>\$ 276,486</b>	<b>\$ 306,934</b>	<b>\$ 339,544</b>
<b>Cash balance</b>	<b>\$ 242,808</b>	<b>\$ 490,876</b>	<b>\$ 767,362</b>	<b>\$1,074,296</b>	<b>\$1,413,840</b>

### Pro forma balance sheet

Stone Oak	FY 1	FY 2	FY 3	FY 4	FY 5
<b>Assets</b>					
<b>Current assets</b>					
Cash	\$242,808	\$490,876	\$ 767,362	\$1,074,296	\$1,413,840
Food inventory	\$ 7,502	\$ 7,502	\$ 7,502	\$ 7,502	\$ 7,502
Bar inventory	\$ 21,240	\$ 21,240	\$ 21,240	\$ 21,240	\$ 21,240
<b>Total current assets</b>	<b>\$271,551</b>	<b>\$519,618</b>	<b>\$ 796,105</b>	<b>\$1,103,039</b>	<b>\$1,442,583</b>
<b>Long-term assets</b>					
Equipment	\$230,000	\$230,000	\$ 230,000	\$ 230,000	\$ 230,000
Leasehold improvements	\$270,000	\$270,000	\$ 270,000	\$ 270,000	\$ 270,000
Accumulated depreciation	\$ 71,429	\$142,857	\$ 214,286	\$ 285,714	\$ 357,143
Total long-term assets	\$428,571	\$357,143	\$ 285,714	\$ 214,286	\$ 142,857
<b>Total assets</b>	<b>\$700,123</b>	<b>\$876,761</b>	<b>\$1,081,819</b>	<b>\$1,317,325</b>	<b>\$1,585,440</b>
<b>Liabilities and owner's equity</b>					
<b>Current liabilities</b>					
Current portion of debt	\$ 42,578	\$ 45,883	\$ 49,445	\$ 53,284	\$ 57,421
<b>Total current liabilities</b>	<b>\$ 42,578</b>	<b>\$ 45,883</b>	<b>\$ 49,445</b>	<b>\$ 53,284</b>	<b>\$ 57,421</b>
<b>Long-term liabilities</b>					
Loan	\$267,911	\$222,028	\$ 172,583	\$ 119,299	\$ 61,878
<b>Total liabilities</b>	<b>\$310,489</b>	<b>\$267,911</b>	<b>\$ 222,028</b>	<b>\$ 172,583</b>	<b>\$ 119,299</b>
<b>Owner's investment</b>					
Owner's investment	\$313,000	\$313,000	\$ 313,000	\$ 313,000	\$ 313,000
Retained earnings	\$ 76,633	\$295,850	\$ 546,791	\$ 831,742	\$1,153,142
Earnings	\$189,633	\$219,217	\$ 250,941	\$ 284,951	\$ 321,400
<b>Total owner's equity</b>	<b>\$389,633</b>	<b>\$608,850</b>	<b>\$ 859,791</b>	<b>\$1,144,742</b>	<b>\$1,466,142</b>
<b>Total liabilities &amp; owner's equity</b>	<b>\$700,123</b>	<b>\$876,761</b>	<b>\$1,081,819</b>	<b>\$1,317,325</b>	<b>\$1,585,440</b>

## Sensitivity analysis

Stone Oak	FY 1	FY 2	FY 3	FY 4	FY 5
<b>Revenues @80%</b>					
Revenue	\$ 811,600	\$ 860,296	\$ 911,914	\$ 966,629	\$1,024,626
COGS	\$ 204,993	\$ 217,292	\$ 230,330	\$ 244,150	\$ 258,799
Payroll	\$ 268,737	\$ 282,174	\$ 296,283	\$ 311,097	\$ 326,652
Fixed costs	\$ 265,379	\$ 280,521	\$ 286,219	\$ 292,075	\$ 298,096
<b>EBIT</b>	<b>\$ 72,492</b>	<b>\$ 80,309</b>	<b>\$ 99,083</b>	<b>\$ 119,307</b>	<b>\$ 141,080</b>
<b>Revenues @90%</b>					
Revenue	\$ 913,050	\$ 967,833	\$1,025,903	\$1,087,457	\$1,152,705
COGS	\$ 230,617	\$ 244,454	\$ 259,121	\$ 274,668	\$ 291,149
Payroll	\$ 268,737	\$ 282,174	\$ 296,283	\$ 311,097	\$ 326,652
Fixed costs	\$ 265,379	\$ 280,521	\$ 286,219	\$ 292,075	\$ 298,096
<b>EBIT</b>	<b>\$ 148,317</b>	<b>\$ 160,684</b>	<b>\$ 184,281</b>	<b>\$ 209,616</b>	<b>\$ 236,808</b>
<b>Revenues @100%</b>					
Revenue	\$1,014,500	\$1,075,370	\$1,139,892	\$1,208,286	\$1,280,783
COGS	\$ 256,241	\$ 271,615	\$ 287,912	\$ 305,187	\$ 323,498
Payroll	\$ 268,737	\$ 282,174	\$ 296,283	\$ 311,097	\$ 326,652
Fixed costs	\$ 265,379	\$ 280,521	\$ 286,219	\$ 292,075	\$ 298,096
<b>EBIT</b>	<b>\$ 224,143</b>	<b>\$ 241,059</b>	<b>\$ 269,479</b>	<b>\$ 299,926</b>	<b>\$ 332,537</b>
<b>Revenues @110%</b>					
Revenue	\$1,115,950	\$1,182,907	\$1,253,881	\$1,329,114	\$1,408,861
COGS	\$ 281,865	\$ 298,777	\$ 316,704	\$ 335,706	\$ 355,848
Payroll	\$ 268,737	\$ 282,174	\$ 296,283	\$ 311,097	\$ 326,652
Fixed costs	\$ 265,379	\$ 280,521	\$ 286,219	\$ 292,075	\$ 298,096
<b>EBIT</b>	<b>\$ 299,969</b>	<b>\$ 321,435</b>	<b>\$ 354,677</b>	<b>\$ 390,236</b>	<b>\$ 428,265</b>
<b>Revenues @120%</b>					
Revenue	\$1,217,400	\$1,290,444	\$1,367,871	\$1,449,943	\$1,536,939
COGS	\$ 307,489	\$ 325,939	\$ 345,495	\$ 366,225	\$ 388,198
Payroll	\$ 268,737	\$ 282,174	\$ 296,283	\$ 311,097	\$ 326,652
Fixed costs	\$ 265,379	\$ 280,521	\$ 286,219	\$ 292,075	\$ 298,096
<b>EBIT</b>	<b>\$ 375,795</b>	<b>\$ 401,810</b>	<b>\$ 439,875</b>	<b>\$ 480,546</b>	<b>\$ 523,993</b>

## SPORTS BAR AND GRILLE

### Monthly pro forma profit and loss

Stone Oak	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06
<b>Total income</b>	<b>\$84,542</b>	<b>\$84,542</b>	<b>\$84,542</b>	<b>\$84,542</b>	<b>\$84,542</b>	<b>\$84,542</b>
<b>Cost of goods sold</b>	<b>\$21,353</b>	<b>\$21,353</b>	<b>\$21,353</b>	<b>\$21,353</b>	<b>\$21,353</b>	<b>\$21,353</b>
<b>Gross profit</b>	<b>\$63,188</b>	<b>\$63,188</b>	<b>\$63,188</b>	<b>\$63,188</b>	<b>\$63,188</b>	<b>\$63,188</b>
Gross profit %	74.74%	74.74%	74.74%	74.74%	74.74%	74.74%
<b>Expenses:</b>						
Payroll	\$22,395	\$22,395	\$22,395	\$22,395	\$22,395	\$22,395
Depreciation	\$ 5,952	\$ 5,952	\$ 5,952	\$ 5,952	\$ 5,952	\$ 5,952
Lease	\$12,263	\$12,263	\$12,263	\$12,263	\$12,263	\$12,263
Satellite	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Electric	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Insurance	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700
Accounting	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Gas	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
Phone/internet	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Supplies	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Advertising	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Maintenance & repairs	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
<b>Total operating expenses</b>	<b>\$45,310</b>	<b>\$45,310</b>	<b>\$45,310</b>	<b>\$45,310</b>	<b>\$45,310</b>	<b>\$45,310</b>
Profit before interest and taxes	\$17,879	\$17,879	\$17,879	\$17,879	\$17,879	\$17,879
Interest expense	\$ 2,188	\$ 2,168	\$ 2,148	\$ 2,127	\$ 2,107	\$ 2,087
Taxes incurred	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Net profit</b>	<b>\$15,691</b>	<b>\$15,711</b>	<b>\$15,731</b>	<b>\$15,751</b>	<b>\$15,771</b>	<b>\$15,792</b>
<b>Net profit/sales</b>	<b>18.56%</b>	<b>18.58%</b>	<b>18.61%</b>	<b>18.63%</b>	<b>18.66%</b>	<b>18.68%</b>
Stone Oak	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07
<b>Total income</b>	<b>\$84,542</b>	<b>\$84,542</b>	<b>\$84,542</b>	<b>\$84,542</b>	<b>\$84,542</b>	<b>\$84,542</b>
<b>Cost of goods sold</b>	<b>\$21,353</b>	<b>\$21,353</b>	<b>\$21,353</b>	<b>\$21,353</b>	<b>\$21,353</b>	<b>\$21,353</b>
<b>Gross profit</b>	<b>\$63,188</b>	<b>\$63,188</b>	<b>\$63,188</b>	<b>\$63,188</b>	<b>\$63,188</b>	<b>\$63,188</b>
Gross profit %	74.74%	74.74%	74.74%	74.74%	74.74%	74.74%
<b>Expenses:</b>						
Payroll	\$22,395	\$22,395	\$22,395	\$22,395	\$22,395	\$22,395
Depreciation	\$ 5,952	\$ 5,952	\$ 5,952	\$5,952	\$ 5,952	\$ 5,952
Lease	\$12,263	\$12,263	\$12,263	\$12,263	\$12,263	\$12,263
Satellite	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Electric	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Insurance	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700
Accounting	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Gas	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
Phone/internet	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Supplies	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Advertising	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Maintenance & repairs	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
<b>Total operating expenses</b>	<b>\$45,310</b>	<b>\$45,310</b>	<b>\$45,310</b>	<b>\$45,310</b>	<b>\$45,310</b>	<b>\$45,310</b>
Profit before interest and taxes	\$17,879	\$17,879	\$17,879	\$17,879	\$17,879	\$17,879
Interest expense	\$ 2,066	\$ 2,046	\$ 2,025	\$ 2,004	\$ 1,983	\$ 1,962
Taxes incurred	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Net profit</b>	<b>\$15,812</b>	<b>\$15,833</b>	<b>\$15,854</b>	<b>\$15,875</b>	<b>\$15,896</b>	<b>\$15,917</b>
<b>Net profit/sales</b>	<b>18.70%</b>	<b>18.73%</b>	<b>18.75%</b>	<b>18.78%</b>	<b>18.80%</b>	<b>18.83%</b>

## Monthly pro forma cash flow

Stone Oak	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06
<b>Cash received</b>						
<b>Cash from operations:</b>						
<b>Revenues</b>	<b>\$84,542</b>	<b>\$84,542</b>	<b>\$84,542</b>	<b>\$84,542</b>	<b>\$ 84,542</b>	<b>\$ 84,542</b>
<b>Expenditures</b>						
Expenditures from operations						
Payroll	\$22,395	\$22,395	\$22,395	\$22,395	\$ 22,395	\$ 22,395
Lease	\$ 2,263	\$12,263	\$12,263	\$12,263	\$ 12,263	\$ 12,263
Satellite	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Electric	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Insurance	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700
Accounting	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Gas	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
Phone/internet	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Supplies	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Advertising	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Maintenance & repairs	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Interest expense	\$ 2,188	\$ 2,168	\$ 2,148	\$ 2,127	\$ 2,107	\$ 2,087
Cost of sales	\$21,353	\$21,353	\$21,353	\$21,353	\$ 21,353	\$ 21,353
<b>Subtotal spent on operations</b>	<b>\$62,898</b>	<b>\$62,878</b>	<b>\$62,858</b>	<b>\$62,838</b>	<b>\$ 62,818</b>	<b>\$ 62,798</b>
<b>Additional cash spent</b>						
Principle repayment of loan	\$ 3,181	\$ 3,201	\$ 3,221	\$ 3,241	\$ 3,261	\$ 3,282
<b>Subtotal cash spent</b>	<b>\$66,079</b>	<b>\$66,079</b>	<b>\$66,079</b>	<b>\$66,079</b>	<b>\$ 66,079</b>	<b>\$ 66,079</b>
<b>Net cash flow</b>	<b>\$18,463</b>	<b>\$18,463</b>	<b>\$18,463</b>	<b>\$18,463</b>	<b>\$ 18,463</b>	<b>\$ 18,463</b>
<b>Cash balance</b>	<b>\$39,720</b>	<b>\$58,182</b>	<b>\$76,645</b>	<b>\$95,107</b>	<b>\$113,570</b>	<b>\$132,033</b>

Stone Oak	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07
<b>Cash received</b>						
<b>Cash from operations:</b>						
<b>Revenues</b>	<b>\$ 84,542</b>	<b>\$ 84,542</b>	<b>\$ 84,542</b>	<b>\$ 84,542</b>	<b>\$ 84,542</b>	<b>\$ 84,542</b>
<b>Expenditures</b>						
Expenditures from operations						
Payroll	\$ 22,395	\$ 22,395	\$ 22,395	\$ 22,395	\$ 22,395	\$ 22,395
Lease	\$ 12,263	\$ 12,263	\$ 12,263	\$ 12,263	\$ 12,263	\$ 12,263
Satellite	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Electric	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Insurance	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700
Accounting	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Gas	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
Phone/internet	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Supplies	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Advertising	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Maintenance & repairs	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Interest expense	\$ 2,066	\$ 2,046	\$ 2,025	\$ 2,004	\$ 1,983	\$ 1,962
Cost of sales	\$ 21,353	\$ 21,353	\$ 21,353	\$ 21,353	\$ 21,353	\$ 21,353
<b>Subtotal spent on operations</b>	<b>\$ 62,777</b>	<b>\$ 62,756</b>	<b>\$ 62,736</b>	<b>\$ 62,715</b>	<b>\$ 62,694</b>	<b>\$ 62,673</b>
<b>Additional cash spent</b>						
Principle repayment of loan	\$ 3,302	\$ 3,323	\$ 3,343	\$ 3,364	\$ 3,385	\$ 3,407
<b>Subtotal cash spent</b>	<b>\$ 66,079</b>	<b>\$ 66,079</b>	<b>\$ 66,079</b>	<b>\$ 66,079</b>	<b>\$ 66,079</b>	<b>\$ 66,079</b>
<b>Net cash flow</b>	<b>\$ 18,463</b>	<b>\$ 18,463</b>	<b>\$ 18,463</b>	<b>\$ 18,463</b>	<b>\$ 18,463</b>	<b>\$ 18,463</b>
<b>Cash balance</b>	<b>\$150,495</b>	<b>\$168,958</b>	<b>\$187,420</b>	<b>\$205,883</b>	<b>\$224,346</b>	<b>\$242,808</b>

# Sports Tournament Organizer

SCRAMBLE SPORTS TOURNAMENT SERIES

31 Stone School Dr.  
Muncie, Indiana 47302

*Brett Bachelier, Mark Chase, and Justin Renshaw*

*Our goal is to develop this company into a respected national tournament series encompassing both extreme and traditional sports, and to make this competition open to people of all ages and skill levels.*

*This business plan provides information relevant to the development of our national tournament series. It describes plans for our events, growth strategies, financial plans, the management team, and an analysis of the industry. It is meant to inform the reader about our company and its operations in years to come.*

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## EXECUTIVE SUMMARY

### Objectives

The Scramble Sports Tournament Series is a limited liability company headquartered in Muncie, Indiana. Our goal is to develop this company into a respected national tournament series encompassing both extreme and traditional sports, and to make this competition open to people of all ages and skill levels. We feel that by offering separate divisions for people of various age and skill levels in: Hockey, Soccer, Basketball, Volleyball, Skateboarding, In-Line Skating, and Biking in our first year of operation, with new sports to be added every year, we can tap into a large portion of the massive sports tournament marketplace.

In addition, by offering a vendor tradeshow, live bands, comfortable viewing areas, concessions, merchandise, and a fun family environment, we also hope to encourage spectators to attend our events as well. By enticing both athletes and spectators to attend our events, we will greatly increase our earning potential. We plan not only to charge athletes to compete in our events, but also to charge spectators to view and park at the events, vendors to showcase their merchandise at the events, sponsors to market products at the events, as well as selling concessions, photographs, merchandise, and tournament programs.

We also plan to form strategic partnerships with entities outside of the sporting industry in order to offer other unique competitions and contests which will broaden our customer base. In addition, we will also be partnering with an internet as well as a magazine media outlet so that we may push our content in front of our target market.

In the past our management team was able to start and successfully operate a national hockey tournament series, as well as a regional paintball tournament series. While this is a much larger project, we feel that we have a strong background in the sports tournament industry as well as the contacts and resources at our disposal to help us achieve our goal.



## SPORTS TOURNAMENT ORGANIZER

### Mission

To become the amateur athletes' hub for knowledge, advancement, and competition.

The mission of the Scramble Sports Tournament Series is to form a respected national tournament series which will allow amateur athletes of various age and skill levels to learn, participate, improve skills, and compete in a variety of both traditional and extreme sports. In addition, contracts with vendors in each sport will provide the amateur athletes with an opportunity to discuss, watch, and learn about different aspects of each sport.

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## COMPANY HISTORY

The idea behind Scramble spurred from an observation that many athletes are interested in and passionate about a variety of sports; however, the majority of sports tournament series only offer a single sport in one location at a time. The idea behind Scramble is to offer a variety of sports in one single location so that athletes may not only participate in the sport which they are passionate about, but may also have the chance to watch and participate in other sports so that they may develop an understanding and respect for those sports as well.

Our management team observed that in the sports tournament marketplace there are an abundance of tournaments which offer a single sport at a single location, such as a local soccer tournament. In addition, there are a great deal of tournaments which offer a single sport at multiple locations throughout the year, such as a soccer tournament series, and there are a number of tournaments which offer multiple sports at different locations throughout the year, such as a soccer tournament in Muncie and a hockey tournament in Indianapolis.

This leaves a large void in the sports tournament marketplace. It seems that there are relatively few sports tournaments which offer multiple sports at the same location, such as a soccer and hockey tournament at one park. In addition, to take this idea one step further, there are even fewer, if any, sports tournaments which offer both traditional and extreme sports at the same location. This is the void in the sports tournament marketplace which we have identified and intend to fill.

Our design is to offer a multi sport tournament series, encompassing elements of both extreme and traditional sports, during the summer months when children are not in school and families are more able to travel. In our first year of operation we plan to offer eight regional tournaments taking place in major cities spread across the Midwest, as well as one national championship tournament in Muncie, centrally located in our Midwest region. In addition, during the off season we also plan to offer clinics as well as Sports Highlight tournaments that highlight and showcase each of the sports which we offer: Hockey, Soccer, Basketball, Volleyball, Skateboarding, In-Line Skating, and Biking.

Another big draw for our series will be the extensive vendor showcase. Our goal is to contract with one large vendor in each sport to attend our events and showcase their products as well as answer any questions that athletes may have, provide equipment assistance for athletes, and possibly even bring sponsored athletes to put on demonstrations and explain the intricacies of the various sports to aspiring athletes.

In addition, we also intend to contract with companies outside of the sporting industry so that we may peak other areas of interest at our events as well. While athletes and spectators are at our events we will have a relatively captive audience. Instead of ignoring this audience and forcing them to entertain themselves, or even worse, leave the venue for entertainment, we plan to contract with companies outside of the sporting industry to provide fun family-centered entertainment so that consumers with extra time will desire to remain at the venue and enjoy the atmosphere.

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## ORGANIZATION

The management team of the Scramble Tournament Series has a strong proven background in the sports tournament industry. One member of the management team, Bobby Risho, along with his father, Thomas Risho, was previously involved in starting, owning, and operating a national roller hockey tournament series. In addition, Bobby Risho was also involved in starting and operating a regional paintball tournament series.

In 1997, the management team of Bobby and Thomas Risho saw a market opportunity to run hockey tournaments at arenas during the night when the buildings would be otherwise closed and therefore generating no revenue. Due to prior relationships which the management team had with many local hockey rink owners, they were able to convince many local area rink owners to allow them access to the buildings during non-operating nighttime hours on the weekends.

During this time the management team ran a successful “All Night Hockey Tournament Series” at many venues throughout the Muncie area including: Number One Sports Complex located in Hartford City; The Rink located in Indianapolis; Ice Babies located in Muncie; and Wilbur Arena located in Fishers.

As the popularity of the series grew, the demand became too great to simply run the tournaments in the overnight fashion. There was simply not enough time to accommodate all of the teams that wished to participate in the series. Knowing that they had a loyal customer base in the Muncie marketplace, the management team decided to expand their tournaments from nighttime events to weekend-long tournaments and to change the name of the series from “Evening Hockey Tournament Series” to “Weekend Hockey Series.”

With the new name and business model the team continued to promote their tournaments and continued to fill them to capacity. While running weekend-long events was much more difficult and time consuming than simply running one night events, the management team found that having consumers at the event for a longer period of time allowed for additional offerings and they were able to expand their revenue streams by offering concessions, merchandise, and even having side competitions when venues had the appropriate space required. These additional revenue streams, along with the additional capacity created by expanding the events from one night to an entire weekend, showed positive results on the company’s financials.

With their new business model showing signs of success in the Muncie marketplace, the management team decided that expansion into other areas could be profitable as well. They began by taking the series to a regional level and offering similar events in Lansing, Michigan; Toledo, Ohio; Madison, Wisconsin; and Chicago, Illinois.

Upon success in these areas the management team decided to dream big and expanded the series to a national level by offering sixteen regional qualifying tournaments throughout the United States and a series national championship tournament located at the Number One Sports Complex in Hartford City.

While expanding to a national level continued to make the series even more popular and even more profitable, the management team had never intended to make the series their full-time career. Both members of the team had prior business careers which they wished to return to; therefore, in 2000 the team decided to exit the series via a buyout agreement with another national hockey tournament series whereby the buying series simply dissolved “Weekend Hockey Series” and shifted its clientele into their series.

Late in the year 2000 however Bobby Risho once again decided to start and operate another tournament series, this time in the paintball industry. While working at a local paintball shop located in Indianapolis, *Total Paintball Madness*, Bobby had developed a close relationship with the owner. When

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the owner, Josh Doctor, decided to open playing fields in addition to the store, Bobby approached him with the offer to start, operate, and market a regional paintball tournament series at the new fields.

With most of the owner's time being tied up trying to manage the daily business of his store and his new playing fields, he did not have time to worry about a tournament series himself; however, he did think that it was a good idea. Therefore, he allowed Bobby, who had been working at the store for over a year at that point, to run the series. The structure was set up so that the field took a portion of the profits from each tournament and Bobby retained the rest of the profit himself. This worked out well for both parties since Bobby was not required to put up any capital to get the series off the ground, and Mr. Doctor was able to retain ownership and full rights to the series itself.

The buzz generated by the opening of the new fields combined with the marketing efforts of Bobby Risheo created an atmosphere which drew top paintball teams from around the region almost instantaneously. In fact, the first tournament held at the field drew approximately 35 teams, almost 25% more teams than expected and included teams traveling from as far as Knoxville, Tennessee and Chicago, Illinois—cities in which marketing campaigns were not even launched. While Bobby stepped down as tournament director late in 2004, the tournament series is still in operation today and remains one of the top regional paintball tournament series in the area.

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## BUSINESS STRATEGY

Currently the Scramble Sports Tournament Series is in the start-up phase. The major milestones which we feel we have accomplished towards bringing our business into fruition include:

- Having designed the format which we wish to operate by
- Identifying the sports which we intend to offer in our first season
- Setting a tentative schedule for the 2007–2008 calendar year
- Creating event outlines detailing how each of our various events will operate
- Designing sponsor and vendor packages
- Identifying strategic partnership opportunities
- Performing an analysis of the competition
- Analyzing the industry in which we will be operating
- Identifying various market segments for our tournament series
- Developing a marketing strategy to reach our various market segments
- Outlining the development milestones which we intend to accomplish in the future

### Management Summary

Bobby B. Risheo—Owner/CEO

Bobby is a senior majoring in entrepreneurship in the Kelley Business School at Indiana University. Bobby's background in the sports industry is very extensive both as a participant and as a tournament operator. In addition to operating hockey and paintball tournaments, Bobby has participated in a great deal of sports tournaments. Bobby traveled throughout North America playing roller hockey tournaments for four years in addition to traveling around the United States playing paintball tournaments for

three years. This extensive tournament knowledge has helped Bobby to understand what features of tournaments help to make them successful, as well as what features tend to lead to failure.

In addition to tournament experience, Bobby has also worked in the life insurance industry at his father's brokerage firm, Family Insurance Solutions. This has provided Bobby with the skills to work with complex database systems, allowed Bobby the opportunity to create and launch various marketing campaigns, as well as allowing Bobby the experience of personal selling.

After having started and operating two separate tournament series in two completely unrelated sports, Bobby came to realize that no matter what the sport may be, the format for running a tournament series remains similar. With this in mind he decided that if he were to create a format for running a national tournament series for a single sport, he might as well expand the idea and apply that same format to a number of different sports in order to create something which has never been done before.

#### Chad Bloom—Founding Member

Chad is a senior entrepreneurship student at the University of Michigan. In the past Chad has acted as a substitute manager for the Sports Park in Redford, Michigan where daily patron numbers often exceeded 300 people. Also, while working at the Sports Park, Chad helped to organize an annual Goofy Olympics in which nearly 400 children were separated by age groups and competed against one another in an attempt to win their division and be honored at the awards ceremony. Through his past experiences working at Sports Park Chad has gained the managerial and organizational skills necessary to direct and organize large groups of people.

In addition to large group organization, Chad has also dealt first-hand with sales, marketing, and quality control at his internship with Physicstone in 2005. During his time at Physicstone, Chad created accounts for new customers using ACT, which is a Windows-based business organizational tool. Chad also made sales calls to new customers and created Excel databases to organize seasonal mailers for the marketing department. Finally, Chad also called existing customers to ensure customer satisfaction and retention.

#### Will Reed—Founding Member

Will is a senior at Saint Louis University and is majoring in entrepreneurship. Will's career in leadership and management roles includes acting as a fleet coordinator for the Osage River Barge Company for the last one and a half years. During this time he has organized and deployed tug and barge operations on Lake of the Ozarks. This position also consisted of one on one customer relations that gave him first-hand personal selling experience.

Will has also acted as a boat and watercraft rental manager for The Barge Floating Restaurant where he coordinated all employee activities and contributed to his customers' overall experience with the company, providing an exciting and fulfilling experience for them. Will has been the Internal Vice President for Pi Kappa Alpha fraternity for the past year. His duties as Vice President include the organization of community service and philanthropy events, as well as conducting chapter meetings.

Will is very enthusiastic about, and has a broad range of experience and knowledge in, a wide variety of sports. He acted as captain of both his football and basketball team at Osage High School. Will's experiences in management and athletics have given him the skills necessary to organize people, events, and operations that are necessary to help Scramble reach its goals in the coming years. Furthermore, his leadership roles have given him the knowledge, influence, and charisma to help Scramble become the athlete's hub for knowledge, advancement, and competition.

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### SERVICES

#### **Tournament Overview**

In order to separate ourselves from the competition we plan to offer all seven of our sports in one location at the same time. Not only do we intend to offer all of our sports in one park, but we intend to strategically position our various sports playing surfaces close together (while still leaving room for comfortable viewing areas, vendor booths, sponsor displays and any other such desired space) so that spectators will be able to view a number of different sports without having to travel entirely across the venue.

Our design is to have two divisions in each sport which we intend to offer. The first division will be the competitive division and will consist of top athletes from around the Midwest in each sport. Athletes will be divided by age; however, the only other restriction will be that no professional athletes will be allowed to compete.

In order to entice these top athletes from around the country to participate in our tournament series, we will be working with vendors and sponsors to provide a variety of prizes which will be given to the winners of each division. In addition, we will be creating an atmosphere which will help these top players not only showcase their skills, but also improve them along the way. We will have high quality vendors in each sport on hand to answer any of the athletes' questions and offer advice and tips to help them rise to the top of their game.

The second division will be the recreational division. This division will consist of athletes who simply wish to try out a given sport, or who simply wish to play for fun, not on a competitive level. This division will not have any prizes for the winners, but rather participation prizes and prizes for things such as the 20th point of the day. The goal of this division is to give athletes of all ages a chance to participate in a sport which they have limited knowledge about or limited skill in, but yet wish to get the experience of playing the sport in an exciting venue the same way it is designed to be played by top athletes at a competitive level.

#### **Format**

In order to make this series available to more participants and accommodate more teams we have decided not to offer full sports games but rather scaled down versions of the sports. We feel that by offering scaled down versions of the sports with the same basic rules and principals but smaller playing surfaces, shorter game lengths and less participants on the court at a time we can not only accommodate more teams, but will also open the series up to groups of people who do not currently play on an organized team but are interested in becoming involved in a given sport.

In addition to offering full team registration, we will also offer the option to register as an individual and be placed on a team according to age and skill level. We feel that by allowing individuals as well as full teams to register we will greatly increase our draw and will be able to gain access to a great deal of individuals who would have otherwise not participated in the sports tournament marketplace.

In addition to allowing us to cater to a larger market, using a scaled down format also allows us a great deal of additional venue options. Since we will be using scaled down versions of playing surfaces rather than the much larger regulation size surfaces we will be able to purchase and transport our own playing surfaces. Since we will be utilizing our own playing surfaces for each sport we can select venues based on location as opposed to venues which can accommodate all of our sports. By choosing venues located in central areas we will provide participants and spectators easier access and less transportation problems, which should increase attendance.

Finally, using the scaled down format will provide for more exciting competition. Since the playing surface will be smaller than regulation, games should be much faster pace and result in higher scores. Higher scoring games usually result in greater fan interest and involvement and should produce a great deal of excitement. Since many spectators will be viewing new sports for the first time, this more exciting format should help to pique the interest of many new fans and help to generate cross interest among the sports.

### **Tournament Sports**

In order to ensure that each sport receives the attention and publicity that is required to attain the highest possible standards within each individual sport, we have decided to start by offering four traditional team sports and three individual extreme sports. Each year we plan to add an additional traditional sport, as well as one or two additional extreme sports. This idea of starting small and slowly building will allow us to develop personal relationships with the vendors, athletes, and spectators related to each sport, as well as allowing us to expand into sporting events which our patrons are interested in. Our goal is to develop a loyal following that comes to all of our tournaments and to help them expand their horizons by offering events which they are interested in.

### **Hockey**

Due to our management team's previous experience in the hockey tournament industry, hockey was the first sport which we decided to offer. Based on the past success that our management team had in running national hockey tournaments, we feel that this is a logical sport to offer. Due to our previous involvement in the hockey industry we have been able to redevelop many relationships with hockey vendors much more rapidly and with less effort than will be required in other sports.

In addition to our prior experience in the sport of hockey, we also see an opportunity in the street hockey tournament market due to the large void that now exists since the collapse of the NHL's street hockey series. Prior to the recent hockey strike the NHL sponsored a program called NHL Breakout. The NHL Breakout series was a street hockey tournament series that traveled around the country. Due to problems with the NHL, the league decided to stop running outside programs such as the NHL Breakout series. Now that the NHL is back in business, the league has decided not to reopen its Breakout series, but rather to lend its name to NARCH, the largest full scale roller hockey tournament series in North America.

While the NHL has already decided to sponsor another roller hockey league, the style of play between NHL Breakout and NARCH are drastically different. This means that all of the customers of the NHL Breakout series are currently without a league to participate in. We have decided to model many of the features of our league around the NHL Breakout model; however, we have decided to change the format some.

We intend to hold our competition on three small scale hockey rinks as opposed to the street as NHL Breakout did. We feel that holding the competition in an actual rink as opposed to on the street will make the tournament series stand out as something special and out of the ordinary as opposed to something that athletes could simply do at home. We will be purchasing three small-scale hockey rinks which will be 60 ft. long x 30 ft. wide x 42 in. high with a full net around the top. We feel that having three small-scale rinks setup outdoors will entice athletes and spectators alike to come watch a new version of street hockey come to life.

Our hockey games will consist of two six-minute halves with a continuously running clock. Game play will consist of two three-man teams with one goalie and up to two subs. Normal hockey and soccer fields will be identical and interchangeable street hockey rules will apply (rulebook will be available

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online as well as provided at registration); the head referee on the rink will have the final ruling on any discrepancies.

### **Soccer**

Soccer has always been a very popular sport with international appeal; however, recent years have seen the popularity of soccer skyrocketing in the United States, especially among children.

Since the glorification of soccer stars such as David Beckham through outlets such as movies and tabloids, the sport has gained amazing popularity. Today pictures of soccer athletes grace the tops of billboards, movies, and even television shows. The trend has gone so far that one cable network recently began airing a series titled, "Soccer Players' Wives." With the popularity of soccer once again on the rise here in America, we feel that offering this world class sport with international appeal is a smart decision.

In addition to the growing popularity of soccer among Americans, the Hispanic population has always had a large involvement in the sport. While the Hispanic population of the Midwest is only roughly 22%, many soccer leagues find that a large portion of their participants are of Hispanic descent. In fact, more than 75% of the players in the Northern Nevada Soccer League are Hispanic, and the Hispanic population in northern Nevada is only roughly 19%. We feel that adding soccer to our mix of sports may generate some cultural diversity in our customer base, and we would like to encourage people from all different backgrounds to participate in our events.

In addition to providing some diversity among our customer base, soccer will prove to be helpful when it comes to expansion on both the west and east coasts as well as in the south. While the Hispanic population in the Midwest may only be 22%, 49% of the Hispanic population of the United States lives in either California or Texas, and 23% of Florida's population is Hispanic as well. In addition, the total Hispanic population in the United States grew 58% between 1990 and 2000. This was an increase of 13 million Hispanics in a period of 10 years. While this high percentage of Hispanics does not guarantee a successful soccer market in these regions, it would seem absurd not to offer soccer and ignore this fast growing market.

Much like hockey, we feel that in order to make the soccer competition stand out and have appeal we must make the soccer field special. We will be purchasing three soccer fields that will have dimensions identical to those of our hockey rinks, 60 ft. long x 30 ft wide x 42 in. high with a net around the top. Also, just like hockey, soccer will consist of two six-minute continuously running clock halves, and game play will consist of two teams with three players, one goalie and two subs. Normal indoor soccer rules will apply (rulebook will be available online as well as provided at registration) and the head referee on the field will have the final say in the event of any discrepancies.

### **Basketball**

Basketball is a sport which offers great diversity. Basketball is enjoyed by people from many different walks of life, from the Ivy League college basketball teams to people playing basketball in the projects; it seems that people from all different backgrounds can find some common ground when it comes to the sport of basketball. Therefore, we feel that basketball is a great sport for us to offer in our first year of operation.

As it is easy to see from our unique mix of extreme and traditional sports, we are not simply trying to cater to one specific social group's taste in our tournament series, but rather trying to diversify our offerings and provide something that everyone can enjoy. By offering basketball as one of our sports in our first year of operation we hope to attract a diverse crowd which will add to the popularity of our tournament series.

Unlike soccer and hockey, we feel that basketball fans would not be attracted to a fancy court. We feel that basketball patrons enjoy the fact that basketball can be played anywhere, anytime, and by anybody.

In designing our basketball tournament series we have decided to take an approach similar to that of Hoop It Up and to simply use high quality portable basketball goals placed on pavement. We feel that using street basketball courts will set a certain tone to our basketball tournament series and will help to draw a diverse crowd of players as opposed to intimidating those players not used to playing in big gymnasiums.

Once again modeling ourselves after the Hoop It Up competition, our basketball games will be played in a half court format and will consist of a 30 minute run clock game which ends when either the time expires or one team reaches 20 points. Game play will consist of two teams of three players with two subs. Normal half court basketball rules will apply (rulebook will be available online as well as provided at registration) and the head referee on the court will have the final say in the event of a discrepancy.

### **Volleyball**

Volleyball is a sport which can be enjoyed by people of all ages and skill levels. One of the main reasons that we decided to offer volleyball in our first year of operation is to illustrate that just because we are not offering separate men's and women's divisions does not mean that men and women cannot compete together. We intend for all of our sports to be coed; however, volleyball is one sport which we feel could easily be dominated by women.

While there are a great deal of talented women hockey, soccer, and basketball players, we feel that the number of skilled female volleyball players is more than likely higher than the number of skilled male players (at an amateur level in the age groups we intend to offer). We feel that the volleyball competition could provide an opportunity for an all women's team to defeat any coed and all male teams. While the idea of a female team winning the competition is not extraordinary, we feel that by offering female dominated sports such as volleyball we may be able to peak the interest of many women who would otherwise not be interested in sports tournaments. Once these women are at our events, perhaps another sport will peak their interest and we can once again generate some cross interest among the sports in a consumer who would have otherwise never put herself in a position to experience such an atmosphere.

In addition, volleyball is also a sport played by many couples. We feel that if parents are going to be taking their children to our tournament series and staying there all weekend with the child anyway, many parents may decide to enter the volleyball competition to provide themselves with something to do while their child is not competing. Since parents will be at the event already, it makes sense to offer a sport which will cater to their taste.

Finally, volleyball also allows us a lot of creative venue opportunities. Volleyball can be played on practically any type of surface, and each different surface changes the game slightly. Volleyball can be played on grass, sand, pavement, or in a gymnasium. Our goal is to continually switch the format of our volleyball tournaments to keep each one exciting. Some tournaments may involve beach volleyball while some may be played inside of a gymnasium. One of the great things about offering a sport such as volleyball is the diverse venue selections which will allow us to keep the competition interesting.

Our volleyball courts will consist of six high-quality portable volleyball nets. The volleyball game will be played by two teams of four players with up to two subs. Game play will consist of one 30-minute run clock time limit and games will end when either time expires, or one team reaches 11 points. Normal volleyball rules will apply based upon the type of playing surface being utilized at each given venue (rulebook will be available online as well as provided at registration), and the head referee on the court will have the final say regarding any discrepancies.

### **Skateboarding /In-line/Biking**

We choose to offer this mixture of extreme sports in our first year of operation for a number of reasons. To begin, this mix provides a fairly diverse look at some of the different aspects and movements required by extreme sports. These three events were pioneers in the extreme sports category and



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although they may not receive quite as much press in recent times as some of the other extreme sports which have sprung onto the scene, they still remain staples of the extreme sports industry and should prove to form a great foundation for the extreme sports side of the tournament series.

In addition to the appeal of these sports, all of these sports also allow for the same structures to be used throughout the competition which will help to cut down on costs as well as space requirements. All of these sports utilize the same ramps and rails, meaning one course can be designed for all three sports. Also, all of these sports operate according to the same format so we will have less scheduling issues by running three sports with one format on the same course as opposed to running three separate formats on one course.

We will have three separate competitions in each sport for a total of nine overall extreme sports competitions. The format for the competitions is as follows:

### Vert

- An extreme sports vert competition consists of every athlete making two 45-second runs in the qualifying round. In addition, the top ten athletes then qualify for the finals where each athlete makes three 45-second runs.
- An extreme sports vert best trick competition consists of one 45-minute jam session in which every rider performs as many tricks as possible in an attempt to impress the judges.

### Street

- An extreme sports street competition consists of every athlete making three 75-second runs.
- An extreme sports street best trick competition consists of one 15-minute jam session in which every rider performs as many tricks as possible in an attempt to impress the judges.

### Park

- An extreme sports park competition consists of every athlete making two 3-minute runs.

Each athlete registering to participate in one of the extreme sports will automatically be registered for all three competitions in that sport. Normal rules will apply for each sport (rulebook will be available online as well as provided at registration) and judges scores will be final determinants for all competitions.

## Event Schedules and Outlines

### Tournament Series Schedule

When developing a schedule for our tournament series we encountered a number of constraints which we had to consider. The following is a list of the constraints which we took into account along with the reasons why we felt it was important to consider these issues.

Desire to operate series tournaments during summer months

- Children are out of school
- Families are more able to travel
- Warm weather allows all sports to be played outside

Seasonal weather

- Need to hold certain sports outside in warm weather
- Ability to hold certain sports indoors
- Varying climates in selected cities

Travel logistics (map detailing travel routes included in appendix)

- Desire to draw maximum amount of patrons to events
- Minimize travel for both tournament staff and patrons

Sports appeal

- Venue availability for showcased sports
- Offer showcased sports in cities with a strong market

**Clinic Event Outline**

The first events which we intend to offer to kick off our national tournament series are two clinics. These clinics will serve multiple functions including:

- Providing individuals the opportunity to meet other people of their same age and skill level so that they can form teams to enter into our tournaments
- Helping athletes improve their abilities before the start of the series
- Building excitement and generating a buzz about the series
- Qualifying participants for the Officiate & Participate program of the tournament series

Since the clinics will be taking place in April, May and August, when children are still likely to be in school, we will operate the clinics according to the following schedule:

	Start	End	Usable hours
Friday	5:00 PM	10:00 PM	5
Saturday	12:00 PM	5:00 PM	5
Sunday	12:00 PM	5:00 PM	+ 5
			<b>15 hours</b>
			× 60 min.
			<b>900 min.</b>

The clinics will offer professional guidance from top athletes in each sport which will be offered in the tournament series. These clinics will be three-day-long events whereby on the first day athletes are evaluated as to their skill level and broken down into groups to practice various skills. On the second day athletes will continue training with professional athletes in their chosen sport. In addition, those athletes wishing to participate in the Officiate & Participate program of the tournament series will be given special refereeing classes. Finally, on the third day a small competition will be held whereby athletes are grouped into teams, based upon age and skill level so that teams are fair, and a mini tournament will be held. Athletes participating in the Officiate & Participate program will be observed while they referee games which they are not participating in so that they may be qualified to ref during the national tournament series.

In addition to the two clinics which will be held before the start of the national tournament series, we also intend to offer one clinic immediately following the conclusion of the national tournament series. This clinic also serves multiple functions including:

- Allowing teams that did not place as desired to improve their skills before the start of the next season
- Allowing participants to qualify for the Officiate & Participate program while they are still excited about the tournament series and before something else piques their interest
- Allowing us to kick off any new sports which we intend to offer by demonstrating and teaching them to participants thereby generating interest in the sports and allowing children eight months to practice before competition starts

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Based on the amount of playing surfaces which we intend to purchase and the amount of time during which we plan to hold the clinics, we estimate that we will be able to accommodate roughly 100 athletes in each sport. We intend to charge \$115 dollars, which is slightly less than the average clinic fees of \$120–\$150. In addition to charging less for our clinics, we are also providing three days of training from a professional in each sport, as well as allowing our athletes to qualify for the Officiate & Participate program of our national tournament series.

### Series Tournament Event Outline

The series tournaments will consist of a full scale tournament being held in each of the sports which we offer. There will be seven individual sports tournaments taking place at one venue for the entire weekend.

Time constraints will be a big issue for our tournaments due to the volume of athletes that we will be trying to accommodate and the limited availability of the playing surfaces. In order to utilize as many hours of game time as possible, we will run our regional events based on the following schedule:

	Start	End	Usable hours
Friday	8:00 AM	10:00 PM	14
Saturday	7:00 AM	10:00 PM	15
Sunday	7:00 AM	8:00 PM	+ 13
			<u>42 hours</u>
			× 60 min.
			<u>2,520 min.</u>

This gives us a total of 42 usable hours, or 2,520 minutes, at any given playing surface assuming that the surface is lighted and continuously available for use. Based on this schedule we have developed the following constraints for each of the sports which we intend to offer in our first year of operation.

	Hockey	Soccer	Basketball	Volleyball
Halves	2	2		
Length of halve	× 6 min.	× 6 min.		
Time of game	12 min.	12 min.		
Warm-up	3 min.	3 min.	Time of game	30 min.
Between halves	2 min.	2 min.	Warm-up	3 min.
Between games	+ 3 min.	+ 3 min.	Between games	+ 2 min.
	<u>20 min.</u>	<u>20 min.</u>		+ 2 min.
				<u>35 min.</u>

Based on the above constraints and the number of playing surfaces which we intend to setup for each sport we will be able to accommodate games according to the following schedule:

	Hockey	Soccer	Basketball	Volleyball
Usable hours	2,520 min.	2,520 min.	2,520 min.	2,520 min.
Game length	/ 20 min.	/ 20 min.	/ 35 min.	/ 35 min.
Games accommodated	126	126	72	72
Number of courts	× 3	× 3	× 6	× 6
Games available	<u>378</u>	<u>378</u>	<u>432</u>	<u>432</u>

Based on the above schedule we are hoping to attract teams according to the following table:

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Hockey			Soccer		
Recreational teams	Age	Competitive teams	Recreational teams	Age	Competitive teams
12	10	12	12	10	12
12	12	12	12	12	12
12	14	12	12	14	12
12	16	12	12	16	12
6	18	6	6	18	6
6	Junior	6	6	Junior	6
6	Adult	6	6	Adult	6
66	<u>Total teams</u>	66	66	<u>Total teams</u>	66
	132			132	

Basketball			Volleyball		
Recreational teams	Age	Competitive teams	Recreational teams	Age	Competitive teams
12	10	12	12	10	12
12	12	12	12	12	12
12	14	12	12	14	12
12	16	12	12	16	12
6	18	6	6	18	6
6	Junior	6	6	Junior	6
6	Silver	6	6	Silver	6
6	Gold	6	6	Gold	6
72	<u>Total teams</u>	72	72	<u>Total teams</u>	72
	144			144	

If each division with 12 teams plays two six-team round robin competitions with the winner of each round robin competition competing in one championship game to determine the winner of the division, each division will require thirty-one games. In addition, if each division with 6 teams plays one round robin competition with the top two teams competing in one championship game to determine the winner of the division, each division will require 16 games. Based on these constraints, the following number of games will be necessary.

Hockey			Soccer		
Recreational teams	Age	Competitive teams	Recreational teams	Age	Competitive teams
31	10	31	31	10	31
31	12	31	31	12	31
31	14	31	31	14	31
31	16	31	31	16	31
16	18	16	16	18	16
16	Junior	16	16	Junior	16
16	Adult	16	16	Adult	16
172	<u>Total games</u>	172	172	<u>Total games</u>	172
	344			344	

Basketball			Volleyball		
Recreational teams	Age	Competitive teams	Recreational teams	Age	Competitive teams
31	10	31	31	10	31
31	12	31	31	12	31
31	14	31	31	14	31
31	16	31	31	16	31
16	18	16	16	18	16
16	Junior	16	16	Junior	16
16	Silver	16	16	Silver	16
16	Gold	16	16	Gold	16
188	<u>Total games</u>	188	188	<u>Total games</u>	188
	376			376	

Based on the above information we have comprised the following table to illustrate how much extra court time we will have available in each sport.

## SPORTS TOURNAMENT ORGANIZER

	Hockey	Soccer	Basketball	Volleyball
Total games	344	344	376	376
Game length	$\times$ 20 min.	$\times$ 20 min.	$\times$ 35 min.	$\times$ 35 min.
Used hours	6,880 min.	6,880 min.	13,160 min.	13,160 min.
Usable hours	2,520 min.	2,520 min.	2,520 min.	2,520 min.
Number of courts	$\times$ 3	$\times$ 3	$\times$ 6	$\times$ 6
Total usable hours	7,560 min.	7,560 min.	15,120 min.	15,120 min.
Total usable hours	7,560 min.	7,560 min.	15,120 min.	15,120 min.
Used hours	$-$ 6,880 min.	$-$ 6,880 min.	$-$ 13,160 min.	$-$ 13,160 min.
Extra hours	680 min.	680 min.	1,960 min.	1,960 min.
Extra hours	$/$ 60 min.	$/$ 60 min.	$/$ 60 min.	$/$ 60 min.
Extra hours	11.3 hrs.	11.3 hrs.	32.6 hrs.	32.6 hrs.

This extra time will be used for the skills competitions and awards ceremonies in each sport as well as providing a buffer should we fall behind schedule for any unforeseen reason.

The schedule for our extreme sports in our first year of operation will work a bit differently. Each of our extreme sports has a set amount of fixed time required as well as a certain amount of time that must be allocated to each athlete. The extreme sports will operate according to the following schedule:

	Vert			Street		Park
	Prelims	Finals	Best trick	Competition	Best trick	Competition
Length of run	45 sec.	45 sec.	45 min.	75 sec.	15 min.	180 sec.
Setup	$+$ 15 sec.	$+$ 15 sec.		$+$ 15 sec.		$+$ 15 sec.
Total time of run	1 min.	1 min.		90 sec.		195 sec.
Number of runs	$\times$ 2	$\times$ 3		$\times$ 3		$\times$ 2
Total time per skater	2 min.	3 min.		4.5 min.		6.5 min.
		$\times$ 10 athletes				
		30 min.				

Based upon this schedule, the extreme sports will require the following amount of fixed and variable time:

	Fixed time	Variable time
Vert finals	30 min.	Vert prelims 2 min.
Vert best trick	45 min.	Street competition 4.5 min.
Street best trick	15 min.	Park competition 6.5 min.
Total fixed time	90 min.	Time per athlete 13 min.

While the park competition requires the use of the entire skate park, the street and vert competitions may take place within the skate park at the same time. Based on this information the following table illustrates how many athletes can be accommodated in each of our extreme sports.

	Vert	Street
Usable hours	2,520 min.	2,520 min.
Total fixed time	$-$ 75 min.	$-$ 15 min.
Time remaining	2,445 min.	2,505 min.
Variable time	2 min.	4.5 min.
Park competition time	$+$ 6.5 min.	$+$ 6.5 min.
Total time	8.5 min.	11 min.
Time remaining	2,445 min.	2,505 min.
Total time	$/$ 8.5 min.	$/$ 11 min.
Total athletes accommodated	287	227
Total athletes accommodated	—	227
Number of extreme sports	$/$ —	$/$ 3
Total athletes per sport	—	75

### National Championship Event Outline

Teams that qualify by placing in the top two at either a series tournament or a Sport Showcase tournament qualify to compete in the national championship. Due to the volume of athletes which we are estimating will be participating in our national championship event, we will need the ability to accommodate more teams in each sport; therefore, our national championship will be a four day event instead of a three day event as the regional tournaments are. The schedule for the national championship is as follows:

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	Start	End	Usable hours
Thursday	8:00 AM	10:00 PM	14
Friday	7:00 AM	10:00 PM	15
Saturday	7:00 AM	10:00 PM	15
Sunday	7:00 AM	8:00 PM	+ 13
			57 hours
			× 60 min.
			3,420 min.

This gives us a total of 57 usable hours, or 3,420 minutes, at any given playing surface assuming that the surface is lighted and continuously available for use. We will no longer be limiting each division to a set number of teams but rather we will accommodate any qualifying teams that wish to participate and adjust the schedule accordingly. The following illustrates the maximum number of teams/individuals which could qualify to attend our national championship event:

Hockey			Soccer		
Recreational teams	Age	Competitive teams	Recreational teams	Age	Competitive teams
18	10	18	18	10	18
18	12	18	18	12	18
18	14	18	18	14	18
18	16	18	18	16	18
18	18	18	18	18	18
18	Junior	18	18	Junior	18
18	Adult	18	18	Adult	18
126	<u>Total teams</u>	126	126	<u>Total teams</u>	126
	252			252	

Basketball			Volleyball		
Recreational teams	Age	Competitive teams	Recreational teams	Age	Competitive teams
18	10	18	18	10	18
18	12	18	18	12	18
18	14	18	18	14	18
18	16	18	18	16	18
18	18	18	18	18	18
18	Junior	18	18	Junior	18
18	Silver	18	18	Silver	18
18	Gold	18	18	Gold	18
144	<u>Total teams</u>	144	144	<u>Total teams</u>	144
	288			288	

Skateboarding			In-Line		
Recreational teams	Age	Competitive teams	Recreational teams	Age	Competitive teams
18	10	18	18	10	18
18	12	18	18	12	18
18	14	18	18	14	18
18	16	18	18	16	18
18	18	18	18	18	18
18	Adult	18	18	Adult	18
108	<u>Total teams</u>	108	108	<u>Total teams</u>	108
	216			216	

Biking		
Recreational teams	Age	Competitive teams
18	10	18
18	12	18
18	14	18
18	16	18
18	18	18
18	Adult	18
108	<u>Total teams</u>	108
	216	

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The following is a list of constraints on the number of games which we will be able to offer during our national championship.

	Hockey	Soccer	Basketball	Volleyball
Usable hours	3,420 min.	3,420 min.	3,420 min.	3,420 min.
Game length	/ 20 min.	/ 20 min.	/ 35 min.	/ 35 min.
Games accommodated	171	171	97	97
Number of courts	× 3	× 3	× 6	× 6
Games available	513	513	582	582

We will have to adjust the schedule for our national championship event based upon the number of qualifying teams that decide to participate. While we would like to see all of the qualifying teams compete in our national championship, this scenario is not likely. Some teams are likely to miss the event, thereby throwing off any type of schedule which we could develop. For this reason, we do not intend to create a detailed event outline for the national championship event until we have completed the registration process for this event.

### Sports Highlight Tournament Outline

Sports Highlight tournaments will provide us with a way to highlight each sport offered in our tournament series. From September thru March we will offer one tournament per month, visiting each city on our series schedule, and showcasing a different sport in each city.

The Sports Highlight tournaments will be centered around a single showcased sport but will still offer a multi sport format. While all of the sports which we offer in our series may not be offered at every Sports Highlight tournament, every tournament will have a multi sport format. We will be selecting venues that accentuate the sport being showcased for that event, but will still accommodate other sports as well.

We will offer a combination of either one extreme sport and two traditional sports, or one traditional sport and three extreme sports. This format will allow us to accommodate the maximum number of participants in the sports which we will be showcasing. For example, when we offer soccer we will not offer hockey so that we may use all six of our rinks for the soccer competition. In addition, when we offer basketball and volleyball we will select venues which have extra courts in these sports so that we may accommodate more athletes.

The Sports Highlight tournaments will provide a fast track to the national competition. The tournaments will count as a national qualifier for the showcased sport, but not for any of the additional sports. This means that the top two teams competing in the showcased sport will automatically receive invitations to attend the national championship event.

Due to the fact that children will still be in school during the months when these events will be taking place, we will be forced to once again modify our schedule. For this reason the Sports Highlight tournaments will operate according to the following schedule:

	Start	End	Usable hours
Friday	5:00 AM	10:00 PM	5
Saturday	7:00 AM	10:00 PM	15
Sunday	7:00 AM	8:00 PM	+ 13
			<b>33 hours</b>
			× 60 min.
			<b>1,980 min.</b>

This gives us a total of 33 usable hours, or 1,980 minutes, at any given playing surface assuming that the surface is lighted and continuously available for use. Based on this information, the following is a list of constraints on the number of games which we will be able to offer during our Sports Highlight tournaments.

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	<b>Hockey</b>	<b>Soccer</b>	<b>Basketball</b>	<b>Volleyball</b>
Usable hours	1,980 min.	1,980 min.	1,980 min.	1,980 min.
Game length	/ 20 min.	/ 20 min.	/ 35 min.	/ 35 min.
Games accommodated	99	99	56	56
Number of courts	× 6	× 6	× 12	× 12
Games available	594	594	678	678

Based on this information we will be registering teams based on the following schedule:

<b>Hockey</b>			<b>Soccer</b>		
Recreational teams	Age	Competitive teams	Recreational teams	Age	Competitive teams
20	10	20	20	10	20
20	12	20	20	12	20
20	14	20	20	14	20
20	16	20	20	16	20
12	18	12	12	18	12
12	Junior	12	12	Junior	12
12	Adult	12	12	Adult	12
116	<b>Total teams</b>	116	116	<b>Total teams</b>	116
	232			232	

<b>Basketball</b>			<b>Volleyball</b>		
Recreational teams	Age	Competitive teams	Recreational teams	Age	Competitive teams
20	10	20	20	10	20
20	12	20	20	12	20
20	14	20	20	14	20
20	16	20	20	16	20
12	18	12	12	18	12
12	Junior	12	12	Junior	12
12	Silver	12	12	Silver	12
12	Gold	12	12	Gold	12
128	<b>Total teams</b>	128	128	<b>Total teams</b>	128
	256			256	

If each division with 20 teams plays four 5–team round robin competitions with the winner of each round robin competition competing in one championship round robin to determine the winner of the division, each division will require forty six games. In addition, if each division with 12 teams plays two 6–team round robin competitions with the top two teams competing in one championship game to determine the winner of the division, each division will require thirty-one games. Based on these constraints, the following number of games will be necessary.

<b>Hockey</b>			<b>Soccer</b>		
Recreational teams	Age	Competitive teams	Recreational teams	Age	Competitive teams
46	10	46	46	10	46
46	12	46	46	12	46
46	14	46	46	14	46
46	16	46	46	16	46
31	18	31	31	18	31
31	Junior	31	31	Junior	31
31	Adult	31	31	Adult	31
277	<b>Total games</b>	277	277	<b>Total games</b>	277
	554			554	

<b>Basketball</b>			<b>Volleyball</b>		
Recreational teams	Age	Competitive teams	Recreational teams	Age	Competitive teams
46	10	46	46	10	46
46	12	46	46	12	46
46	14	46	46	14	46
46	16	46	46	16	46
31	18	31	31	18	31
31	Junior	31	31	Junior	31
31	Silver	31	31	Silver	31
31	Gold	31	31	Gold	31
308	<b>Total games</b>	308	308	<b>Total games</b>	308
	616			616	



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Based on the above information we have comprised the following table to illustrate how much extra court time we will have available in each sport.

	Hockey	Soccer	Basketball	Volleyball
Total games	554	554	616	616
Game length	× 20 min.	× 20 min.	× 35 min.	× 35 min.
Used hours	11,080 min.	11,080 min.	21,560 min.	21,560 min.
Usable hours	1,980 min.	1,980 min.	1,980 min.	1,980 min.
Number of courts	× 6	× 6	× 12	× 12
Total Usable hours	11,880 min.	11,880 min.	23,760 min.	23,760 min.
Total Usable hours	11,880 min.	11,880 min.	23,760 min.	23,760 min.
Used hours	-11,080 min.	-11,080 min.	-21,560 min.	-21,560 min.
Extra hours	800 min.	800 min.	2,200 min.	2,200 min.
	/ 60 min.	/ 60 min.	/ 60 min.	/ 60 min.
Extra hours	13.3 hrs.	13.3 hrs.	36.6 hrs.	36.6 hrs.

As in the series tournaments, extra hours will be used for skills competitions, awards ceremonies, and will provide a buffer should we fall behind schedule for any unforeseen reason.

The following table shows how many athletes we will be able to accommodate in each sport of our extreme sports competition at our Sports Highlight tournaments.

	Vert	Street
Usable hours	1,980 min.	1,980 min.
Total fixed time	- 75 min.	- 15 min.
Time remaining	1,905 min.	1,965 min.
Variable time	2 min.	4.5 min.
Park competition time	+ 6.5 min.	+ 6.5 min.
Total time	8.5 min.	11 min.
Time remaining	1,905 min.	1,965 min.
Total time	/ 8.5 min.	/ 11 min.
Total athletes accommodated	—	178

## FINANCIAL ANALYSIS

### Revenue Streams

#### Entry Fees

Our first and most logical revenue stream will come in the form of entry fees paid by the athletes. We plan to collect entry fees based on the following schedule:

	Traditional sports		Extreme sports	
	Recreation	Competitive	Recreation	Competitive
Entry fee	\$150	\$200	\$30	\$150

In return for the entry fee, paid athletes will receive a t-shirt/jersey to be worn during the competition as well as prizes provided throughout the competition. In the recreational division, where entry fees are less and the competition is second to the fun of playing the sports, prizes will be awarded on a participation basis as well as creative competitions such as the 20th goal of the day, goalies receiving a shutout, and other such creative competitions.

In the competitive division, where entry fees are higher and the competition is more intense, we will be working with our vendors and sponsors to provide high quality prizes to teams that place in the top three in their division. We intend to offer the winning teams a combination of prizes that will total more than double the original cost of their entry fee.

By offering creative prizes in the recreational division, which allows teams the ability to win a prize even if they have no chance of winning the overall competition, we feel that we can really emphasize the importance of simply playing the sport and having fun. While we would like to see athletes improve and grow as a team, in the recreational division, where people simply sign up to play for fun, we want to keep players from becoming discouraged even if they do not do well in the competition. We want them to understand that just because they did not win the tournament does not mean that they cannot still have fun, win prizes, and come back and do it all over again at the next tournament.

In the competitive division however, we intend to stimulate the competition by offering desirable prizes for the top three teams in each division. In addition, we intend to offer the winning team in each division prizes worth double their entry fee. By doing this we hope to show teams that if they feel they have a chance to win the competitive division of one of our tournaments, not only could they have the fun of participating in the tournament and winning, but they could also benefit financially from the competition. Teams that place in the top three in the competitive division will receive prizes to help compensate them for their entry fees and will therefore essentially be competing in our tournaments for free.

### Sponsors

After evaluating the format of our tournaments and clinics, the schedule by which we intend to operate, and our market segment, we have decided to offer the following sponsorship packages:

National			Local		
Number of sponsors	Level of sponsorship	Cost	Number of sponsors	Level of sponsorship	Cost
1	Platinum	\$300,000	3	Gold	\$10,000
3	Gold	\$150,000	5	Silver	\$ 5,000
5	Silver	\$ 75,000	7	Bronze	\$ 2,500

Based on the above table we plan to break our sponsors into two categories, national and local sponsors. National sponsors will sponsor our tournament series for an entire year and will travel with our series to each of our stops. Local sponsors will be sponsors that we pick up in each of the cities our series visits. The cost shown in the local category is the cost of sponsoring one of our events. Since our series will stop in each city multiple times however, sponsors will be encouraged to sponsor our events every time they visit the sponsor's city. In order to encourage this repeat sponsorship, sponsors willing to contract to sponsor each event we offer in their city will be entitled to a 10% discount off of the single tournament sponsor prices. (National sponsorship prices reflect a 20% discount off of the single tournament sponsor prices.)

Based on our evaluation of our tournament series format, the level of contact which we intend to have with our consumers, and numerous other factors, we have identified the following ways in which we can help our sponsors reach our consumers:

- Advertisements on t-shirt/jersey worn during game play
- Advertisements on playing surfaces
- Advertisements on scoreboards
- Advertisements on website
- Distribute sponsor's marketing materials with registration packets
- Provide sponsor's products as prizes
- Allocate space at events for sponsors to setup their own marketing materials

## SPORTS TOURNAMENT ORGANIZER

### Customers

In order to identify companies which would provide a good fit as sponsors for our tournament series we must first describe the market segment which we intend to target. To begin, we will be offering age brackets in our competition that range from 9 years of age through adult; however, we will have twice as many athletes ranging in age from 9–17 as we will in the 18–adult age range. While this seems to suggest that our market segment will be composed of younger consumers, this is not necessarily true.

We will have twice as many 9–17 year old athletes; however, athletes in the 9–15 year old age range will still need to be accompanied by an adult since they will not be able to drive themselves to the events. In addition, it is our hope that we will entice a substantial amount of the athlete's friends and families to attend our events as well. This means that while it is likely that our mean market age is lower, we also intend to draw adults to our events as well, both in the form of athletes and spectators watching younger athletes compete.

Enticing both younger athletes and their parents to attend our events could have very positive results when it comes to attracting sponsors. As noted later in the market segment section of the business plan, teenagers today have higher disposable incomes than previous generations, bringing in an average of \$125 of disposable income per week. While this figure may seem high, we must keep in mind that teenagers do not have the numerous bills incurred by adults, as well as the fact that children today are starting work sooner than previous generations.

While the average teenager in America may have a disposable income of \$125 a week, this still does not mean that the teen will be the party responsible for making the purchasing decisions regarding this money, which provides the perfect opportunity for our tournament series. While families are at our tournaments we will have a relatively captive audience. We plan to schedule games far enough apart so that both athletes and spectators have time to enjoy all of our various offerings in between games, yet close enough together that they will not have time to leave the venue to partake in other forms of entertainment.

This provides us with a somewhat unique opportunity. We will have both teenagers, with this relatively high disposable income, as well as their parents, who are most likely in charge of the purchasing allocations of the disposable income, together at a single location with excess time on their hands. This means that a correctly engineered marketing campaign could reach both the end user of the product and the purchaser at the same time, while the two have time to discuss the situation and take action. From a marketing standpoint, this is a powerful statement.

In addition, athletes in the 18–adult age range are also great candidates for marketing campaigns as well. Considering that each of the athletes at one of our events has just spent somewhere around \$50 simply to compete in the event, we can assume that these athletes have an above average disposable income. While these athletes may not be extremely wealthy, we can assume from the fact that they can afford to participate in leisurely activities such as sports tournaments that they have some disposable income to spend.

### Sponsorship Opportunities

After defining our target market we considered companies which advertise in the sports marketplace. We have identified the following product categories as possible sponsors for our tournament series.

- Car manufacturer: (Scion, Chevrolet, Nissan) With twice as many athletes in the 9–17 year old age brackets, who will be accompanied by their parents and families, we feel that we offer the perfect demographic for a car manufacturer. We have a captive audience in a perfect automobile purchasing age range accompanied by their parents and family members, who have a large say in the decision of what car a teenager purchases.

- Cell phone company: (Cingular, Sprint, Nextel) While almost everyone uses a cell phone in today's marketplace, the prime market for cell phone companies is teenagers. In addition, cell phone companies are currently pushing the option of family plans. With a captive market of teenagers and their families, our tournament series offers a great demographic to potential cellular company sponsors.
- Beverages (Red Bull, Coca-Cola, Gatorade) With the unique mix of sports which we will be offering in our tournament series we offer the ability for a beverage company to transcend the boundaries and reach both traditional and extreme sports athletes at one venue. In addition to reaching the athletes, reaching the purchaser of the groceries for the household, usually a parent, is also key for obtaining results. With the target market and the purchasers in one venue, beverage companies are presented with a unique opportunity.
- Gaming (IBM, Microsoft, Sony) With a target market which closely mirrors the market for sports tournaments, gaming companies could easily market to our consumers. A gaming company could set up a booth to allow athletes to try out their system and games during the time between sports games. In addition, the company could also get parents of gamers involved and provide information to them regarding some of the benefits of gaming.
- Hotels (Holiday Inn, Days Inn, Marriot) We will be offering our tournament series in eight different cities in our first year of operation before expanding to an even larger area and offering tournaments throughout the entire United States. While traveling from city to city participating in our tournaments our consumers will need to stay at hotels. We can offer the ability to secure a continuous customer base for a national hotel chain, or simply increase bookings for a weekend for a local hotel.
- Restaurants (Applebee's, Cracker Barrel, Subway) Once again, our series will operate in eight different cities in our first year before expanding throughout the United States. Athletes as well as spectators will need nourishment while in these cities and sponsoring our events offers a national restaurant chain the ability to secure a continuous customer base, or a local restaurant the ability to boost its sales for the weekend.
- Travel (Southwest Airlines, Enterprise Rental Car, Travelocity) From airfare to rental cars to ticketing agencies, our consumers will be traveling throughout the Midwest to participate in our tournaments in our first year of operation and throughout the entire United States soon thereafter. Sponsoring our tournament series offers travel companies the ability to exclusively market to this group of consumers who is sure to be traveling a great deal.
- Credit Card Companies (MasterCard, Visa, American Express) Credit card companies are constantly trying to sign up new members; however, many people simply throw away applications that arrive in the mail without ever opening them. Our events will provide credit card companies the ability to reach a diverse age group with extra time on their hands to fill out an application. In addition, many families will be attending our events together so the head of the household is likely to be in attendance to make any decisions on the matter.
- Music (Apple, Dell, Sony) Athletes love to listen to music to put them in the mood for competition. Since mp3 players have come to the marketplace, many athletes even listen to music while they are competing. Our events offer a mp3 manufacturer the ability to not only market their products, but also to bring in stations where athletes could pay a fee to download songs.
- Clothes (Nike, Adidas, Reebok) Fashion is important to people of all ages; however, athletes demand fashion with a certain level of functionality. Our tournament series offers the ability for a clothing manufacturer to market its goods to a very diverse crowd spread across seven different sports.

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- Hygiene (Oxy, Proactive, Stridex) With a target market of young athletes, our tournament series offers companies in the hygiene industry the ability to reach their key demographic. Young athletes face many challenges when it comes to skin care and a hygiene company could help to educate both athletes and parents about skin care while also providing samples of their products to athletes right when they need them.

### **Vendors**

In addition to our tournament sponsors, we would like to attract one major vendor in each sport to come to our events for a vendor tradeshow. Each vendor will have exclusive rights in their designated sport which could include features such as vendor logos on the playing surface, exclusive sale and use of the vendor's products at the events, as well as many other creative options. We will be looking for a total of seven vendors to accommodate each of our sports and will be charging a fee of \$200,000 per vendor, as well as 5% of all vendor sales at the events.

Possible revenue streams which we have identified for vendors at our events include the sale of goods at the events as well as a charge for equipment tech support. In addition to these revenue streams however, vendors will also gain a tremendous amount of exposure and will have the ability to work with us to launch a variety of unique marketing campaigns.

For instance, we would like to work closely with each vendor to provide a number of creative sideshows at the events such as athletic demonstrations. Vendors will be encouraged to have any athletes which they have a relationship with come to the events and simply hang out, talk to aspiring athletes, watch games, provide tips, put on demonstrations, and so on. In addition, we would also encourage vendors to provide prizes at the events thereby further increasing their exposure and also putting their products in the consumers hands themselves.

### **Additional Revenue Streams**

In addition to the revenue which we will generate from entry fees, sponsors and vendors, the following is a list of the additional revenue streams which we have identified for our business.

### **Tournament Program**

We will be developing a tournament program that will be available before each event. This program will provide space for sponsors and vendors to advertise, showcase certain teams/individuals, explain different aspects of our various sports, show pictures of the winning teams from the last event, and so on. One program will be provided to each team in the registration packet and additional programs will be \$3 each at the event as well as on our website.

### **Concessions**

We will be subcontracting out concessions at the events to a non-profit group. We will be contacting groups such as the Boy Scouts to organize and manage all concession activity. We plan to collect 5% of the group's sales as another revenue stream. In an attempt to create a wholesome family environment however, no alcoholic beverages will be allowed on the premise. Food such as hamburgers, hotdogs, popcorn, pretzels, chips, soda, water, and sports drinks will be sold at various locations throughout the venue. Our goal for concessions is to keep the menu simple enough that our concessions sub contractors do not require any amenities such as running water or a stove. We plan for them to serve our customers with a barbeque grill and cooler. Our goal is not to serve our customers gourmet meals; we would simply like to provide them with food on the premises so that, should they choose, they will be able to remain at the event for a longer period of time without having to leave to obtain food.

### **Parking**

Parking will be provided free of charge to athletes and coaches. Each athlete and coach will be given a special event parking tag which will allow them to park their vehicle in the lot for the duration of the

tournament. Additional spectators without parking passes will however have to pay a small fee of \$3 to park their vehicles for the entire event weekend. We feel that people are willing to pay a small amount for parking that is close to the tournament location. The extreme sports tournament Gravity Games currently charges \$5 per day for parking. Our event-long parking is much cheaper than the gravity games, and offers a safe, close, and convenient location to the tournament.

**Admission**

Athletes and coaches will be provided with free entry into the venue. In addition, each team will be given five free passes and each individual athlete will be given two free passes. Outside of these, spectators will be charged a fee of \$4 to enter the venue for the entire weekend.

**Product Sales**

T-shirts will be on sale in a number of different sizes, colors, and styles and will be available in pre-printed designs as well as available for personalization on the spot. Consumers will simply be able to choose from the preset templates which we will have loaded into our system, pick the color and size shirt they desire, and within minutes our technician will have their shirt ready for pickup. Some templates will even allow the consumer the ability to put their sport, team, name, and number on the shirt.

In addition, we will also be able to print any of the pictures taken at the event onto a T-shirt within minutes as well. If the athlete has not found a picture he or she likes, we will have a photographer on hand to take a picture which can then be printed onto a shirt within minutes. In addition to T-shirts, our website will offer options such as traditional pictures, coffee mugs, plaques and similar products with pictures printed on them. We will also have player cards available at the end of the series which will be similar to a professional sports card with the athlete's picture on the front and a full list of statistics on back.

**Strategic Partnerships**

In addition to paying sponsors and vendors, we also hope to form a number of strategic partnerships that will help our tournament series grow while providing a benefit to our partner company as well. The following is a list of the partnerships which we would like to have in place by the start of our first season.

- **Media Partners:** We will be partnering with one or more large media sources in order to get our content broadcast to the public. We would like to partner with one internet company such as America Online or Yahoo as well as one magazine company such as Sports Illustrated, which also has a children's sports magazine. We feel that by having a web presence as well as a hard copy media outlet we can better reach our diverse target market. Media partners such as these could vastly increase the exposure that our tournament series receives and prove to be incredibly helpful, especially during our transition to a national level. These outlets could help us to push our content to the public and could boost not only our athlete registration, but also our spectator turnout, thereby increasing the exposure of our sponsors and vendors and effectively helping us to recruit more companies in these areas. In return for the benefit which we receive we can offer these companies exclusive access to a demographic which closely resembles their target market so that they may market their services. We would effectively be inviting the media companies to all of our events and working with them to generate interest in both our tournament series and their media outlet. By increasing interest in our tournament series and convincing our customers to view our content provided by the media outlets we would effectively be increasing business for the media companies, as well as ourselves.
- **Local Specialty Store Owners:** We will be partnering with local specialty stores in each city we travel to. We will be approaching these local stores with a proposition to recruit teams for our tournament series. We will give each store a supply of registration flyers which will be color coded to allow

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us to identify which store an athlete was recruited by. Stores will be compensated 5% of the registration dollars generated by their colored registration flyers. Considering that local specialty store owners have: relationships with customers, mailing lists, relationships with sporting facilities, and most likely even have relationships with a number of sports teams, recruiting athletes to compete at our events should not pose a difficult task. We feel that this relationship will be very beneficial to both parties. We gain the local expertise and connections that the store has developed over time, and the store receives a 5% commission on any teams which sign up for our event based on the stores efforts.

- **Photography/Magazine:** Photography poses an interesting opportunity for us to get others involved in our tournament series. Rather than simply hiring photographers to take pictures at our events we plan to hold a competition. We plan on forming a strategic partnership with universities in each city where we are holding an event. We will be talking to these universities' photography and journalism departments. Our plan is to have students from each university come to the event held in their city to be event photographers for us. The photographers will photograph each team/individual before the first round of competition, as well as taking "action" pictures during the games. These pictures will then be for sale at the events themselves as well as on our website. In addition to taking pictures at the event we will also commission each university to create an event magazine. We will give all of the universities a guideline as to what materials are required to be in the magazine; however, we will be giving each university creative control over most aspects of the magazine design. At the end of the series we will have a competition to see which university created the best event magazine, and the winning university will receive a cash prize. We feel that using student photographers is beneficial because not only will it help to reduce our costs, as we will be paying student photographers much less than professional photography companies, but it will also get another group of people interested and hopefully excited about our tournament series. We plan to promote the photography/magazine contest much like another event being held as part of the series. In addition, we hope that it will help to illustrate that we are interested in giving back to the community. We want to give these students valuable experience in working with real life projects under time constraints. Since each magazine will be released at our next event, each university will only have one week to create and ship the magazine.

### **Officiate & Participate**

Seeing as how we are not merely trying to provide a characteristic sports tournament atmosphere, but rather to help broaden athletes' horizons and help educate them on all the different aspects about any given sport, we will be offering a unique option to athletes of the competitive division. Assuming that many of these athletes will be very dedicated and knowledgeable about their sport of choice already, we would like to give them the opportunity to show this knowledge and save some money at the same time.

We will be offering a Officiate & Participate option to athletes of the competitive division. Should any of these athletes be interested in refereeing the recreational division, they may attend one of our three scheduled clinics in order to obtain the certification required to referee in the tournament series. During these clinics each athlete will receive instruction about refereeing, will be observed while refereeing actual games, and will be required to pass a test that will qualify them to referee in the tournament series.

In return for their services, which will include refereeing a set number of games at the tournament, these athletes will receive a \$60 discount on their entry fee; however, in order to qualify for this discount, the referee must attend one of the three scheduled clinics and indicate their intent to participate in the program on their teams entry form so that we may clear up any scheduling conflicts which may result.

We feel that this is a very good program because it allows children to broaden their knowledge about sports, helps them feel a connection with the tournament series, and also allows them an opportunity to help with some of the cost, an area that is primarily dominated by parents.

### **Battle of the Bands**

In order to promote the high-energy feel that we envision for our sports tournaments, we plan to host a regional “battle of the bands” contest. Currently, venues such as the X Games and Gravity Games feature bands to keep spectators and athletes pumped up for the tournament. In 2004, the Gravity Games brought in two high-energy bands, The Donnas, and Sum 41. We do not wish to spend a large amount of money on paying performers; however, we developed an idea for a battle of the bands competition.

We plan to bring in local and regional high-energy groups which will compete, based on audience applause, for a cash prize. The battle of the bands will take place in peak tournament hours, ensuring the most possible athletes and spectators.

Smaller bands are constantly trying to find new venues and outlets for their music to be heard, and our summer tournament events provide the perfect venue. We don’t plan to drown out all conversation and team communication with music, but rather strategically place the band so that athletes and audience members will have the perfect soundtrack for the weekend. In the downtime between bands we plan to have a DJ play high-energy music over the stage’s PA system.

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## **COMPETITION**

### **Amateur Athletic Union of the United States (AAU)**

Many other sports tournaments and sports tournament series already exist, targeting many of the same athletes as we plan to. One competitor offering multiple sports competition is the Amateur Athletic Union of the United States (AAU). The AAU offers numerous tournaments and competitions throughout the year, acting as venues where amateur athletes can compete for fun in hopes of qualifying for the final event, the AAU Junior Olympics. The Junior Olympics started in Washington D.C. in 1967, offering two events: swimming and track & field. The Junior Olympics is currently the host of many amateur events including: baseball, baton twirling, beach volleyball, boys’ basketball, cheerleading, dance, diving, field hockey, 7 on 7 football, girls’ basketball, golf, gymnastics, indoor soccer, jump rope, lacrosse, karate, multi-events, power lifting, softball, swimming, table tennis, teakwood, track & field, trampoline & tumbling, weightlifting, and wrestling.

### **Hoop it Up**

Hoop it Up is a 3 on 3 basketball tournament that runs during the summer months in the United States and Canada. Hoop it Up directly competes with our tournament series as the format for game play is very similar. In addition, the games are played outdoors with portable basketball goals, making for endless venue possibilities. There are 36 divisions consisting of competitive, recreational, adult male, youth male, and youth female. Hoop it Up also hosts camps throughout the year, which will be in direct competition with our sports clinics.

### **Street Soccer Cup USA**

Street Soccer Cup is a 4 on 4 street soccer tournament series currently operating in Wichita, Philadelphia, Muncie, Detroit, Chicago, Springfield (IL), and Des Moines. The game is played on a street surface with specially designed walls to make game play more exciting. Street Soccer Cup USA is in direct competition with our tournament series, as we plan to offer 4 on 4 soccer games outdoors in small enclosed soccer fields, the same as Street Soccer Cup.



### **X Games**

The X Games is the ESPN owned sports tournament for extreme sports, becoming the first large-scale extreme sports tournament in the world. The X Games started in 1994, and has been hosting a venue for extreme sports in the summer and winter seasons ever since. The X Games is a direct competitor to us because we will be offering three extreme sports in our tournament, with similar rules and judging standards as those used by the X Games. In the past, the X Games has proved a huge success, with the summer games drawing 235,000 people in 2005, and the winter games quickly growing to 160,000 in attendance. The attendance at the Winter X Games has grown 91% since 2002, showing that the extreme sports are drawing more and more people. As the market continues to grow, we feel that we can get into this market and expand on it through our tournament series and clinics.

### **Gravity Games**

The gravity games are described as being “the ultimate action sports, lifestyle, and music festival” which tends to cater to the location of the games. In 2005, the gravity games were held in Swan River, in Perth, Australia. Due to the location, young sports such as kiteboarding and tow-in-surfing were part of the competition. Along with the new sports, the games also include skate, BMX, and in-line. The Gravity Games are a direct competitor to us, because currently, the Gravity Games are among the biggest amateur extreme sports tournaments in the nation. We are planning to offer the same three core extreme sports as the Gravity Games: skate, BMX, and inline. Again, the extreme sports market is young, growing, and popular, leaving many athletes without a large-scale venue to compete at. Our tournament will provide a larger scale event than any local tournament could do, and give athletes an opportunity to compete with others in their region at a competitive or recreational level.

### **Additional Competition**

Since we are offering a variety of sporting events at our tournaments, our primary competition will come from multiple event tournaments, such as the AAU sponsored tournaments, X Games, and the Gravity Games. Although our primary focus of competition is on multiple event tournaments, we cannot ignore the threat of numerous other sports tournaments taking place almost non-stop throughout the year. Tournaments such as Hoop it Up and Street Soccer Cup USA provide a venue for an exciting, fast-paced version of basketball and soccer, respectively. This type of tournament is a large operation, and they are becoming more and more popular. Athletes are continually looking for a new venue at which they can compete, and new tournaments such as the Gravity Games are offering a little twist to the tournament feel, drawing in new crowds all the time.

Some sports tournaments are organized loosely, such as intramural basketball tournaments, drawing in local amateurs to compete for fun. Other tournaments are strictly structured with multiple sponsors and promotional campaigns, examples being any of the tournaments listed above. Despite the heavy competition in the sports tournament market, we feel that our unique mix of traditional and extreme sports offers a venue unlike any of those offered by the competition, allowing our tournament series to cater to more athletes and become a top sports tournament series in the United States.

Although much of our direct competition comes from sports tournaments, many sporting leagues exist which draw in athletes from all over. Local league competition can be extremely competitive, drawing in loyal athletes who have a strong desire to be the best in the league. These leagues, which exist primarily in the traditional sports, pose a large threat to us, as teams and individual athletes may choose to participate in league play rather than paying even more money to compete in a tournament.

In addition to other sports related events however, we must also consider any form of entertainment that piques the interest of young minds as indirect competition to our tournament series. American children in previous years have become increasingly lethargic and less willing to get outside and partake in any form of physical activity. With the creation of new video game formats that allow children to

communicate with their friends through an internet connection as opposed to actually traveling to their homes, previous years have brought many problems with childhood obesity and a sense of complacency among youths in our country.

Recent years however have seen a decrease in this trend as many Americans seem to be on a lasting health craze. Due to national advertising campaigns produced by the government, various news stories, and many shocking health reports, Americans have once again begun to encourage their children to get outside for some activity. While the trend of children staying indoors all day is on a downward spiral, we must still consider any form of entertainment such as video games and movies a form of indirect competition.

Family vacations also act as a competitor to our business. Summer weekends are limited, and many families take advantage of the nice weather to travel. As a result, the Scramble Sports Tournament Series needs to consider the possibility that athletes and spectators may be lost due to vacations, and plan accordingly. Trends in traveling could be changing slightly as gas prices are at an all-time high, and people are traveling less as a result. In addition to gasoline prices rising, plane ticket prices are also rising. This is a threat to us as well, as we encourage athletes to compete in multiple tournaments and clinics in different cities. But, we feel that most people would be willing to drive a shorter distance to our tournaments, whether or not gas prices are higher.

### **Competitive Advantages**

Sports provide an obvious market opportunity because many people like to play sports, and there are many sports that cannot be played alone. Therefore, people need someone to organize and provide them with an opportunity to play these sports. The question is, “Why would people pay the money to play in a sports tournament as opposed to organizing themselves, or paying less money to play in a local sports league?” The idea behind any sports tournament is that tournaments provide a much more exciting venue for people than merely playing locally. There is a certain thrill associated with playing in a sports tournament.

It is true that people could gather themselves to play soccer or basketball, or they could go to a local park to skateboard or bike, but for people who are really passionate about their sport, this is not enough. Some people are so engrossed in their sport of choice that merely playing it with their friends or even playing with others in a local league is not enough. These people want the opportunity to show off their skills and play against other top competitors across the nation. Sports tournaments give these athletes the opportunity to meet and compete against others who share their same love and desire to excel in their chosen sport.

We feel that Scramble is unlike any other sports tournament in the world, offering a unique mix of sports and attracting athletes and sponsors alike in order to successfully run and grow a new sports tournament in the United States. In addition to the unique structure of our tournament, we also have a great source of industry knowledge at our disposal, as well as many close sponsor connections that we will use to grow and promote the Scramble tournament series. The specific competitive advantages which we have identified are explained in detail below.

### **Unique mix of traditional and extreme sports**

As we have stated many times earlier, our tournament offers both traditional and extreme sports for recreational and competitive athletes alike. The Junior Olympics is among our top competition, offering multiple sports, but not including any extreme sports in the mix of events offered. We feel that we are at an advantage by offering extreme sports because they will provide many new opportunities for both athletes and sponsors to pursue new interests. By combining both traditional and extreme sports, interest in each individual sport will increase and potentially inspire and influence many people to broaden their horizons.

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The Olympics are starting to add some extreme sports such as snowboarding to their mix of sports and this is broadening their viewing spectrum by drawing in viewers and fans of these sports. However, at an amateur level the Junior Olympics has not caught on by adding any extreme sports into the mix. The Gravity Games offer many sports, some which may not be considered extreme, but they still don't offer a complete traditional and extreme mix. As a result, we feel that there is a huge opportunity that needs to be seized by combining traditional and extreme sports at both a recreational and competitive level, attracting athletes from all walks and avenues to one major sporting event.

### **Industry knowledge at our disposal**

In addition to our passion and drive for the Scramble tournament series, we have an abundance of information and industry knowledge available to us. One advisor and potential investor that we have been meeting extensively with is Thomas Risheo. Thomas, along with the help of his son Bobby Risheo (the Owner/CEO of Scramble) has the experience of starting a successful and profitable national hockey tournament series which brought in sponsors and athletes from all over the United States. He is a great asset to our company, providing us with information for starting a sports tournament, and also acting as a mentor, insuring that we will not commit an obvious mistake or take the Scramble tournament series in a wrong direction.

### **Close Sponsor Connections**

In order to make Scramble a reality we will require contributions from major sponsors and vendors. In order to build the Scramble tournament series to the successful level that we desire, we will not only need local sponsors, but also support from national sponsors and sporting goods vendors across the sports spectrum. Bauer/Nike, a major developer and producer of hockey equipment, has already expressed interest in becoming a vendor and contributing to our tournament series. Thomas Risheo has been in close contact with Bauer/Nike throughout the years and as a result was able to put us in contact with the hockey equipment giant. Bauer/Nike was excited to hear from us and has already sent us high quality equipment and gear as an example of equipment contributions they would be willing to donate for prizes at the Scramble tournament series. We feel that getting a connection with an industry leader such as Bauer/Nike will only help us to secure and land other contracts and deals with industry leaders in other sports. Bauer/Nike is the first potential vendor that we have been in contact with, but a full list of potential sponsors and vendors can be found in the primary revenue streams section of the business plan.

### **Market Opportunity**

Our tournament series hopes not only to attract athletes who are looking for the excitement of competing at the top level in their sport, but also those athletes who simply love the sport in which they compete, even if they are not highly skilled. We intend to provide an atmosphere in which these athletes can learn what separates them from athletes at the top of their sport, and also to provide tips to help close this gap.

Many young athletes are simply interested in watching top athletes compete, and then trying to emulate them. We feel that by offering both a competitive and a recreational division we will give less talented athletes the ability to watch some of their more skilled counterparts and possibly learn a few things before they are scheduled to play.

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## MARKET ANALYSIS

The sports tournament industry is consistently profitable and always growing over time, as people continue to love sports. The average annual sales (based on over 18 million companies) for a company operating in the amateur sports tournament industry is \$2,538,445 (Bizminer.com). As new sports continue to emerge, both children and adults become involved and excited about these new sports.

There are constantly new tournaments and venues that host these emerging new sports. Sports such as biking and aggressive inline skating are relatively new and have become popular in the last couple decades. Venues such as The X Games and Gravity Games cater to these new sports and provide a successful large-scale tournament.

The Scramble tournament series is combining two separate industries: traditional sports and extreme sports, enabling us to generate a profit in our beginning years of operations, in an industry that already proves to be good for startups. According to Bizmer.com, the average annual sales for a startup company in the amateur sports tournament industry are \$242,000, based off of data from seven companies in the first three years of operation.

We plan to grow the Scramble tournament series every year by adding sports to ensure new and larger audiences for future years of operation. Our growth strategy will enable us to attract many different athletes and fans from all sports, traditional or extreme. As our growth continues, we will have to explore new venue opportunities to host so many additional sports. Our growth strategy can be found below in the business plan. As Scramble proves to be a safe, clean, unique and exciting tournament for amateur athletes, we will continue to grow a satisfied customer base that will return for years to come.

The market for the Scramble tournament series is large, and it is somewhat hard to define each and every possible consumer or participant. There are age categories for each amateur sport that we offer, providing a narrowed down group of people. On the other hand, it is much harder to define each and every group of people that may come as spectators to the Scramble tournaments. The diversity of the audience increases even more by combining the traditional and extreme sports into one tournament. The only thing that the overwhelming majority of people attending the tournaments have in common is the fact that they love sports. The various market segments are explained below.

### **Athletes competing in the tournament**

The market for athletes competing in the Scramble tournament series is rather specific, as we provide age groups and requirements to compete. The athletes' age groups range from age 9 to adult, with the 9–17 age range having double the amount of athletes, with a recreational and competitive division offered in most age groups. We picked these age groups strategically, knowing that we can find amateur athletes in each of these age groups to fill up all possible time slots, thereby receiving the highest profit possible. In a recent article explaining teen spending in America, it is said that teens spend \$159 billion each year. The article also explains that teens have a high disposable income, bringing in an average of \$125 a week. Another article from the Sunday Tribune explains that teens today have a higher disposable income than generations before, buying mobile phones, iPods, clothes, stereos, and CDs. We feel with this recent trend towards more disposable income will only help our tournament series, bringing in athletes that are willing to pay higher amounts for entry fees, and more willing to compete in multiple tournaments or clinics throughout the year. Hoop it Up basketball tournaments offer age divisions ranging from age 8 to adult. Street Soccer Cup USA offers age divisions from under 6 all the way up to adult. The AAU offers age groups ranging from 8 years old to 18 years old at their events. With the amount of time we have allotted for our tournament series, we feel that the age divisions ranging from age 9 and up are appropriate. In addition, we feel that our target age of 9 to 17 is right on track to bring in the athletes with high disposable income.

### **Friends and Families of Athletes**

We expect to see many spectators from the same age groups as outlined for the sports, as people will attend the tournament to watch their friends compete. At younger ages, children tend to be friends with each other, regardless of whether or not they play a sport together, and as a result, we plan to see many friends of athletes attending. In addition to the friends of athletes attending the Scramble tournaments, we also expect to see a great number of families, or family members, attending the tournaments as spectators and coaches. The vast majority of athletes will have family members, which are at the

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tournament as spectators, to watch their children participate. Families attending sporting events tend to spend money on many different things including: concessions, parking, photographs, magazines, clothing, and equipment. We expect to see much of our revenue coming from the families of the athletes, especially from the younger age divisions where a larger percentage of families will attend the events.

### **Families and other individuals**

Finally, we expect to see many families and individuals that are not associated with athletes or vendors at the Scramble tournaments. We will be advertising in and around the cities where the Scramble tournament will be visiting, ensuring a market of spectators from all different ages. We plan to see a lot of families simply wanting to have something to do on a summer weekend. Also, we expect to see groups of children attending the tournament, again, looking for something to do. The Scramble tournament provides a safe and clean environment for children and adults alike, and we plan to advertise this aspect to parents who are letting their children attend the event as spectators.

### **Sponsors**

Another market segment for our series includes national and local sponsors at each clinic and tournament. A complete sponsor section is described above, which details specific industries and companies within those industries that we would like to contract with. For example, Cingular is third on the list for the top sports advertisers, and they share a similar target market as us. The Scramble series would be a perfect place for Cingular to reach new potential cell phone users, while sticking to their sports advertising trend. Local sponsors may include a wide variety of businesses, ranging anywhere from a restaurant to a funeral home. We feel that we can provide local sponsors with a great marketing and advertising opportunity, encouraging the sponsors to pay for sponsorship of multiple events in their city.

### **Vendors**

The Scramble series will generate revenue through vendors operating at the tournaments and clinics, creating another market segment. A significant amount of our income is scheduled to come from vendors, making this a very important segment. We plan to approach big-name, high quality vendors to participate in the Scramble series, as this will draw in more revenue and attract more athletes. The equipment used for game play in each sport will be provided by the vendors, and we hope to associate the Scramble series with quality names in each industry. For example, when a person thinks of quality products in the hockey industry, names such as Bauer/Nike, Easton, and CCM come to mind.

Although some of the market for the Scramble tournaments is unpredictable and variable, we feel that the most important target market is the athletes. If we can fill up all of the individual and team time slots, the Scramble tournament series will be profitable simply from athletes, and the athletes' friends and families. Word of mouth is a powerful form of marketing for sports tournaments in general, and we feel that a satisfied group of athletes will be a better marketing device than any advertising or promotional campaign. Satisfied athletes return to tournaments that they enjoy, and therefore, we will try everything within our power to make the Scramble tournament series an exciting, safe, and clean environment for everyone attending, ensuring customer retention for years to come.

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## **MARKETING & SALES**

### **Marketing Strategy**

Since we are a startup company, our marketing strategy is set to be a little more intense in the first couple of years of operating as a major sports tournament series. In order to make Scramble a successful

tournament series, we will first need to find enough teams to fill all of our competitive and recreational divisions for each sport. This will ensure maximum income and exposure in the first few years of operation. Since the tournament will be running in a variety of different locations and cities, we will need to construct an intensive marketing campaign at each location well in advance of the first tournament date.

**Store Owners**

We have observed that when children get involved in sports, they tend to surround their entire lives with that sport, constantly hanging out at sporting goods stores or specialty sports stores. As a result, storeowners have knowledge of many teams in their area, as well as a listing of teams in a particular sport. The store may even organize a sports tournament, whether it is on a local or regional level. This information is potentially a great asset to our company, as we plan to utilize a guerilla marketing campaign in each city prior to the start of the tournament series.

**Color Coded Forms for Commission**

Before the first year of operation, 7 or 8 employees of our tournament series will travel to each city on the tournament schedule, spending 14 days talking with major sports shops in each city that are associated with the sports we intend to offer. Our employees will talk to as many sports shops as the travel time will allow. We will provide each shop with tournament signup forms, which will be color-coded based on the specific store. When a team or individual signs up on a specific form, the store associated with that signup form will be paid a commission. In addition, the employee that gave the forms to the sport shop will be paid a commission. Bobby Risheo and possibly one other founding member will travel around to each city, building strong relationships with shop owners to promote our tournament series. The shop owners will then help us to secure teams for the first annual Scramble tournament series.

**Guerilla Marketing**

In addition to talking to shop owners, we plan to spend any additional time in each city talking with teams and coaches first hand. We plan to check out local practice areas so that we can establish a personal relationship with teams in an attempt to secure teams for the first year of the series. Most of all, we want to get people in key areas excited about our tournament, and we feel that the best way to do that is to talk with the coaches and teams first hand. If a kid hears one of our employees talk about how much the Scramble tournament series wants their team to compete, that kid is going to be a lot more excited than simply seeing a poster of the tournament hanging up. We feel that by directly speaking and interacting with potential teams and vendors, Scramble can hit the ground running and have a successful inaugural year.

**Posters and Flyers**

Although we would prefer to reach all potential teams and vendors personally, there is only so much time allocated for each city, resulting in missed opportunities. To counteract this situation, we will hang posters and give out flyers the entire time that we are in a certain city or region. If we can convince sports stores and shops to hang our posters and give out flyers promoting the tournament series, we feel that we can potentially find additional athletes to compete. Also, if we have previously developed a relationship with a shop where the poster is located, the storeowner will potentially be excited about the series and further promote our series to athletes and coaches alike.

**Website**

Each poster and flyer will also contain a URL address for the Scramble website. Our website will contain information about each event including: times, locations, and requirements for competing in each event. After the first event of our tournament series, the website will also include pictures and highlights from the previous events.

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The website will also contain a section that will allow you to register for your events, and pay using a credit or debit card. We will offer a small variety of apparel featuring our tournament logo, which can also be paid for using a credit or debit card. Finally, we will also have any leftover tournament shirts just in case an athlete or spectator didn't get a chance to purchase one at the venue.

In addition, the website will also contain a section about the rules of every sport that we are offering at our tournament. Each rulebook will be in a downloadable PDF file. In addition, the website will have a video section, featuring highlights of current and past tournaments. We will also have a Webcam in the video section, which will feature live footage of the entire summer sports tournament series.

A full sponsor section will be on the website, giving potential sponsors for the national and local level a chance to check out pricing and sponsor benefits. Forms will be linked on the website, letting sponsors register online if desired.

Next, a section on the website will allow anyone to be put on our bi-monthly email list. The people on the email list will receive the latest tournament news and promotions and discounts on various things, such as entry fees and merchandise.

Finally we will have a section on the site about how to get involved with the tournament itself. You can fill out an application online to volunteer or apply for a position with the tournament series. Part time and full time positions will be listed on the website, and allow for us to draw employees and volunteers from all different cities throughout the region.

### Word of Mouth

Finally, after the first few years of successful tournaments, we plan for a large amount of athletes and coaches contacting us through word-of-mouth marketing. The best advertising for our series will be from happy and satisfied athletes and coaches that competed in the tournament in previous years. Along with limited space for each sport, our tournament has limited time for teams to compete, which restricts the amount of teams that the Scramble tournament series can accommodate. We feel that word-of-mouth advertising, along with strong relationships developed early on, will provide the Scramble tournament series with plenty of potential teams and athletes in future years.

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## GROWTH STRATEGY

The Scramble tournament series will require a lot of work during the months that we are not in operation, especially in the months preceding the first year of operation. We have devised a series of phases that we will follow in order to prepare for, and to run the company in the first year of operation. Each phase is outlined in detail below.

### Phase 1: Prior to First Year of Operation

1. **Secure Venues:** First, we will secure all of the venues that will be needed to operate the clinics, Sports Highlight tournaments, summer series tournaments, and finally the national championship tournament in Muncie, Indiana. We are currently researching venue opportunities around the country, attempting to find places that will offer accommodations for all of our traditional sports, as well as an area to build courses for the extreme sports.
2. **Secure Vendors:** In addition to securing sponsors, we must also find one major sports vendor in each sport which we intend to offer. Vendors will provide our series with revenue in the form of the initial vendor fee, as well as a 5% commission on all goods sold at the events. All seven vendors must be identified and contracted before the start of our first season as our extensive vendor showcase is one of the main spectator draws for our tournament series.

3. **Secure Sponsors:** In order to make our first year of operation a success, we will need sponsors to fill up our requirements for the platinum, gold, silver and bronze sponsor categories. The anticipated number of sponsors which we intend to attract in our first season can be found in the financial section of the business plan. Finding sponsors is a top priority, as they will bring in a great deal of revenue and prizes for the tournament.

#### Phase 2: Prior to First Year of Operation

1. **Purchase/Build Equipment:** The next stage of our development cycle will involve purchasing and/or renting all of the equipment for the first year of operation. The biggest pieces of equipment that we will need to provide will be the ramps, rails, and half pipe for the three extreme sports offered in the first year. Also, we will need to purchase materials to build a small wall around the hockey and soccer rinks, to keep flying pucks and balls in play. We plan to buy the raw materials to construct each and every piece of the course, reconstructing the entire course with the help of our volunteers and employees at each location. In addition to the extreme sports course, we will need flood lights for night events. Also, we will need to purchase a large amount of banquet tables and tents for athlete registration, concessions, and parking attendants. In order to travel between events, we plan to purchase trucks to transport our lights, tables, hockey and soccer equipment, and extreme sports course from venue to venue. The purchase of any additional supplies and raw materials, such as extension cords, portable toilets (if necessary) will be made during this stage in the development cycle.
2. **Obtain Event/Liability Insurance for Venues:** We are currently researching insurance costs for operating at different venues, as some venues have the ability to provide insurance to renters and some do not. Also, we have been in contact with an insurance company that has informed us of the possibility of obtaining outdoor tournament insurance in case of weather delays or cancellations.

#### Phase 3: First Season of Operation

1. **Team Sign Up:** The first step before running any clinics or tournaments must be to secure all of our athletes. We cannot expect to fill our age divisions and groups to 100% capacity in the first year; rather, our financial projections for year 1 assume a 70% capacity. Year 2 assumes an 85% capacity, and we predict to be at 100% capacity in year 3. Our primary method for teams to sign up for the tournament is through our website, which features a section allowing teams to register and input all of their information online, including their payment. Teams will be asked on the website to input, if any, the color of the flyer or card from which they heard about the clinic or tournament. This will enable us to pay commission to the employee or volunteer responsible for distributing the flyer or card. Teams may also use the actual flyer, which will have a registration section, and mail the form and payment to our office in Muncie, Indiana.
2. **Marketing/Advertising:** While actively pursuing teams to participate in our first year of tournaments, we will also be advertising in tournament cities and surrounding areas. In phase 1, we are planning to secure a media partner, which can provide us with advertising and marketing through different mediums, such as internet, magazine or radio. In addition to the advertising and marketing through the media sponsor, we also plan to invest \$40,000 in advertising before the first season of operation.
3. **Transportation to Cities:** In order to accommodate all of the equipment necessary to run such a large-scale operation, we will purchase 5 trucks with a closed cargo compartments, and 4 flat bed trailers which will be pulled by pickups. Based on weather charts and travel distances, we have devised a yearlong route that we will follow for our first year of operation. The weather charts and a map detailing the travel route which we plan to follow can be found in the appendix of this business plan.
4. **Clinic/Tournament Set-Up:** The set-up for each clinic and tournament will be rather extensive, as we have 7 sports to prepare for during the summer tournament series. We plan to have 25



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employees setting up all necessary equipment for the summer tournaments, under the supervision of 3 high level managers, making sure the set-up runs smoothly. Set-up time will take 500 human hours for the summer series events, bringing the total set-up time to 20 hours.

5. **Marketing in Cities of Operation:** Although we do not plan to aggressively market our off-season tournaments and clinics during the operation of these events, we do plan to market our summer series in the city of operation, during the weekend of operation. This marketing campaign will require 10 employees who will aggressively travel around the city of operation putting up flyers, and promoting events such as a dunk contest, battle of the bands, and professional athletic demonstrations. We want to try and get the public in each city excited about our event, in hopes of starting a tradition where people look forward to our event each year.
6. **Running Clinics/Tournaments:** Running the clinics, off-season tournaments, summer series, and championship will all vary from each other in terms of employee numbers. The management and employee duties for each of these events will be basically the same, with the exception of the clinics. Labor costs for the summer series are roughly \$50,000, and the off season tournaments demanding \$25,000.
7. **Equipment Tear Down:** The takedown of all equipment used at the clinics or tournaments will require precise coordination between many employees. As with the set-up, we will require 25 employees to help with the tear down, being supervised by 3 managers. The total time for tear down of the summer series events is estimated to take a total of 25 hours. After the completion of phase one and two in the development cycle, the Scramble tournament series will be ready for the first season of operation. Our first event will be a clinic in Bloomington (April), followed by a clinic in Muncie (May) before the summer tournament series kicks off. The actual time allotted for this development cycle is yet to be determined, as we are not sure what the first year of operation will be. If we plan to start the tournament in the summer of 2007, we will have the time available from this current day until the first tournament of the series in the summer of 2007 for phases one and two. We feel that the summer of 2007 is the earliest that we could start the series, ensuring the tournament that we have envisioned. If we were forced to push back the start date to 2008, we will simply have more time for each one of the stages in phase one and two of the development cycle. The three phases described above outline what it takes for us to get through the first year of operation. We plan to have a phase four, which will include growing the tournament to a national level, and adding more sports in the process. As described earlier, the Hispanic population in places such as Florida, Texas, and California provide for much opportunity for the sport of soccer. Depending on the success of our series in the first year, we plan to expand nationally into different regions, slowly taking advantage of new markets. We also plan to add at least one traditional and extreme sport every year, further tapping into new markets, and expanding the size of our tournament series to a new level. We realize that a full-scale national tournament involves many risks, and for this reason, we are starting regionally and expanding based on the successes of our first year of operation.

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## RISK FACTORS

There are many risks associated with starting a major sporting tournament. The idea of competition and sporting events is not a new concept, and as a result, there are many existing competitors and tournaments already in place for every sport, including those we are offering in our mix. A list of potential risks to the Scramble tournament series, as well as our answers to those risks, follows:

- Not being able to secure enough teams for our first year of the tournament series. If we do not succeed in filling all time slots for every sport, we are losing out on registration money, and losing out on athletes who could potentially visit vendor booths and purchase concessions, photos, and other merchandise. We could also lose money if our city-to-city campaign fails, and we are

spending traveling money, while not making the money back on new teams or sponsors. We are however not relying exclusively on our marketing efforts to provide all of the teams. In addition to the marketing campaigns which we are launching on our own, we will also be working with our strategic partners to locate teams. Strategic partnerships with local sporting good and specialty store owners should provide us with a large number of contacts which we can transition into clients.

- Other sporting events taking precedence over the Scramble tournament series. There are constantly sports tournaments occurring, ensuring that the Scramble tournament series will conflict with the schedules of athletes. If we fail to recognize another major tournament going on at the same time, we will lose out on athletes and sponsors for our tournament. In an effort to avoid two tournaments occurring at the same time and preventing athletes from being able to attend one of them, we must conduct extensive market research into the tournament schedules of our competitors and try to avoid scheduling our events opposite our competitors in our first year of operation. We are trying to build a strong tournament that will keep people coming back year after year, and minimizing the overlap of our tournament to others is a key strategy for our future success.
- Offering a mix of traditional and extreme sports. To our knowledge, a major tournament series offering traditional and extreme sports has never been attempted, and this poses a risk as we are attempting a completely new business venture. We feel that our tournament has created a niche market, attracting a mix of athletes which have never previously been brought together, but this mix may not be appealing to the coaches and/or athletes, resulting in a loss of participants. While we are prepared to make every effort to get this mix of sports to work well together and create cross interest between traditional and extreme sports, should this mix not work, we could easily modify our tournament structure and remain in operation. We could simply separate the extreme and traditional sports either at the same venue, or at entirely separate venues. While this would require a small amount of additional work on our part, we do not feel that separating the two sporting types would be out of the question should they fail to work well together.
- Offering seven sports in the first year of the tournament series. Many tournaments provide a venue for only one sport, and still prove to be a challenging event to manage. Starting with seven sports is a big step, one with big potential and also a large amount of risk. We may underestimate the volume of people attending, and the employees and volunteers necessary to make for a successful tournament. While operating a tournament of this magnitude will be a challenge, this is a risk which we have considered in every aspect of the design of our series. We decided to follow a growth strategy similar to that of the AAU Junior Olympics in that we are offering only a limited number of sports in our first year of operation, and we are planning to add between two and three additional sports every year. While this still leaves us offering seven sports in our first year of operation, we have an experienced management team, as well as an experienced mentor, and we feel that if we properly plan, we will be able to handle this difficult task.

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## **FINANCIAL ANALYSIS**

The Scramble Sports Tournament Series is tentatively scheduled to be operational in April of 2007, with our first event starting on April 27th in Bloomington, Indiana. One financial goal of the company is to turn a profit after our first season. This is planned and reflected in our financial statements as we plan to have a net income of \$800,000 at the end of season one. In order to achieve this goal our most valuable assets will be our relationships with our sponsors/vendors and with our customers. Bringing these two groups of people together in an environment of learning and competition will not only help Scramble accomplish its financial goals, but will also bring athletic knowledge, advancement, and competition to all who participate in our events.

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### Request for Capital

Scramble is projecting to achieve a positive Net Income at the end of Season 1 while operating at only 70% revenue capacity and we intend to fund the operation with \$1.4M in incremental stages. Though the financial statements show that all of Scramble's funding is in the preseason, in reality funding comes in 3 rounds. The current management team will contribute \$140,000 in a bootstrap round lasting four months. The second round of funding will be a request for capital of \$500,000 in the month of October. The final round of funding will be a request for capital of \$1,000,000 in the month of March in order to purchase all fixed assets required for the first season of events.

Scramble offers these funding requests to investors with a passion for increasing the youth of America's athletic knowledge and ability. Potential investors also include vendors and sponsors as they will benefit directly from the success of the Scramble Sports Tournament Series.

Milestone phase 1		Milestone phase 2
Bootstrap	Round 1	Round 2
June/September 2006 Hard cash establishment: \$14,000	October/February 2006 Seed round advertising: \$500,000	March 2006 - March 2007 Fixed asset purchases: \$1,000,000
-Consult with and select venues in different cities where events will be held	-Finalize partnerships/relationships with sponsors/vendors	-Purchase necessary transportation assets
-Consulting with and establishing sponsor/vendor relationships and strategic partnerships	-Finalize partnerships/relationships with event venues	-Purchase necessary equipment for the events themselves
-Assemble full management team	-Dispatch sales team	-Begin operating and incurring costs associated with events in April.
-Produce and distribute literature	-Establish legal and accounting relationships	
-Assemble sales team		

### General Financial Plan Assumptions

- Scramble will have a fiscal season starting at the beginning of April as this is the month of the first event. Upon the month before April, Scramble will have purchased all assets necessary to successfully implement all of the events, whether clinic or tournament, for the first full year's schedule.
- Preseason is established as being from the beginning of June of 2006 to March of 2007. No revenues will be earned in this point and time. The costs and expenditures associated with preseason are not reflected in the financial statements of year one.
- It is assumed, and displayed in the financial statements that during the first season's schedule, Scramble will be able to fill its team/individual slots per event to 70% of their capacity. The second season's events are assumed to be filled to 85% capacity. Events of season three, four, and five are assumed to be filled to their full capacities.
- Fixed assets purchased by Scramble will be transported from event to event with the company's own mode of transportation. Prices for travel/transportation of Scramble's equipment is heavily dependent on prices of fuel and the petroleum industry.

### Revenue Assumptions

- There are ten sources of revenue for Scramble that are displayed in the financial statements: Entry Fee, Clinic Signup, Sponsor Revenue, Vendor Revenue, Program Sales, Event General Admission, Concessions, Parking, Magazine Sales and Photograph Sales.
- Entry fees, sponsorships, and vendor revenue comprise close to ninety percent of Scramble's Revenue, therefore, the company's success is heavily dependant on these three revenue streams.
- Concerning the smaller revenue streams, Scramble prescribes that a certain percentage of the population will purchase any one average item from the revenue streams. These percentages and cost of the average items are outlined in the financial statements under Secondary Revenue Streams.

- In projecting the attendance of the different events, several assumptions were made on the number of spectators a participant would draw to the event. It is thought by the management team, conservatively, that on average a participant would draw from 1.5–2.5 spectators per event depending on how close the event is filled to full capacity (whether we have filled all team slots).
- Since the various athletes will likely be present at the event during only the hours of and surrounding his/her own competitions, the management team can safely assume that the full attendance of an event will not be present all at one time, although the company does have the ability to accommodate the full attendance.

### Sponsorship and Vendor Assumptions

- The management team concludes and displays in the financial statements that Scramble will have attracted one national Platinum Sponsor, one local and one national Gold Sponsor, one local and one national silver sponsor, and one local Bronze Sponsor to take part in the first season's schedule of events. Over the next four seasons the management team plans to fill all available unit packages for sponsorships.
- The management team assumes that in the first season it is possible to fill all available spaces for vendors. We feel that unlike sponsors, vendors will be readily willing to put their products up for prizes and display as they will have exclusive rights to their designated sport. Other benefits include vendor logos on the playing surface, exclusive sale and use of the vendor's products at the events, as well as many other creative options.

### Preseason expenditure operating costs

Preseason expenditure breakdown		
Fixed assets	Quantity	
Banquet tables	30	\$ 2,000
Skatepark equipment	—	\$ 75,000
Flood lights	20	\$ 10,000
Tents	10	\$ 20,000
Trucks/auto	5	\$400,000
Trailers (Flatbed)	4	\$ 50,000
Basketball goals	6	\$ 3,000
Hockey nets	6	\$ 3,000
Volleyball nets	6	\$ 3,000
Stage	1	\$ 20,000
Grandstands	15	\$ 30,000
Soccer nets	6	\$ 3,000
Hockey/soccer rinks	6	\$120,000
Other equipment	—	\$ 20,000
Office furniture & supplies	—	\$ 15,000
<b>Total equipment costs</b>		<b>\$774,000</b>
<b>Business operations</b>		
Advertising	—	\$ 40,000
Travel	—	\$ 40,000
Accounting	—	\$ 10,000
Administrative salaries	—	\$ 38,000
Legal fees	—	\$ 30,000
Office expenses	—	\$ 5,000
Utilities	—	\$ 15,000
Literature production	—	\$ 20,000
Payroll	—	\$ 15,000
Office rent	—	\$ 4,000
Office supplies	—	\$ 3,000
<b>Total other cost</b>		<b>\$220,000</b>
<b>Total costs</b>		<b>\$994,000</b>

## SPORTS TOURNAMENT ORGANIZER

### Income statement

Preseason—2007 season

Revenue	Preseason	April	May	June	July	Aug	Sept
Entry fee revenue	\$ —	\$ —	\$ 80,000	\$400,000	\$160,000	\$ 135,000	\$ 45,000
Clinic revenue	\$ —	\$ 50,000	\$ 55,000	\$ —	\$ —	\$ 50,000	\$ —
Sponsor revenue	\$ —	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Program revenue	\$ —	\$ 2,008	\$ 2,515	\$ 10,040	\$ 4,016	\$ 2,515	\$ 2,424
Vendor revenue	\$ —	\$120,800	\$120,800	\$120,800	\$120,800	\$120,800	\$120,800
Concessions revenue	\$ —	\$ 869	\$ 4,312	\$ 17,212	\$ 6,885	\$ 4,312	\$ 2,494
General admission revenue	\$ —	\$ 518	\$ 1,952	\$ 7,172	\$ 2,869	\$ 1,952	\$ 1,039
Photography revenue	\$ —	\$ 1,208	\$ 5,989	\$ 23,905	\$ 9,562	\$ 5,989	\$ 3,464
Parking revenue	\$ —	\$ 217	\$ 1,078	\$ 4,303	\$ 1,721	\$ 1,484	\$ 623
Magazine revenue	\$ —	\$ 1,546	\$ 7,665	\$ 30,598	\$ 12,239	\$ 10,553	\$ 4,433
<b>Total revenue</b>	<b>\$ —</b>	<b>\$252,165</b>	<b>\$354,310</b>	<b>\$689,030</b>	<b>\$393,092</b>	<b>\$ 407,604</b>	<b>\$255,277</b>
<b>Cost of sales</b>							
Payroll	\$ 15,000	\$ 77,000	\$167,000	\$450,000	\$180,000	\$ 167,000	\$ 40,000
Office rent	\$ 4,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Venue rent	\$ —	\$ 15,000	\$ 30,000	\$ 80,000	\$ 30,000	\$ 30,000	\$ 15,000
Prizes/awards	\$ —	\$ —	\$ 10,000	\$ 25,000	\$ 10,000	\$ 20,000	\$ 5,000
Office supplies	\$ 3,000	\$ 1,000	\$ 1,000	\$ 3,000	\$ 1,500	\$ 3,000	\$ 1,000
Sales commission	\$ —	\$ 4,500	\$ 12,150	\$ 36,000	\$ 14,400	\$ 16,650	\$ 4,050
<b>Total cost of sales</b>	<b>\$ 22,000</b>	<b>\$ 98,500</b>	<b>\$221,150</b>	<b>\$595,000</b>	<b>\$236,900</b>	<b>\$237,650</b>	<b>\$ 66,050</b>
<b>Gross profit</b>	<b>\$(22,000)</b>	<b>\$158,165</b>	<b>\$133,160</b>	<b>\$ 94,030</b>	<b>\$156,192</b>	<b>\$ 169,954</b>	<b>\$189,227</b>
<b>Operating expense</b>							
Advertising	\$ 40,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Other rentals	\$ —	\$ 3,333	\$ 3,333	\$ 3,333	\$ 3,333	\$ 3,333	\$ 3,333
Travel	\$ 40,000	\$ 5,000	\$ 10,000	\$ 25,000	\$ 10,000	\$ 10,000	\$ 5,000
Accounting	\$ 10,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Admin salaries	\$ 38,000	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
Depreciation	\$ —	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
General/event insurance	\$ —	\$ 15,000	\$ 30,000	\$ 75,000	\$ 30,000	\$ 30,000	\$ 15,000
Legal fees	\$ 30,000	\$ 1,000	\$ 1,000	\$ 5,000	\$ 1,000	\$ 1,000	\$ 1,000
Office expenses	\$ 5,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Utilities	\$ 15,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Literature production	\$ 20,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
<b>Total operating expense</b>	<b>\$ 198,000</b>	<b>\$ 52,833</b>	<b>\$ 72,833</b>	<b>\$136,833</b>	<b>\$ 72,833</b>	<b>\$ 72,883</b>	<b>\$ 52,883</b>
<b>Total costs</b>	<b>\$ 220,000</b>	<b>\$151,333</b>	<b>\$293,983</b>	<b>\$731,833</b>	<b>\$309,733</b>	<b>\$ 310,483</b>	<b>\$118,883</b>
<b>Operating income</b>	<b>\$(220,000)</b>	<b>\$ 6,832</b>	<b>\$ 60,327</b>	<b>\$(42,804)</b>	<b>\$ 83,358</b>	<b>\$ 97,121</b>	<b>\$136,394</b>
<b>Income tax</b>	<b>\$ —</b>	<b>\$ 2,050</b>	<b>\$ 18,098</b>	<b>\$(12,841)</b>	<b>\$ 25,008</b>	<b>\$ 29,136</b>	<b>\$ 40,918</b>
<b>Net income</b>	<b>\$(220,000)</b>	<b>\$ 4,782</b>	<b>\$ 42,229</b>	<b>\$(29,963)</b>	<b>\$ 58,351</b>	<b>\$ 67,985</b>	<b>\$ 95,476</b>

(continued)

## SPORTS TOURNAMENT ORGANIZER

### Income statement (CONTINUED)

Preseason—2007 season

Revenue	Oct	Nov	Dec	Jan	Feb	Mar	Year 1
Entry fee revenue	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$1,090,000
Clinic revenue	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ 155,000
Sponsor revenue	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 900,000
Program revenue	\$ 2,424	\$ 2,424	\$ 2,424	\$ 2,424	\$ 2,424	\$ 2,424	\$ 38,066
Vendor revenue	\$ 120,800	\$ 120,800	\$ 120,800	\$ 120,800	\$ 120,800	\$ 120,800	\$1,449,600
Concessions revenue	\$ 2,494	\$ 2,494	\$ 2,494	\$ 2,494	\$ 2,494	\$ 2,494	\$ 51,045
General admission revenue	\$ 1,039	\$ 1,039	\$ 1,039	\$ 1,039	\$ 1,039	\$ 1,039	\$ 21,735
Photography revenue	\$ 3,464	\$ 3,464	\$ 3,464	\$ 3,464	\$ 3,464	\$ 3,464	\$ 70,896
Parking revenue	\$ 623	\$ 623	\$ 623	\$ 623	\$ 623	\$ 623	\$ 13,167
Magazine revenue	\$ 4,433	\$ 4,433	\$ 4,433	\$ 4,433	\$ 4,433	\$ 4,433	\$ 93,635
<b>Total revenue</b>	<b>\$ 255,277</b>	<b>\$ 255,277</b>	<b>\$ 255,277</b>	<b>\$ 255,277</b>	<b>\$ 255,277</b>	<b>\$ 255,277</b>	<b>\$3,883,143</b>
<b>Cost of sales</b>							
Payroll	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$1,321,000
Office rent	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 12,000
Venue rent	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 290,000
Prizes/awards	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 250,000
Office supplies	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 16,500
Sales commission	\$ 4,050	\$ 4,050	\$ 4,050	\$ 4,050	\$ 4,050	\$ 4,050	\$ 112,050
Total cost of sales	\$ 66,050	\$ 66,050	\$ 66,050	\$ 66,050	\$ 66,050	\$ 66,050	\$1,851,550
<b>Gross profit</b>	<b>\$ 189,227</b>	<b>\$ 189,227</b>	<b>\$ 189,227</b>	<b>\$ 189,227</b>	<b>\$ 189,227</b>	<b>\$ 189,227</b>	<b>\$2,031,593</b>
<b>Operating expense</b>							
Advertising	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 60,000
Other rentals	\$ 3,333	\$ 3,333	\$ 3,333	\$ 3,333	\$ 3,333	\$ 3,333	\$ 40,000
Travel	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 95,000
Accounting	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 12,000
Admin salaries	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 150,000
Depreciation	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 60,000
General/Event insurance	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 28,000	\$ 340,000
Legal fees	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 16,000
Office expenses	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 12,000
Utilities	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 24,000
Literature production	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 24,000
<b>Total operating expense</b>	<b>\$ 52,833</b>	<b>\$ 52,833</b>	<b>\$ 52,833</b>	<b>\$ 52,833</b>	<b>\$ 52,833</b>	<b>\$ 65,833</b>	<b>\$ 791,000</b>
<b>Total costs</b>	<b>\$ 118,883</b>	<b>\$ 118,883</b>	<b>\$ 118,883</b>	<b>\$ 118,883</b>	<b>\$ 118,883</b>	<b>\$ 131,883</b>	
<b>Operating income</b>	<b>\$ 136,394</b>	<b>\$ 136,394</b>	<b>\$ 136,394</b>	<b>\$ 136,394</b>	<b>\$ 136,394</b>	<b>\$ 123,394</b>	<b>\$1,240,593</b>
<b>Income tax</b>	<b>\$ 40,918</b>	<b>\$ 40,918</b>	<b>\$ 40,918</b>	<b>\$ 40,918</b>	<b>\$ 40,918</b>	<b>\$ 37,018</b>	<b>\$ 372,178</b>
<b>Net income</b>	<b>\$ 95,476</b>	<b>\$ 95,476</b>	<b>\$ 95,476</b>	<b>\$ 95,476</b>	<b>\$ 95,476</b>	<b>\$ 86,376</b>	<b>\$ 802,615</b>

## SPORTS TOURNAMENT ORGANIZER

### Income statement

Season 1–5

Revenue	Season 1—'07	Season 2—'08	Season 3—'09	Season 4—'10	Season 5—'11
Entry fee revenue	\$1,090,000	\$1,250,000	\$1,470,000	\$1,690,500	\$1,944,075
Clinic revenue	\$ 155,000	\$ 203,000	\$ 240,000	\$ 276,000	\$ 317,400
Sponsor revenue	\$ 900,000	\$1,290,000	\$1,880,000	\$2,600,000	\$3,175,000
Program revenue	\$ 38,066	\$ 45,679	\$ 54,815	\$ 65,777	\$ 78,933
Vendor revenue	\$1,449,600	\$1,739,520	\$2,087,424	\$2,504,909	\$3,005,891
Concessions revenue	\$ 51,045	\$ 30,000	\$ 50,000	\$ 60,000	\$ 72,000
General admission revenue	\$ 21,735	\$ 16,000	\$ 25,000	\$ 30,000	\$ 36,000
Photography revenue	\$ 70,896	\$ 38,000	\$ 50,000	\$ 60,000	\$ 72,000
Parking revenue	\$ 13,167	\$ 18,000	\$ 25,000	\$ 30,000	\$ 36,000
Magazine revenue	\$ 93,635	\$ 25,000	\$ 40,000	\$ 48,000	\$ 57,600
<b>Total revenue</b>	<b>\$3,883,143</b>	<b>\$4,655,199</b>	<b>\$5,922,239</b>	<b>\$7,365,186</b>	<b>\$8,794,898</b>
<b>Cost of sales</b>					
Payroll	\$1,321,000	\$1,585,200	\$1,902,240	\$2,282,688	\$2,739,226
Office rent	\$ 12,000	\$ 14,400	\$ 17,280	\$ 20,736	\$ 24,883
Venue rent	\$ 290,000	\$ 348,000	\$ 417,600	\$ 501,120	\$ 601,344
Prizes/awards	\$ 250,000	\$ 300,000	\$ 360,000	\$ 432,000	\$ 518,400
Office supplies	\$ 16,500	\$ 19,800	\$ 23,760	\$ 28,512	\$ 34,214
<b>Total cost of sales</b>	<b>\$1,851,550</b>	<b>\$2,267,400</b>	<b>\$2,720,880</b>	<b>\$3,265,056</b>	<b>\$3,918,067</b>
<b>Gross profit</b>	<b>\$2,031,593</b>	<b>\$2,387,799</b>	<b>\$3,201,359</b>	<b>\$4,100,130</b>	<b>\$4,876,831</b>
<b>Operating expense</b>					
Advertising	\$ 60,000	\$ 72,000	\$ 86,400	\$ 103,680	\$ 124,416
Sales commissions	\$ 112,050	\$ 134,460	\$ 161,352	\$ 193,622	\$ 232,347
Travel	\$ 95,000	\$ 114,000	\$ 136,800	\$ 164,160	\$ 196,992
Accounting	\$ 12,000	\$ 14,400	\$ 17,280	\$ 20,736	\$ 24,883
Admin salaries	\$ 150,000	\$ 180,000	\$ 216,000	\$ 259,200	\$ 311,040
Depreciation	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
General/event insurance	\$ 340,000	\$ 408,000	\$ 489,600	\$ 587,520	\$ 705,024
Legal fees	\$ 16,000	\$ 19,200	\$ 23,040	\$ 27,648	\$ 33,178
Office expenses	\$ 12,000	\$ 14,400	\$ 17,280	\$ 20,736	\$ 24,883
Utilities	\$ 24,000	\$ 28,800	\$ 34,560	\$ 41,472	\$ 49,766
Literature production	\$ 24,000	\$ 28,800	\$ 34,560	\$ 41,472	\$ 49,766
<b>Total operating expense</b>	<b>\$ 791,000</b>	<b>\$1,045,260</b>	<b>\$1,242,312</b>	<b>\$1,478,774</b>	<b>\$1,762,529</b>
<b>Total costs</b>	<b>\$2,642,550</b>	<b>\$3,312,660</b>	<b>\$3,963,192</b>	<b>\$4,743,830</b>	<b>\$5,680,596</b>
<b>Operating income</b>	<b>\$1,240,593</b>	<b>\$1,342,539</b>	<b>\$1,959,047</b>	<b>\$2,621,356</b>	<b>\$3,114,302</b>
<b>Income tax</b>	<b>\$ 372,178</b>	<b>\$ 402,762</b>	<b>\$ 587,714</b>	<b>\$ 786,407</b>	<b>\$ 934,291</b>
<b>Net income</b>	<b>\$ 802,615</b>	<b>\$ 939,777</b>	<b>\$1,371,333</b>	<b>\$1,834,949</b>	<b>\$2,180,011</b>

**Balance sheet and cash flows**

Preseason and season 1

<b>Balance sheet</b>	<b>Preseason</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>
<b>Current assets</b>							
Cash	\$ 646,000	\$ 655,782	\$ 703,011	\$ 678,049	\$ 741,400	\$ 814,384	\$ 914,860
<b>Total current assets</b>	<b>\$ 646,000</b>	<b>\$ 655,782</b>	<b>\$ 703,011</b>	<b>\$ 678,049</b>	<b>\$ 741,400</b>	<b>\$ 814,384</b>	<b>\$ 914,860</b>
<b>Long term assets</b>							
Equipment	\$ 739,000	\$ 739,000	\$ 739,000	\$ 739,000	\$ 739,000	\$ 739,000	\$ 739,000
Furniture and supplies	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Total long term assets	\$ 774,000	\$ 774,000	\$ 774,000	\$ 774,000	\$ 774,000	\$ 774,000	\$ 774,000
Accumulated depreciation	\$ —	\$ 5,000	\$ 10,000	\$ 15,000	\$ 20,000	\$ 25,000	\$ 30,000
Net long term assets	\$ 774,000	\$ 769,000	\$ 764,000	\$ 759,000	\$ 754,000	\$ 749,000	\$ 744,000
<b>Total assets</b>	<b>\$1,420,000</b>	<b>\$1,424,782</b>	<b>\$1,467,011</b>	<b>\$1,437,049</b>	<b>\$1,563,384</b>	<b>\$1,563,384</b>	<b>\$1,658,860</b>
<b>Liabilities &amp; owners' equity</b>							
Long term debt	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
<b>Total liabilities</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
Owner/stockholder equity							
Owner's stake in company	\$1,640,000	\$1,640,000	\$1,640,000	\$1,640,000	\$1,640,000	\$1,640,000	\$1,640,000
Retained earnings	\$ (220,000)	\$ 4,782	\$ 47,011	\$ 17,049	\$ 75,400	\$ 143,384	\$ 238,860
<b>Total owners' equity</b>	<b>\$1,420,000</b>	<b>\$1,644,782</b>	<b>\$1,687,011</b>	<b>\$1,687,049</b>	<b>\$1,715,400</b>	<b>\$1,783,384</b>	<b>\$1,878,860</b>
<b>Total liabilities &amp; equity</b>	<b>\$1,420,000</b>	<b>\$1,644,782</b>	<b>\$1,687,011</b>	<b>\$1,687,049</b>	<b>\$1,715,400</b>	<b>\$1,783,384</b>	<b>\$1,878,860</b>
<b>Cash flows</b>							
<b>Operations during the year:</b>							
Net income after taxes	\$ (220,000)	\$ 4,782	\$ 42,229	\$ (29,963)	\$ 58,351	\$ 67,985	\$ 95,476
Add depreciation	\$ —	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Cash from operations	\$ (220,000)	\$ 9,782	\$ 47,229	\$ (24,963)	\$ 63,351	\$ 72,985	\$ 100,476
Paid in capital	\$1,640,000	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
<b>Cash from operations and financing</b>	<b>\$1,420,000</b>	<b>\$ 9,782</b>	<b>\$ 47,229</b>	<b>\$ (24,963)</b>	<b>\$ 63,351</b>	<b>\$ 72,985</b>	<b>\$ 100,476</b>
<b>Applications of cash:</b>							
Long term assets	\$ 774,000	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Dividends disbursed	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Increase/(Decrease) in cash	\$ 646,000	\$ 9,782	\$ 47,229	\$ (24,963)	\$ 63,351	\$ 72,985	\$ 100,476
<b>Change in cash balance:</b>							
Beginning cash balance	\$ —	\$ 646,000	\$ 655,782	\$ 703,011	\$ 678,049	\$ 741,400	\$ 814,384
Increase/(Decrease) in cash	\$ 646,000	\$ 9,782	\$ 47,229	\$ (24,963)	\$ 63,351	\$ 72,985	\$ 100,476
<b>Ending cash balance</b>	<b>\$ 646,000</b>	<b>\$ 655,782</b>	<b>\$ 703,011</b>	<b>\$ 678,049</b>	<b>\$ 741,400</b>	<b>\$ 814,384</b>	<b>\$ 914,860</b>

(continued)



## SPORTS TOURNAMENT ORGANIZER

### Balance sheet and cash flows (CONTINUED)

Preseason and season 1

Balance sheet	Oct	Nov	Dec	Jan	Feb	Mar	Year 1
<b>Current assets</b>							
Cash	\$1,015,336	\$1,115,812	\$1,216,288	\$1,316,764	\$1,417,239	\$1,508,615	\$1,508,615
<b>Total current assets</b>	<b>\$1,015,336</b>	<b>\$1,115,812</b>	<b>\$1,216,288</b>	<b>\$1,316,764</b>	<b>\$1,417,239</b>	<b>\$1,508,615</b>	<b>\$1,508,615</b>
<b>Long term assets</b>							
Equipment	\$ 739,000	\$ 739,000	\$ 739,000	\$ 739,000	\$ 739,000	\$ 739,000	\$ 739,000
Furniture and supplies	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Total long term assets	\$ 774,000	\$ 774,000	\$ 774,000	\$ 774,000	\$ 774,000	\$ 774,000	\$ 774,000
Accumulated depreciation	\$ 35,000	\$ 40,000	\$ 45,000	\$ 50,000	\$ 55,000	\$ 60,000	\$ 60,000
Net long term assets	\$ 739,000	\$ 734,000	\$ 729,000	\$ 724,000	\$ 719,000	\$ 714,000	\$ 714,000
<b>Total assets</b>	<b>\$1,754,336</b>	<b>\$1,849,812</b>	<b>\$1,945,288</b>	<b>\$2,040,764</b>	<b>\$2,136,239</b>	<b>\$2,222,615</b>	<b>\$2,222,615</b>
<b>Liabilities &amp; owners' equity</b>							
Long term debt	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
<b>Total liabilities</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Owner/stockholder equity</b>							
Owner's stake in company	\$1,640,000	\$1,640,000	\$1,640,000	\$1,640,000	\$1,640,000	\$1,640,000	\$1,640,000
Retained earnings	\$ 334,336	\$ 429,812	\$ 525,288	\$ 620,764	\$ 716,239	\$ 802,615	\$ 802,615
Total owners' equity	\$1,974,336	\$2,069,812	\$2,165,288	\$2,260,764	\$2,356,239	\$2,442,615	\$2,442,615
<b>Total liabilities &amp; equity</b>	<b>\$1,974,336</b>	<b>\$2,069,812</b>	<b>\$2,165,288</b>	<b>\$2,260,764</b>	<b>\$2,356,239</b>	<b>\$2,442,615</b>	<b>\$2,442,615</b>
<b>Cash flows</b>							
<b>Operations during the year:</b>							
Net income after taxes	\$ 95,476	\$ 95,476	\$ 95,476	\$ 95,476	\$ 95,476	\$ 86,376	\$ 802,615
Add depreciation	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 60,000
Cash from operations	\$ 100,476	\$ 100,476	\$ 100,476	\$ 100,476	\$ 100,476	\$ 91,376	\$ 862,615
Paid in capital	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$1,120,000
<b>Cash from operations and financing</b>	<b>\$ 100,476</b>	<b>\$ 100,476</b>	<b>\$ 100,476</b>	<b>\$ 100,476</b>	<b>\$ 100,476</b>	<b>\$ 91,376</b>	<b>\$1,982,615</b>
<b>Applications of cash:</b>							
Long term assets	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Dividends disbursed	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Increase/(Decrease) in cash	\$ 100,476	\$ 100,476	\$ 100,476	\$ 100,476	\$ 100,476	\$ 91,376	\$1,982,615
<b>Change in cash balance:</b>							
Beginning cash balance	\$ 914,860	\$1,015,336	\$1,115,812	\$1,216,288	\$1,316,764	\$1,417,239	\$ —
Increase/(Decrease) in cash	\$ 100,476	\$ 100,476	\$ 100,476	\$ 100,476	\$ 100,476	\$ 91,376	\$1,982,615
<b>Ending cash balance</b>	<b>\$1,015,336</b>	<b>\$1,115,812</b>	<b>\$1,216,288</b>	<b>\$1,316,764</b>	<b>\$1,417,239</b>	<b>\$1,508,615</b>	<b>\$1,982,615</b>

### Balance sheet

Assets	Season 1 2007	Season 2 2008	Season 3 2009	Season 4 2010	Season 5 2011
<b>Current assets</b>					
Cash	\$1,508,615	\$2,982,392	\$4,413,725	\$6,308,674	\$8,548,685
Total current assets	\$1,508,615	\$2,982,392	\$4,413,725	\$6,308,674	\$8,548,685
<b>Long term assets</b>					
Equipment	\$ 739,000	\$ 739,000	\$ 739,000	\$ 739,000	\$ 739,000
Furniture and supplies	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Total long term assets	\$ 774,000	\$ 774,000	\$ 774,000	\$ 774,000	\$ 774,000
Accumulated depreciation	\$ 60,000	\$ 120,000	\$ 180,000	\$ 240,000	\$ 300,000
Net long term assets	\$ 714,000	\$ 654,000	\$ 594,000	\$ 534,000	\$ 474,000
<b>Total assets</b>	<b>\$2,222,615</b>	<b>\$3,636,392</b>	<b>\$5,007,725</b>	<b>\$6,842,674</b>	<b>\$9,022,685</b>
<b>Liabilities &amp; owners' equity</b>					
Long term debt	\$ —	\$ —	\$ —	\$ —	\$ —
Total liabilities	\$ —	\$ —	\$ —	\$ —	\$ —
<b>Owner/stockholder equity</b>					
Owner's stake in company	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000
retained earnings	\$ 802,615	\$1,742,392	\$3,113,725	\$4,948,674	\$7,128,685
Total owners' equity	\$2,202,615	\$3,142,392	\$4,513,725	\$6,348,674	\$8,528,685
<b>Total liabilities &amp; equity</b>	<b>\$2,202,615</b>	<b>\$3,142,392</b>	<b>\$4,513,725</b>	<b>\$6,348,674</b>	<b>\$8,528,685</b>

**Cash flows**

	Season 1 2007	Season 2 2008	Season 3 2009	Season 4 2010	Season 5 2011
<b>Operations during the year:</b>					
Net income after taxes	\$ 802,615	\$ 939,777	\$1,371,333	\$1,834,949	\$2,180,011
Add depreciation	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Cash from operations	\$ 862,615	\$ 999,777	\$1,431,333	\$1,894,949	\$2,240,011
Paid in capital	\$1,400,000	\$ 0	\$ 0	\$ 0	\$ 0
Cash from operations and financing	\$2,262,615	\$ 999,777	\$1,431,333	\$1,894,949	\$2,240,011
<b>Applications of cash:</b>					
Long term assets	\$ —	\$ 0	\$ 0	\$ 0	\$ 0
Dividends disbursed					
Increase/(decrease) in cash	\$2,262,615	\$ 999,777	\$1,431,333	\$1,894,949	\$2,240,011
Change in cash balance	\$ —	\$ —	\$ —	\$ —	\$ —
Beginning cash balance	\$ —	\$1,982,615	\$2,982,392	\$4,413,725	\$6,308,674
Increase/(decrease) in cash	\$2,262,615	\$ 999,777	\$1,431,333	\$1,894,949	\$2,240,011
Ending cash balance	\$1,982,615	\$2,982,392	\$4,413,725	\$6,308,674	\$8,548,685

# BUSINESS PLAN TEMPLATE

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## USING THIS TEMPLATE

A business plan carefully spells out a company's projected course of action over a period of time, usually the first two to three years after the start-up. In addition, banks, lenders, and other investors examine the information and financial documentation before deciding whether or not to finance a new business venture. Therefore, a business plan is an essential tool in obtaining financing and should describe the business itself in detail as well as all important factors influencing the company, including the market, industry, competition, operations and management policies, problem solving strategies, financial resources and needs, and other vital information. The plan enables the business owner to anticipate costs, plan for difficulties, and take advantage of opportunities, as well as design and implement strategies that keep the company running as smoothly as possible.

This template has been provided as a model to help you construct your own business plan. Please keep in mind that there is no single acceptable format for a business plan, and that this template is in no way comprehensive, but serves as an example.

The business plans provided in this section are fictional and have been used by small business agencies as models for clients to use in compiling their own business plans.

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## GENERIC BUSINESS PLAN

Main headings included below are topics that should be covered in a comprehensive business plan. They include:

### **Business Summary**

#### **Purpose**

Provides a brief overview of your business, succinctly highlighting the main ideas of your plan.

#### **Includes**

- Name and Type of Business
- Description of Product/Service
- Business History and Development
- Location
- Market
- Competition
- Management

## **BUSINESS PLAN TEMPLATE**

- Financial Information
- Business Strengths and Weaknesses
- Business Growth

### **Table of Contents**

#### **Purpose**

Organized in an Outline Format, the Table of Contents illustrates the selection and arrangement of information contained in your plan.

#### **Includes**

- Topic Headings and Subheadings
- Page Number References

### **Business History and Industry Outlook**

#### **Purpose**

Examines the conception and subsequent development of your business within an industry specific context.

#### **Includes**

- Start-up Information
- Owner/Key Personnel Experience
- Location
- Development Problems and Solutions
- Investment/Funding Information
- Future Plans and Goals
- Market Trends and Statistics
- Major Competitors
- Product/Service Advantages
- National, Regional, and Local Economic Impact

### **Product/Service**

#### **Purpose**

Introduces, defines, and details the product and/or service that inspired the information of your business.

#### **Includes**

- Unique Features
- Niche Served
- Market Comparison
- Stage of Product/Service Development
- Production
- Facilities, Equipment, and Labor
- Financial Requirements
- Product/Service Life Cycle
- Future Growth

**Market Examination****Purpose**

Assessment of product/service applications in relation to consumer buying cycles.

**Includes**

- Target Market
- Consumer Buying Habits
- Product/Service Applications
- Consumer Reactions
- Market Factors and Trends
- Penetration of the Market
- Market Share
- Research and Studies
- Cost
- Sales Volume and Goals

**Competition****Purpose**

Analysis of Competitors in the Marketplace.

**Includes**

- Competitor Information
- Product/Service Comparison
- Market Niche
- Product/Service Strengths and Weaknesses
- Future Product/Service Development

**Marketing****Purpose**

Identifies promotion and sales strategies for your product/service.

**Includes**

- Product/Service Sales Appeal
- Special and Unique Features
- Identification of Customers
- Sales and Marketing Staff
- Sales Cycles
- Type of Advertising/Promotion
- Pricing
- Competition
- Customer Services

## **BUSINESS PLAN TEMPLATE**

### **Operations**

#### **Purpose**

Traces product/service development from production/inception to the market environment.

#### **Includes**

- Cost Effective Production Methods
- Facility
- Location
- Equipment
- Labor
- Future Expansion

### **Administration and Management**

#### **Purpose**

Offers a statement of your management philosophy with an in-depth focus on processes and procedures.

#### **Includes**

- Management Philosophy
- Structure of Organization
- Reporting System
- Methods of Communication
- Employee Skills and Training
- Employee Needs and Compensation
- Work Environment
- Management Policies and Procedures
- Roles and Responsibilities

### **Key Personnel**

#### **Purpose**

Describes the unique backgrounds of principle employees involved in business.

#### **Includes**

- Owner(s)/Employee Education and Experience
- Positions and Roles
- Benefits and Salary
- Duties and Responsibilities
- Objectives and Goals

### **Potential Problems and Solutions**

#### **Purpose**

Discussion of problem solving strategies that change issues into opportunities.

#### **Includes**

- Risks
- Litigation

- Future Competition
- Economic Impact
- Problem Solving Skills

**Financial Information****Purpose**

Secures needed funding and assistance through worksheets and projections detailing financial plans, methods of repayment, and future growth opportunities.

**Includes**

- Financial Statements
- Bank Loans
- Methods of Repayment
- Tax Returns
- Start-up Costs
- Projected Income (3 years)
- Projected Cash Flow (3 Years)
- Projected Balance Statements (3 years)

**Appendices****Purpose**

Supporting documents used to enhance your business proposal.

**Includes**

- Photographs of product, equipment, facilities, etc.
- Copyright/Trademark Documents
- Legal Agreements
- Marketing Materials
- Research and or Studies
- Operation Schedules
- Organizational Charts
- Job Descriptions
- Resumes
- Additional Financial Documentation

# Fictional Food Distributor

Commercial Foods, Inc.

*This plan demonstrates how a partnership can have a positive impact on a new business. It demonstrates how two individuals can carve a niche in the specialty foods market by offering gourmet foods to upscale restaurants and fine hotels. This plan is fictional and has not been used to gain funding from a bank or other lending institution.*

3003 Avondale Ave.  
Knoxville, TN, 37920

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## STATEMENT OF PURPOSE

Commercial Foods, Inc. seeks a loan of \$75,000 to establish a new business. This sum, together with \$5,000 equity investment by the principals, will be used as follows:

- Merchandise inventory \$25,000
- Office fixture/equipment \$12,000
- Warehouse equipment \$14,000
- One delivery truck \$10,000
- Working capital \$39,000
- Total \$100,000

---

## DESCRIPTION OF THE BUSINESS

Commercial Foods, Inc. will be a distributor of specialty food service products to hotels and upscale restaurants in the geographical area of a 50 mile radius of Knoxville. Richard Roberts will direct the sales effort and John Williams will manage the warehouse operation and the office. One delivery truck will be used initially with a second truck added in the third year. We expect to begin operation of the business within 30 days after securing the requested financing.

---

## MANAGEMENT

A. Richard Roberts is a native of Memphis, Tennessee. He is a graduate of Memphis State University with a Bachelor's degree from the School of Business. After graduation, he worked for a major manufacturer of specialty food service products as a detail sales person for five years, and, for the past three years, he has served as a product sales manager for this firm.



## **FICTIONAL FOOD DISTRIBUTOR**

B. John Williams is a native of Nashville, Tennessee. He holds a B.S. Degree in Food Technology from the University of Tennessee. His career includes five years as a product development chemist in gourmet food products and five years as operations manager for a food service distributor.

Both men are healthy and energetic. Their backgrounds complement each other, which will ensure the success of Commercial Foods, Inc. They will set policies together and personnel decisions will be made jointly. Initial salaries for the owners will be \$1,000 per month for the first few years. The spouses of both principals are successful in the business world and earn enough to support the families.

They have engaged the services of Foster Jones, CPA, and William Hale, Attorney, to assist them in an advisory capacity.

---

### **PERSONNEL**

The firm will employ one delivery truck driver at a wage of \$8.00 per hour. One office worker will be employed at \$7.50 per hour. One part-time employee will be used in the office at \$5.00 per hour. The driver will load and unload his own trucks. Mr. Williams will assist in the warehouse operation as needed to assist one stock person at \$7.00 per hour. An additional delivery truck and driver will be added the third year.

---

### **LOCATION**

The firm will lease a 20,000 square foot building at 3003 Avondale Ave., in Knoxville, which contains warehouse and office areas equipped with two-door truck docks. The annual rental is \$9,000. The building was previously used as a food service warehouse and very little modification to the building will be required.

---

### **PRODUCTS AND SERVICES**

The firm will offer specialty food service products such as soup bases, dessert mixes, sauce bases, pastry mixes, spices, and flavors, normally used by upscale restaurants and nice hotels. We are going after a niche in the market with high quality gourmet products. There is much less competition in this market than in standard run of the mill food service products. Through their work experiences, the principals have contacts with supply sources and with local chefs.

---

### **THE MARKET**

We know from our market survey that there are over 200 hotels and upscale restaurants in the area we plan to serve. Customers will be attracted by a direct sales approach. We will offer samples of our products and product application data on use of our products in the finished prepared foods. We will cultivate the chefs in these establishments. The technical background of John Williams will be especially useful here.

---

### **COMPETITION**

We find that we will be only distributor in the area offering a full line of gourmet food service products. Other foodservice distributors offer only a few such items in conjunction with their standard product

line. Our survey shows that many of the chefs are ordering products from Atlanta and Memphis because of a lack of adequate local supply.

---

**SUMMARY**

Commercial Foods, Inc. will be established as a foodservice distributor of specialty food in Knoxville. The principals, with excellent experience in the industry, are seeking a \$75,000 loan to establish the business. The principals are investing \$25,000 as equity capital.

The business will be set up as an S Corporation with each principal owning 50% of the common stock in the corporation.

# FICTIONAL HARDWARE STORE

OSHKOSH HARDWARE, INC.

*The following plan outlines how a small hardware store can survive competition from large discount chains by offering products and providing expert advice in the use of any product it sells. This plan is fictional and has not been used to gain funding from a bank or other lending institution.*

123 Main St.  
Oshkosh, WI, 54901

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## EXECUTIVE SUMMARY

Oshkosh Hardware, Inc. is a new corporation that is going to establish a retail hardware store in a strip mall in Oshkosh, Wisconsin. The store will sell hardware of all kinds, quality tools, paint, and housewares. The business will make revenue and a profit by servicing its customers not only with needed hardware but also with expert advice in the use of any product it sells.

Oshkosh Hardware, Inc. will be operated by its sole shareholder, James Smith. The company will have a total of four employees. It will sell its products in the local market. Customers will buy our products because we will provide free advice on the use of all of our products and will also furnish a full refund warranty.

Oshkosh Hardware, Inc. will sell its products in the Oshkosh store staffed by three sales representatives. No additional employees will be needed to achieve its short and long range goals. The primary short range goal is to open the store by October 1, 1994. In order to achieve this goal a lease must be signed by July 1, 1994 and the complete inventory ordered by August 1, 1994.

Mr. James Smith will invest \$30,000 in the business. In addition, the company will have to borrow \$150,000 during the first year to cover the investment in inventory, accounts receivable, and furniture and equipment. The company will be profitable after six months of operation and should be able to start repayment of the loan in the second year.

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## THE BUSINESS

The business will sell hardware of all kinds, quality tools, paint, and housewares. We will purchase our products from three large wholesale buying groups.

In general our customers are homeowners who do their own repair and maintenance, hobbyists, and housewives. Our business is unique in that we will have a complete line of all hardware items and will be able to get special orders by overnight delivery. The business makes revenue and profits by servicing our customers not only with needed hardware but also with expert advice in the use of any product we sell. Our major costs for bringing our products to market are cost of merchandise of 36%, salaries of \$45,000, and occupancy costs of \$60,000.

## FICTIONAL HARDWARE STORE

Oshkosh Hardware, Inc.'s retail outlet will be located at 1524 Frontage Road, which is in a newly developed retail center of Oshkosh. Our location helps facilitate accessibility from all parts of town and reduces our delivery costs. The store will occupy 7500 square feet of space. The major equipment involved in our business is counters and shelving, a computer, a paint mixing machine, and a truck.

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## THE MARKET

Oshkosh Hardware, Inc. will operate in the local market. There are 15,000 potential customers in this market area. We have three competitors who control approximately 98% of the market at present. We feel we can capture 25% of the market within the next four years. Our major reason for believing this is that our staff is technically competent to advise our customers in the correct use of all products we sell.

After a careful market analysis, we have determined that approximately 60% of our customers are men and 40% are women. The percentage of customers that fall into the following age categories are:

Under 16: 0%

17-21: 5%

22-30: 30%

31-40: 30%

41-50: 20%

51-60: 10%

61-70: 5%

Over 70: 0%

The reasons our customers prefer our products is our complete knowledge of their use and our full refund warranty.

We get our information about what products our customers want by talking to existing customers. There seems to be an increasing demand for our product. The demand for our product is increasing in size based on the change in population characteristics.

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## SALES

At Oshkosh Hardware, Inc. we will employ three sales people and will not need any additional personnel to achieve our sales goals. These salespeople will need several years experience in home repair and power tool usage. We expect to attract 30% of our customers from newspaper ads, 5% of our customers from local directories, 5% of our customers from the yellow pages, 10% of our customers from family and friends, and 50% of our customers from current customers. The most cost effect source will be current customers. In general our industry is growing.

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## MANAGEMENT

We would evaluate the quality of our management staff as being excellent. Our manager is experienced and very motivated to achieve the various sales and quality assurance objectives we have set. We will use

a management information system that produces key inventory, quality assurance, and sales data on a weekly basis. All data is compared to previously established goals for that week, and deviations are the primary focus of the management staff.

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## **GOALS IMPLEMENTATION**

The short term goals of our business are:

1. Open the store by October 1, 1994
2. Reach our breakeven point in two months
3. Have sales of \$100,000 in the first six months

In order to achieve our first short term goal we must:

1. Sign the lease by July 1, 1994
2. Order a complete inventory by August 1, 1994

In order to achieve our second short term goal we must:

1. Advertise extensively in Sept. and Oct.
2. Keep expenses to a minimum

In order to achieve our third short term goal we must:

1. Promote power tool sales for the Christmas season
2. Keep good customer traffic in Jan. and Feb.

The long term goals for our business are:

1. Obtain sales volume of \$600,000 in three years
2. Become the largest hardware dealer in the city
3. Open a second store in Fond du Lac

The most important thing we must do in order to achieve the long term goals for our business is to develop a highly profitable business with excellent cash flow.

---

## **FINANCE**

Oshkosh Hardware, Inc. Faces some potential threats or risks to our business. They are discount house competition. We believe we can avoid or compensate for this by providing quality products complemented by quality advice on the use of every product we sell. The financial projections we have prepared are located at the end of this document.

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## **JOB DESCRIPTION-GENERAL MANAGER**

The General Manager of the business of the corporation will be the president of the corporation. He will be responsible for the complete operation of the retail hardware store which is owned by the corporation. A detailed description of his duties and responsibilities is as follows.

## **FICTIONAL HARDWARE STORE**

### **Sales**

Train and supervise the three sales people. Develop programs to motivate and compensate these employees. Coordinate advertising and sales promotion effects to achieve sales totals as outlined in budget. Oversee purchasing function and inventory control procedures to insure adequate merchandise at all times at a reasonable cost.

### **Finance**

Prepare monthly and annual budgets. Secure adequate line of credit from local banks. Supervise office personnel to insure timely preparation of records, statements, all government reports, control of receivables and payables, and monthly financial statements.

### **Administration**

Perform duties as required in the areas of personnel, building leasing and maintenance, licenses and permits, and public relations.

# Organizations, Agencies, & Consultants

*A listing of Associations and Consultants of interest to entrepreneurs, followed by the ten Small Business Administration Regional Offices, Small Business Development Centers, Service Corps of Retired Executives offices, and Venture Capital and Finance Companies.*

## ASSOCIATIONS

*This section contains a listing of associations and other agencies of interest to the small business owner. Entries are listed alphabetically by organization name.*

### American Business Women's Association

9100 Ward Pkwy.  
PO Box 8728  
Kansas City, MO 64114-0728  
(800)228-0007  
E-mail: [abwa@abwa.org](mailto:abwa@abwa.org)  
Website: <http://www.abwa.org>  
Jeanne Banks, National President

### American Franchisee Association

53 W Jackson Blvd., Ste. 1157  
Chicago, IL 60604  
(312)431-0545  
E-mail: [info@franchisee.org](mailto:info@franchisee.org)  
Website: <http://www.franchisee.org>  
Susan P. Kezios, President

### American Independent Business Alliance

222 S Black Ave.  
Bozeman, MT 59715  
(406)582-1255  
E-mail: [info@amiba.net](mailto:info@amiba.net)  
Website: <http://www.amiba.net>  
Jennifer Rockne, Director

### American Small Businesses Association

206 E College St., Ste. 201  
Grapevine, TX 76051  
800-942-2722  
E-mail: [info@asbaonline.org](mailto:info@asbaonline.org)  
Website: <http://www.asbaonline.org/>

### American Women's Economic Development Corporation

216 East 45th St., 10th Floor

New York, NY 10017  
(917)368-6100  
Fax: (212)986-7114  
E-mail: [info@awed.org](mailto:info@awed.org)  
Website: <http://www.awed.org>  
Roseanne Antonucci, Exec. Dir.

### Association for Enterprise Opportunity

1601 N Kent St., Ste. 1101  
Arlington, VA 22209  
(703)841-7760  
Fax: (703)841-7748  
E-mail: [aео@assoceo.org](mailto:aео@assoceo.org)  
Website: <http://www.microenterpriseworks.org>  
Bill Edwards, Exec.Dir.

### Association of Small Business Development Centers

c/o Don Wilson  
8990 Burke Lake Rd.  
Burke, VA 22015  
(703)764-9850  
Fax: (703)764-1234  
E-mail: [info@asbdc-us.org](mailto:info@asbdc-us.org)  
Website: <http://www.asbdc-us.org>  
Don Wilson, Pres./CEO

### BEST Employers Association

2505 McCabe Way  
Irvine, CA 92614  
(949)253-4080  
800-433-0088  
Fax: (714)553-0883  
E-mail: [info@bestlife.com](mailto:info@bestlife.com)  
Website: <http://www.bestlife.com>  
Donald R. Lawrenz, CEO

### Center for Family Business

PO Box 24219  
Cleveland, OH 44124  
(440)460-5409  
E-mail: [grummi@aol.com](mailto:grummi@aol.com)  
Dr. Leon A. Danco, Chm.

### Coalition for Government Procurement

1990 M St. NW, Ste. 400  
Washington, DC 20036  
(202)331-0975  
E-mail: [info@thecgp.org](mailto:info@thecgp.org)  
Website: <http://www.coalgovpro.org>  
Paul Caggiano, Pres.

### Employers of America

PO Box 1874  
Mason City, IA 50402-1874  
(641)424-3187  
800-728-3187  
Fax: (641)424-1673  
E-mail: [employer@employerhelp.org](mailto:employer@employerhelp.org)  
Website: <http://www.employerhelp.org>  
Jim Collison, Pres.

### Family Firm Institute

200 Lincoln St., Ste. 201  
Boston, MA 02111  
(617)482-3045  
Fax: (617)482-3049  
E-mail: [ffi@ffi.org](mailto:ffi@ffi.org)  
Website: <http://www.ffi.org>  
Judy L. Green, Ph.D., Exec.Dir.

### Independent Visually Impaired Enterprisers

500 S 3rd St., Apt. H  
Burbank, CA 91502  
(818)238-9321  
E-mail:  
[abazyn@bazyncommunications.com](mailto:abazyn@bazyncommunications.com)  
<http://www.acb.org/affiliates>  
Adris Bazyn, Pres.

### International Association for Business Organizations

3 Woodthorn Ct., Ste. 12  
Owings Mills, MD 21117  
(410)581-1373  
E-mail: [nahbb@msn.com](mailto:nahbb@msn.com)  
Rudolph Lewis, Exec. Officer

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

### **International Council for Small Business**

The George Washington University  
School of Business and Public  
Management  
2115 G St. NW, Ste. 403  
Washington, DC 20052  
(202)994-0704  
Fax: (202)994-4930  
E-mail: icsb@gwu.edu  
Website: <http://www.icsb.org>  
Susan G. Duffy, Admin.

### **International Small Business Consortium**

3309 Windjammer St.  
Norman, OK 73072  
E-mail: sb@isbc.com  
Website: <http://www.isbc.com>

### **Kauffman Center for Entrepreneurial Leadership**

4801 Rockhill Rd.  
Kansas City, MO 64110-2046  
(816)932-1000  
E-mail: info@kauffman.org  
Website: <http://www.entreworld.org>

### **National Alliance for Fair Competition**

3 Bethesda Metro Center, Ste. 1100  
Bethesda, MD 20814  
(410)235-7116  
Fax: (410)235-7116  
E-mail: ampesq@aol.com  
Tony Ponticelli, Exec.Dir.

### **National Association for the Self-Employed**

PO Box 612067  
DFW Airport  
Dallas, TX 75261-2067  
(800)232-6273  
E-mail: mpetron@nase.org  
Website: <http://www.nase.org>  
Robert Hughes, Pres.

### **National Association of Business Leaders**

4132 Shoreline Dr., Ste. J & H  
Earth City, MO 63045  
Fax: (314)298-9110  
E-mail: nabl@nabl.com  
Website: <http://www.nabl.com/>  
Gene Blumenthal, Contact

### **National Association of Private Enterprise**

PO Box 15550  
Long Beach, CA 90815  
888-224-0953  
Fax: (714)844-4942

Website: <http://www.napeonline.net>  
Laura Squiers, Exec.Dir.

### **National Association of Small Business Investment Companies**

666 11th St. NW, Ste. 750  
Washington, DC 20001  
(202)628-5055  
Fax: (202)628-5080  
E-mail: nasbic@nasbic.org  
Website: <http://www.nasbic.org>  
Lee W. Mercer, Pres.

### **National Business Association**

PO Box 700728  
5151 Beltline Rd., Ste. 1150  
Dallas, TX 75370  
(972)458-0900  
800-456-0440  
Fax: (972)960-9149  
E-mail: info@nationalbusiness.org  
Website: <http://www.nationalbusiness.org>  
Raj Nisankarao, Pres.

### **National Business Owners Association**

PO Box 111  
Stuart, VA 24171  
(276)251-7500  
(866)251-7505  
Fax: (276)251-2217  
E-mail: membershipservices@nboa.org  
Website: <http://www.rvmdb.com.nboa>  
Paul LaBarr, Pres.

### **National Center for Fair Competition**

PO Box 220  
Annandale, VA 22003  
(703)280-4622  
Fax: (703)280-0942  
E-mail: kentonp1@aol.com  
Kenton Pattie, Pres.

### **National Family Business Council**

1640 W. Kennedy Rd.  
Lake Forest, IL 60045  
(847)295-1040  
Fax: (847)295-1898  
E-mail: lmsnfbcc@email.msn.com  
Jogn E. Messervey, Pres.

### **National Federation of Independent Business**

53 Century Blvd., Ste. 250  
Nashville, TN 37214  
(615)872-5800  
800-NFIBNOW  
Fax: (615)872-5353  
Website: <http://www.nfib.org>  
Jack Faris, Pres. and CEO

### **National Small Business Association**

1156 15th St. NW, Ste. 1100  
Washington, DC 20005  
(202)293-8830  
800-345-6728  
Fax: (202)872-8543  
E-mail: press@nsba.biz  
Website: <http://www.nsba.biz>  
Rob Yunich, Dir. of Communications

### **PUSH Commercial Division**

930 E 50th St.  
Chicago, IL 60615-2702  
(773)373-3366  
Fax: (773)373-3571  
E-mail: info@rainbowpush.org  
Website: <http://www.rainbowpush.org>  
Rev. Willie T. Barrow, Co-Chm.

### **Research Institute for Small and Emerging Business**

722 12th St. NW  
Washington, DC 20005  
(202)628-8382  
Fax: (202)628-8392  
E-mail: info@riseb.org  
Website: <http://www.riseb.org>  
Allan Neece, Jr., Chm.

### **Sales Professionals USA**

PO Box 149  
Arvada, CO 80001  
(303)534-4937  
888-736-7767  
E-mail: salespro@salesprofessionals-usa.com  
Website: <http://www.salesprofessionals-usa.com>  
Sharon Herbert, Natl. Pres.

### **Score Association - Service Corps of Retired Executives**

409 3rd St. SW, 6th Fl.  
Washington, DC 20024  
(202)205-6762  
800-634-0245  
Fax: (202)205-7636  
E-mail: media@score.org  
Website: <http://www.score.org>  
W. Kenneth Yancey, Jr., CEO

### **Small Business and Entrepreneurship Council**

1920 L St. NW, Ste. 200  
Washington, DC 20036  
(202)785-0238  
Fax: (202)822-8118  
E-mail: membership@sbec.org  
Website: <http://www.sbecouncil.org>  
Karen Kerrigan, Pres./CEO



**Small Business in Telecommunications**

1331 H St. NW, Ste. 500  
Washington, DC 20005  
(202)347-4511  
Fax: (202)347-8607  
E-mail: sbt@sbthome.org  
Website: <http://www.sbthome.org>  
Lonnie Danchik, Chm.

**Small Business Legislative Council**

1010 Massachusetts Ave. NW, Ste. 540  
Washington, DC 20005  
(202)639-8500  
Fax: (202)296-5333  
E-mail: email@sblc.org  
Website: <http://www.sblc.org>  
John Satagaj, Pres.

**Small Business Service Bureau**

554 Main St.  
PO Box 15014  
Worcester, MA 01615-0014  
(508)756-3513  
800-343-0939  
Fax: (508)770-0528  
E-mail: membership@sbsb.com  
Website: <http://www.sbsb.com>  
Francis R. Carroll, Pres.

**Small Publishers Association of North America**

1618 W Colorado Ave.  
Colorado Springs, CO 80904  
(719)475-1726  
Fax: (719)471-2182  
E-mail: span@spannet.org  
Website: <http://www.spannet.org>  
Scott Flora, Exec. Dir.

**SOHO America**

PO Box 941  
Hurst, TX 76053-0941  
800-495-SOHO  
E-mail: soho@lsas.com  
Website: <http://www.soho.org>

**Structured Employment Economic Development Corporation**

915 Broadway, 17th Fl.  
New York, NY 10010  
(212)473-0255  
Fax: (212)473-0357  
E-mail: info@seedco.org  
Website: <http://www.seedco.org>  
William Grinker, CEO

**Support Services Alliance**

107 Prospect St.  
Schoharie, NY 12157  
800-836-4772  
E-mail: info@ssamembers.com

Website: <http://www.ssainfo.com>  
Steve COle, Pres.

**United States Association for Small Business and Entrepreneurship**

975 University Ave., No. 3260  
Madison, WI 53706  
(608)262-9982  
Fax: (608)263-0818  
E-mail: jgillman@wisc.edu  
Website: <http://www.ususbe.org>  
Joan Gillman, Exec. Dir.

**CONSULTANTS**

*This section contains a listing of consultants specializing in small business development. It is arranged alphabetically by country, then by state or province, then by city, then by firm name.*

**CANADA**

**Alberta**

**Common Sense Solutions**

3405 16A Ave.  
Edmonton, AB, Canada  
(403)465-7330  
Fax: (403)465-7380  
E-mail: gcoulson@comsensesolutions.com  
Website: <http://www.comsensesolutions.com>

**Varsity Consulting Group**

School of Business  
University of Alberta  
Edmonton, AB, Canada T6G 2R6  
(780)492-2994  
Fax: (780)492-5400  
Website: <http://www.bus.ualberta.ca/vcg>

**Viro Hospital Consulting**

42 Commonwealth Bldg., 9912 - 106 St. NW  
Edmonton, AB, Canada T5K 1C5  
(403)425-3871  
Fax: (403)425-3871  
E-mail: rpb@freenet.edmonton.ab.ca

**British Columbia**

**SRI Strategic Resources Inc.**

4330 Kingsway, Ste. 1600  
Burnaby, BC, Canada V5H 4G7  
(604)435-0627  
Fax: (604)435-2782

E-mail: inquiry@sri.bc.ca  
Website: <http://www.sri.com>

**Andrew R. De Boda Consulting**

1523 Milford Ave.  
Coquitlam, BC, Canada V3J 2V9  
(604)936-4527  
Fax: (604)936-4527  
E-mail: deboda@intergate.bc.ca  
Website: <http://www.ourworld.compuserve.com/homepages/deboda>

**The Sage Group Ltd.**

980 - 355 Burrard St.  
744 W Haistings, Ste. 410  
Vancouver, BC, Canada V6C 1A5  
(604)669-9269  
Fax: (604)669-6622

**Tikkanen-Bradley**

1345 Nelson St., Ste. 202  
Vancouver, BC, Canada V6E 1J8  
(604)669-0583  
E-mail: webmaster@tikkanenbradley.com  
Website: <http://www.tikkanenbradley.com>

**Ontario**

**The Cynton Co.**

17 Massey St.  
Brampton, ON, Canada L6S 2V6  
(905)792-7769  
Fax: (905)792-8116  
E-mail: cynton@home.com  
Website: <http://www.cynton.com>

**Begley & Associates**

RR 6  
Cambridge, ON, Canada N1R 5S7  
(519)740-3629  
Fax: (519)740-3629  
E-mail: begley@in.on.ca  
Website: <http://www.in.on.ca/~begley/index.htm>

**CRO Engineering Ltd.**

1895 William Hodgins Ln.  
Carp, ON, Canada K0A 1L0  
(613)839-1108  
Fax: (613)839-1406  
E-mail: J.Grefford@ieee.ca  
Website: <http://www.geocities.com/WallStreet/District/7401/>

**Task Enterprises**

Box 69, RR 2 Hamilton  
Flamborough, ON, Canada L8N 2Z7  
(905)659-0153  
Fax: (905)659-0861

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

**HST Group Ltd.**  
430 Gilmour St.  
Ottawa, ON, Canada K2P 0R8  
(613)236-7303  
Fax: (613)236-9893

**Harrison Associates**  
BCE Pl.  
181 Bay St., Ste. 3740  
PO Box 798  
Toronto, ON, Canada M5J 2T3  
(416)364-5441  
Fax: (416)364-2875

**TCI Convergence Ltd. Management Consultants**  
99 Crown's Ln.  
Toronto, ON, Canada M5R 3P4  
(416)515-4146  
Fax: (416)515-2097  
E-mail: tci@inforamp.net  
Website: <http://tciconverge.com/index.1.html>

**Ken Wyman & Associates Inc.**  
64B Shuter St., Ste. 200  
Toronto, ON, Canada M5B 1B1  
(416)362-2926  
Fax: (416)362-3039  
E-mail: kenwyman@compuserve.com

**JPL Business Consultants**  
82705 Metter Rd.  
Wellandport, ON, Canada L0R 2J0  
(905)386-7450  
Fax: (905)386-7450  
E-mail: plamarch@freenet.npiec.on.ca

### Quebec

**The Zimmar Consulting Partnership Inc.**  
Westmount  
PO Box 98  
Montreal, QC, Canada H3Z 2T1  
(514)484-1459  
Fax: (514)484-3063

### Saskatchewan

**Trimension Group**  
No. 104-110 Research Dr.  
Innovation Place, SK, Canada S7N 3R3  
(306)668-2560  
Fax: (306)975-1156  
E-mail: trimension@trimension.ca  
Website: <http://www.trimension.ca>

**Corporate Management Consultants**  
PO Box 7570 Station Main  
Saskatoon, SK, Canada, S7K 4L4

(306)343-8415  
Fax: (650)618-2742  
E-mail: cmccorporatemanagement@shaw.ca  
Website: <http://www.Corporatemanagementconsultants.com>  
Gerald Rekve

## UNITED STATES

### Alabama

**Business Planning Inc.**  
300 Office Park Dr.  
Birmingham, AL 35223-2474  
(205)870-7090  
Fax: (205)870-7103

### Tradebank of Eastern Alabama

546 Broad St., Ste. 3  
Gadsden, AL 35901  
(205)547-8700  
Fax: (205)547-8718  
E-mail: mansion@webex.com  
Website: <http://www.webex.com/~tea>

### Alaska

**AK Business Development Center**  
3335 Arctic Blvd., Ste. 203  
Anchorage, AK 99503  
(907)562-0335  
Free: 800-478-3474  
Fax: (907)562-6988  
E-mail: abdc@gci.net  
Website: <http://www.abdc.org>

### Business Matters

PO Box 287  
Fairbanks, AK 99707  
(907)452-5650

### Arizona

**Carefree Direct Marketing Corp.**  
8001 E Serene St.  
PO Box 3737  
Carefree, AZ 85377-3737  
(480)488-4227  
Fax: (480)488-2841

### Trans Energy Corp.

1739 W 7th Ave.  
Mesa, AZ 85202  
(480)827-7915  
Fax: (480)967-6601  
E-mail: aha@clean-air.org  
Website: <http://www.clean-air.org>

**CMAS**  
5125 N 16th St.  
Phoenix, AZ 85016  
(602)395-1001  
Fax: (602)604-8180

**Comgate Telemanagement Ltd.**  
706 E Bell Rd., Ste. 105  
Phoenix, AZ 85022  
(602)485-5708  
Fax: (602)485-5709  
E-mail: comgate@netzone.com  
Website: <http://www.comgate.com>

**Moneysoft Inc.**  
1 E Camelback Rd. #550  
Phoenix, AZ 85012  
Free: 800-966-7797  
E-mail: mbray@moneysoft.com

### Harvey C. Skoog

PO Box 26439  
Prescott Valley, AZ 86312  
(520)772-1714  
Fax: (520)772-2814

### LMC Services

8711 E Pinnacle Peak Rd., No. 340  
Scottsdale, AZ 85255-3555  
(602)585-7177  
Fax: (602)585-5880  
E-mail: louws@earthlink.com

### Sauerbrun Technology Group Ltd.

7979 E Princess Dr., Ste. 5  
Scottsdale, AZ 85255-5878  
(602)502-4950  
Fax: (602)502-4292  
E-mail: info@sauerbrun.com  
Website: <http://www.sauerbrun.com>

### Gary L. McLeod

PO Box 230  
Sonoita, AZ 85637  
Fax: (602)455-5661

### Van Cleve Associates

6932 E 2nd St.  
Tucson, AZ 85710  
(520)296-2587  
Fax: (520)296-3358

### California

**Acumen Group Inc.**  
(650)949-9349  
Fax: (650)949-4845  
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10900 NE 8th St., Ste. 900  
Bellevue, WA 98004  
(425)688-3060  
Fax: (425)454-4383  
E-mail: partners@burlingtonconsultants.com  
Website: <http://www.burlingtonconsultants.com>

### **Perry L. Smith Consulting**

800 Bellevue Way NE, Ste. 400  
Bellevue, WA 98004-4208  
(425)462-2072  
Fax: (425)462-5638

### **St. Charles Consulting Group**

1420 NW Gilman Blvd.  
Issaquah, WA 98027  
(425)557-8708  
Fax: (425)557-8731

E-mail: info@stcharlesconsulting.com  
Website: <http://www.stcharlesconsulting.com>

### **Independent Automotive Training Services**

PO Box 334  
Kirkland, WA 98083  
(425)822-5715  
E-mail: ltunney@autosvccon.com  
Website: <http://www.autosvccon.com>

### **Kahle Associate Inc.**

6203 204th Dr. NE  
Redmond, WA 98053  
(425)836-8763  
Fax: (425)868-3770  
E-mail: randykahle@kahleassociates.com  
Website: <http://www.kahleassociates.com>

### **Dan Collin**

3419 Wallingord Ave N, No. 2  
Seattle, WA 98103  
(206)634-9469  
E-mail: dc@dancollin.com  
Website: <http://members.home.net/dcollin/>

### **ECG Management Consultants Inc.**

1111 3rd Ave., Ste. 2700  
Seattle, WA 98101-3201  
(206)689-2200  
Fax: (206)689-2209  
E-mail: ecg@ecgmc.com  
Website: <http://www.ecgmc.com>

### **Northwest Trade Adjustment Assistance Center**

900 4th Ave., Ste. 2430  
Seattle, WA 98164-1001  
(206)622-2730  
Free: 800-667-8087  
Fax: (206)622-1105  
E-mail: matchingfunds@nwtaac.org  
Website: <http://www.taacenters.org>

### **Business Planning Consultants**

S 3510 Ridgeview Dr.  
Spokane, WA 99206  
(509)928-0332  
Fax: (509)921-0842  
E-mail: bpci@nextdim.com

## **West Virginia**

### **Stanley & Associates Inc./ BusinessandMarketingPlans.com**

1687 Robert C. Byrd Dr.  
Beckley, WV 25801  
(304)252-0324  
Free: 888-752-6720

Fax: (304)252-0470  
E-mail: cclay@charterinternet.com  
Website: <http://www.BusinessandMarketingPlans.com>  
Christopher Clay

## **Wisconsin**

### **White & Associates Inc.**

5349 Somerset Ln. S  
Greenfield, WI 53221  
(414)281-7373  
Fax: (414)281-7006  
E-mail: wnaconsult@aol.com

## **SMALL BUSINESS ADMINISTRATION REGIONAL OFFICES**

*This section contains a listing of Small Business Administration offices arranged numerically by region. Service areas are provided. Contact the appropriate office for a referral to the nearest field office, or visit the Small Business Administration online at [www.sba.gov](http://www.sba.gov).*

### **Region 1**

#### **U.S. Small Business Administration**

Region I Office  
10 Causeway St., Ste. 812  
Boston, MA 02222-1093  
Phone: (617)565-8415  
Fax: (617)565-8420  
Serves Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont.

### **Region 2**

#### **U.S. Small Business Administration**

Region II Office  
26 Federal Plaza, Ste. 3108  
New York, NY 10278  
Phone: (212)264-1450  
Fax: (212)264-0038  
Serves New Jersey, New York, Puerto Rico, and the Virgin Islands.

### **Region 3**

#### **U.S. Small Business Administration**

Region III Office  
Robert N C Nix Sr. Federal Building  
900 Market St., 5th Fl.



Philadelphia, PA 19107  
(215)580-2807  
Serves Delaware, the District of Columbia, Maryland, Pennsylvania, Virginia, and West Virginia.

**Region 4**

**U.S. Small Business Administration**

Region IV Office  
233 Peachtree St. NE  
Harris Tower 1800  
Atlanta, GA 30303  
Phone: (404)331-4999  
Fax: (404)331-2354  
Serves Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee.

**Region 5**

**U.S. Small Business Administration**

Region V Office  
500 W. Madison St.  
Citicorp Center, Ste. 1240  
Chicago, IL 60661-2511  
Phone: (312)353-0357  
Fax: (312)353-3426  
Serves Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin.

**Region 6**

**U.S. Small Business Administration**

Region VI Office  
4300 Amon Carter Blvd., Ste. 108  
Fort Worth, TX 76155  
Phone: (817)684-5581  
Fax: (817)684-5588  
Serves Arkansas, Louisiana, New Mexico, Oklahoma, and Texas.

**Region 7**

**U.S. Small Business Administration**

Region VII Office  
323 W. 8th St., Ste. 307  
Kansas City, MO 64105-1500  
Phone: (816)374-6380  
Fax: (816)374-6339  
Serves Iowa, Kansas, Missouri, and Nebraska.

**Region 8**

**U.S. Small Business Administration**

Region VIII Office  
721 19th St., Ste. 400  
Denver, CO 80202  
Phone: (303)844-0500  
Fax: (303)844-0506

Serves Colorado, Montana, North Dakota, South Dakota, Utah, and Wyoming.

**Region 9**

**U.S. Small Business Administration**

Region IX Office  
330 N Brand Blvd., Ste. 1270  
Glendale, CA 91203-2304  
Phone: (818)552-3434  
Fax: (818)552-3440  
Serves American Samoa, Arizona, California, Guam, Hawaii, Nevada, and the Trust Territory of the Pacific Islands.

**Region 10**

**U.S. Small Business Administration**

Region X Office  
2401 Fourth Ave., Ste. 400  
Seattle, WA 98121  
Phone: (206)553-5676  
Fax: (206)553-4155  
Serves Alaska, Idaho, Oregon, and Washington.

**SMALL BUSINESS DEVELOPMENT CENTERS**

*This section contains a listing of all Small Business Development Centers, organized alphabetically by state/U.S. territory, then by city, then by agency name.*

**Alabama**

**Alabama SBDC**

**UNIVERSITY OF ALABAMA**

2800 Milan Court Suite 124  
Birmingham, AL 35211-6908  
Phone: 205-943-6750  
Fax: 205-943-6752  
E-Mail: [wcampbell@provost.uab.edu](mailto:wcampbell@provost.uab.edu)  
Website: <http://www.asbdc.org>  
Mr. William Campbell Jr, State Director

**Alaska**

**Alaska SBDC**

**UNIVERSITY OF ALASKA - ANCHORAGE**

430 West Seventh Avenue, Suite 110  
Anchorage, AK 99501  
Phone: 907-274 -7232  
Fax: 907-274-9524

E-Mail: [anewr@uaa.alaska.edu](mailto:anewr@uaa.alaska.edu)  
Website: <http://www.aksbdc.org>  
Ms. Jean R. Wall, State Director

**American Samoa**

**American Samoa SBDC**

**AMERICAN SAMOA COMMUNITY COLLEGE**

P.O. Box 2609  
Pago Pago, American Samoa 96799  
Phone: 011-684-699-4830  
Fax: 011-684-699-6132  
E-Mail: [htalex@att.net](mailto:htalex@att.net)  
Mr. Herbert Thweatt, Director

**Arizona**

**Arizona SBDC**

**MARICOPA COUNTY COMMUNITY COLLEGE**

2411 West 14th Street, Suite 132  
Tempe, AZ 85281  
Phone: 480-731-8720  
Fax: 480-731-8729  
E-Mail: [mike.york@domain.maricopa.edu](mailto:mike.york@domain.maricopa.edu)  
Website: <http://www.dist.maricopa.edu.sbdc>  
Mr. Michael York, State Director

**Arkansas**

**Arkansas SBDC**

**UNIVERSITY OF ARKANSAS**

2801 South University Avenue  
Little Rock, AR 72204  
Phone: 501-324-9043  
Fax: 501-324-9049  
E-Mail: [jmroderick@ualr.edu](mailto:jmroderick@ualr.edu)  
Website: <http://asbdc.ualr.edu>  
Ms. Janet M. Roderick, State Director

**California**

**California - San Francisco SBDC**

**Northern California SBDC Lead Center**

**HUMBOLDT STATE UNIVERSITY**

Office of Economic Development  
1 Harpst Street 2006A, Siemens Hall  
Arcata, CA, 95521  
Phone: 707-826-3922  
Fax: 707-826-3206  
E-Mail: [gainer@humboldt.edu](mailto:gainer@humboldt.edu)  
Ms. Margaret A. Gainer, Regional Director

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

### California - Sacramento SBDC

#### CALIFORNIA STATE UNIVERSITY - CHICO

Chico, CA 95929-0765  
Phone: 530-898-4598  
Fax: 530-898-4734  
E-Mail: [dripke@csuchico.edu](mailto:dripke@csuchico.edu)  
Website: <http://gsbdc.csuchico.edu>  
Mr. Dan Ripke, Interim Regional Director

### California - San Diego SBDC

#### SOUTHWESTERN COMMUNITY COLLEGE DISTRICT

900 Otey Lakes Road  
Chula Vista, CA 91910  
Phone: 619-482-6388  
Fax: 619-482-6402  
E-Mail: [dtrujillo@swc.cc.ca.us](mailto:dtrujillo@swc.cc.ca.us)  
Website: <http://www.sbditc.org>  
Ms. Debbie P. Trujillo, Regional Director

### California - Fresno SBDC

#### UC Merced Lead Center

#### UNIVERSITY OF CALIFORNIA - MERCED

550 East Shaw, Suite 105A  
Fresno, CA 93710  
Phone: 559-241-6590  
Fax: 559-241-7422  
E-Mail: [crosander@ucmerced.edu](mailto:crosander@ucmerced.edu)  
Website: <http://sbdc.ucmerced.edu>  
Mr. Chris Rosander, State Director

### California - Santa Ana SBDC

#### Tri-County Lead SBDC

#### CALIFORNIA STATE UNIVERSITY - FULLERTON

800 North State College Boulevard,  
LH640  
Fullerton, CA 92834  
Phone: 714-278-2719  
Fax: 714-278-7858  
E-Mail: [vpham@fullerton.edu](mailto:vpham@fullerton.edu)  
Website: <http://www.leadsbdc.org>  
Ms. Vi Pham, Lead Center Director

### California - Los Angeles Region SBDC

#### LONG BEACH COMMUNITY COLLEGE DISTRICT

3950 Paramount Boulevard, Ste 101  
Lakewood, CA 90712  
Phone: 562-938-5004  
Fax: 562-938-5030  
E-Mail: [ssloan@lbcc.edu](mailto:ssloan@lbcc.edu)

Ms. Sheneui Sloan, Interim Lead Center Director

### Colorado

#### Colorado SBDC

#### OFFICE OF ECONOMIC DEVELOPMENT

1625 Broadway, Suite 170  
Denver, CO 80202  
Phone: 303-892-3864  
Fax: 303-892-3848  
E-Mail: [Kelly.Manning@state.co.us](mailto:Kelly.Manning@state.co.us)  
Website: <http://www.state.co.us/oed/sbdc>  
Ms. Kelly Manning, State Director

### Connecticut

#### Connecticut SBDC

#### UNIVERSITY OF CONNECTICUT

1376 Storrs Road, Unit 4094  
Storrs, CT 06269-1094  
Phone: 860-870-6370  
Fax: 860-870-6374  
E-Mail: [richard.cheney@uconn.edu](mailto:richard.cheney@uconn.edu)  
Website: <http://www.sbdc.uconn.edu>  
Mr. Richard Cheney, Interim State Director

### Delaware

#### Delaware SBDC

#### DELAWARE TECHNOLOGY PARK

1 Innovation Way, Suite 301  
Newark, DE 19711  
Phone: 302-831-2747  
Fax: 302-831-1423  
E-Mail: [Clinton.tymes@mvs.udel.edu](mailto:Clinton.tymes@mvs.udel.edu)  
Website: <http://www.delawaresbdc.org>  
Mr. Clinton Tymes, State Director

### District of Columbia

#### District of Columbia SBDC

#### HOWARD UNIVERSITY

2600 6th Street, NW Room 128  
Washington, DC 20059  
Phone: 202-806-1550  
Fax: 202-806-1777  
E-Mail: [hturner@howard.edu](mailto:hturner@howard.edu)  
Website: <http://www.dcsbdc.com/>  
Mr. Henry Turner, Executive Director

### Florida

#### Florida SBDC

#### UNIVERSITY OF WEST FLORIDA

401 East Chase Street, Suite 100

Pensacola, FL 32502  
Phone: 850-473-7800  
Fax: 850-473-7813  
E-Mail: [jcartwri@uwf.edu](mailto:jcartwri@uwf.edu)  
Website: <http://www.floridasbdc.com>  
Mr. Jerry Cartwright, State Director

### Georgia

#### Georgia SBDC

#### UNIVERSITY OF GEORGIA

1180 East Broad Street  
Athens, GA 30602  
Phone: 706-542-6762  
Fax: 706-542-6776  
E-mail: [aadams@sbdc.uga.edu](mailto:aadams@sbdc.uga.edu)  
Website: <http://www.sbdc.uga.edu>  
Mr. Allan Adams, Interim State Director

### Guam

#### Guam Small Business Development Center

#### UNIVERSITY OF GUAM

Pacific Islands SBDC  
P.O. Box 5014 - U.O.G. Station  
Mangilao, GU 96923  
Phone: 671-735-2590  
Fax: 671-734-2002  
E-mail: [casey@pacificsbdc.com](mailto:casey@pacificsbdc.com)  
Website: <http://www.uog.edu/sbdc>  
Mr. Casey Jeszenka, Director

### Hawaii

#### Hawaii SBDC

#### UNIVERSITY OF HAWAII - HILO

308 Kamehameha Avenue, Suite 201  
Hilo, HI 96720  
Phone: 808-974-7515  
Fax: 808-974-7683  
E-Mail: [darrylm@interpac.net](mailto:darrylm@interpac.net)  
Website: <http://www.hawaii-sbdc.org>  
Mr. Darryl Mleynek, State Director

### Idaho

#### Idaho SBDC

#### BOISE STATE UNIVERSITY

1910 University Drive  
Boise, ID 83725  
Phone: 208-426-3799  
Fax: 208-426-3877  
E-mail: [jhogge@boisestate.edu](mailto:jhogge@boisestate.edu)  
Website: <http://www.idahosbdc.org>  
Mr. Jim Hogge, State Director

**Illinois**

**Illinois SBDC**

**DEPARTMENT OF COMMERCE AND ECONOMIC OPPORTUNITY**

620 E. Adams, S-4  
Springfield, IL 62701  
Phone: 217-524-5700  
Fax: 217-524-0171  
E-mail: mpatrilli@ildceo.net  
Website: <http://www.ilsbdc.biz>  
Mr. Mark Petrilli, State Director

**Indiana**

**Indiana SBDC**

**INDIANA ECONOMIC DEVELOPMENT CORPORATION**

One North Capitol, Suite 900  
Indianapolis, IN 46204  
Phone: 317-234-8872  
Fax: 317-232-8874  
E-mail: dtrocha@isbdc.org  
Website: <http://www.isbdc.org>  
Ms. Debbie Bishop Trocha, State Director

**Iowa**

**Iowa SBDC**

**IOWA STATE UNIVERSITY**

340 Gerdin Business Bldg.  
Ames, IA 50011-1350  
Phone: 515-294-2037  
Fax: 515-294-6522  
E-mail: jonryan@iastate.edu  
Website: <http://www.iabusnet.org>  
Mr. Jon Ryan, State Director

**Kansas**

**Kansas SBDC**

**FORT HAYS STATE UNIVERSITY**

214 SW Sixth Street, Suite 301  
Topeka, KS 66603  
Phone: 785-296-6514  
Fax: 785-291-3261  
E-mail: ksbdc.wkearns@fhsu.edu  
Website: <http://www.fhsu.edu/ksbdc>  
Mr. Wally Kearns, State Director

**Kentucky**

**Kentucky SBDC**

**UNIVERSITY OF KENTUCKY**

225 Gatton College of Business  
Economics Building

Lexington, KY 40506-0034  
Phone: 859-257-7668  
Fax: 859-323-1907  
E-mail: lrnaug0@pop.uky.edu  
Website: <http://www.ksbdc.org>  
Ms. Becky Naugle, State Director

**Louisiana**

**Louisiana SBDC**

**UNIVERSITY OF LOUISIANA - MONROE**

**College of Business Administration**

700 University Avenue  
Monroe, LA 71209  
Phone: 318-342-5506  
Fax: 318-342-5510  
E-mail: wilkerson@ulm.edu  
Website: <http://www.lsbdc.org>  
Ms. Mary Lynn Wilkerson,  
State Director

**Maine**

**Maine SBDC**

**UNIVERSITY OF SOUTHERN MAINE**

96 Falmouth Street P.O. Box 9300  
Portland, ME 04103  
Phone: 207-780-4420  
Fax: 207-780-4810  
E-mail: jrmasaau@maine.edu  
Website: <http://www.mainesbdc.org>  
Mr. John Massaua, State Director

**Maryland**

**Maryland SBDC**

**UNIVERSITY OF MARYLAND**

7100 Baltimore Avenue, Suite 401  
College Park, MD 20742  
Phone: 301-403-8300  
Fax: 301-403-8303  
E-mail: rsprow@mdsbdc.umd.edu  
Website: <http://www.mdsbdc.umd.edu>  
Ms. Renee Sprow, State Director

**Massachusetts**

**Massachusetts SBDC**

**UNIVERSITY OF MASSACHUSETTS**

School of Management, Room 205  
Amherst, MA 01003-4935  
Phone: 413-545-6301  
Fax: 413-545-1273  
E-mail: gep@msbdc.umass.edu

Website: <http://msbdc.som.umass.edu>  
Ms. Georgianna Parkin, State Director

**Michigan**

**Michigan SBTDC**

**GRAND VALLEY STATE UNIVERSITY**

510 West Fulton Avenue  
Grand Rapids, MI 49504  
Phone: 616-331-7485  
Fax: 616-331-7389  
E-mail: lopuckic@gvsu.edu  
Website: <http://www.misbtdc.org>  
Ms. Carol Lopucki, State Director

**Minnesota**

**Minnesota SBDC**

**MINNESOTA SMALL BUSINESS DEVELOPMENT CENTER**

1st National Bank Building  
332 Minnesota Street, Suite E200  
St. Paul, MN 55101-1351  
Phone: 651-297-5773  
Fax: 651-296-5287  
E-mail: michael.myhre@state.mn.us  
Website: <http://www.mnsbdc.com>  
Mr. Michael Myhre, State Director

**Mississippi**

**Mississippi SBDC**

**UNIVERSITY OF MISSISSIPPI**

B-19 Jeanette Phillips Drive  
P.O. Box 1848  
University, MS 38677  
Phone: 662-915-5001  
Fax: 662-915-5650  
E-mail: wgurley@olemiss.edu  
Website: <http://www.olemiss.edu/depts/mssbdc>  
Mr. Doug Gurley, Jr., State Director

**Missouri**

**Missouri SBDC**

**UNIVERSITY OF MISSOURI**

1205 University Avenue, Suite 300  
Columbia, MO 65211  
Phone: 573-882-1348  
Fax: 573-884-4297  
E-mail: summersm@missouri.edu  
Website: <http://www.mo-sbdc.org/index.shtml>  
Mr. Max Summers, State Director

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

### Montana

#### Montana SBDC

##### DEPARTMENT OF COMMERCE

301 South Park Avenue, Room 114 / P.O.  
Box 200505  
Helena, MT 59620  
Phone: 406-841-2746  
Fax: 406-444-1872  
E-mail: [adesch@state.mt.us](mailto:adesch@state.mt.us)  
Website: [http://commerce.state.mt.us/brd/BRD\\_SBDC.html](http://commerce.state.mt.us/brd/BRD_SBDC.html)  
Ms. Ann Desch, State Director

### Nebraska

#### Nebraska SBDC

##### UNIVERSITY OF NEBRASKA - OMAHA

60th & Dodge Street, CBA Room 407  
Omaha, NE 68182  
Phone: 402-554-2521  
Fax: 402-554-3473  
E-mail: [rbernier@unomaha.edu](mailto:rbernier@unomaha.edu)  
Website: <http://nbdc.unomaha.edu>  
Mr. Robert Bernier, State Director

### Nevada

#### Nevada SBDC

##### UNIVERSITY OF NEVADA - RENO

Reno College of Business  
Administration, Room 411  
Reno, NV 89557-0100  
Phone: 775-784-1717  
Fax: 775-784-4337  
E-mail: [males@unr.edu](mailto:males@unr.edu)  
Website: <http://www.nsbdc.org>  
Mr. Sam Males, State Director

### New Hampshire

#### New Hampshire SBDC

##### UNIVERSITY OF NEW HAMPSHIRE

108 McConnell Hall  
Durham, NH 03824-3593  
Phone: 603-862-4879  
Fax: 603-862-4876  
E-mail: [Mary.Collins@unh.edu](mailto:Mary.Collins@unh.edu)  
Website: <http://www.nhsbdc.org>  
Ms. Mary Collins, State Director

### New Jersey

#### New Jersey SBDC

##### RUTGERS UNIVERSITY

49 Bleeker Street  
Newark, NJ 07102-1993

Phone: 973-353-5950  
Fax: 973-353-1110  
E-mail: [bhopper@njsbdc.com](mailto:bhopper@njsbdc.com)  
Website: <http://www.njsbdc.com/home>  
Ms. Brenda Hopper, State Director

### New Mexico

#### New Mexico SBDC

##### SANTA FE COMMUNITY COLLEGE

6401 Richards Avenue  
Santa Fe, NM 87505  
Phone: 505-428-1362  
Fax: 505-471-9469  
E-mail: [rmiller@santa-fe.cc.nm.us](mailto:rmiller@santa-fe.cc.nm.us)  
Website: <http://www.nmsbdc.org>  
Mr. Roy Miller, State Director

### New York

#### New York SBDC

##### STATE UNIVERSITY OF NEW YORK

SUNY Plaza, S-523  
Albany, NY 12246  
Phone: 518-443-5398  
Fax: 518-443-5275  
E-mail: [j.king@nyssbdc.org](mailto:j.king@nyssbdc.org)  
Website: <http://www.nyssbdc.org>  
Mr. Jim King, State Director

### North Carolina

#### North Carolina SBDTC

##### UNIVERSITY OF NORTH CAROLINA

5 West Hargett Street, Suite 600  
Raleigh, NC 27601  
Phone: 919-715-7272  
Fax: 919-715-7777  
E-mail: [sdaugherty@sbtcdc.org](mailto:sdaugherty@sbtcdc.org)  
Website: <http://www.sbtcdc.org>  
Mr. Scott Daugherty, State Director

### North Dakota

#### North Dakota SBDC

##### UNIVERSITY OF NORTH DAKOTA

1600 E. Century Avenue, Suite 2  
Bismarck, ND 58503  
Phone: 701-328-5375  
Fax: 701-328-5320  
E-mail: [christine.martin@und.nodak.edu](mailto:christine.martin@und.nodak.edu)  
Website: <http://www.ndsbdc.org>  
Ms. Christine Martin-Goldman, State Director

### Ohio

#### Ohio SBDC

##### OHIO DEPARTMENT OF DEVELOPMENT

77 South High Street  
Columbus, OH 43216  
Phone: 614-466-5102  
Fax: 614-466-0829  
E-mail: [mabraham@odod.state.oh.us](mailto:mabraham@odod.state.oh.us)  
Website: <http://www.ohiosbdc.org>  
Ms. Michele Abraham, State Director

### Oklahoma

#### Oklahoma SBDC

##### SOUTHEAST OKLAHOMA STATE UNIVERSITY

517 University, Box 2584, Station A  
Durant, OK 74701  
Phone: 580-745-7577  
Fax: 580-745-7471  
E-mail: [gpennington@sosu.edu](mailto:gpennington@sosu.edu)  
Website: <http://www.osbdc.org>  
Mr. Grady Pennington, State Director

### Oregon

#### Oregon SBDC

##### LANE COMMUNITY COLLEGE

99 West Tenth Avenue, Suite 390  
Eugene, OR 97401-3021  
Phone: 541-463-5250  
Fax: 541-345-6006  
E-mail: [carterb@lanecc.edu](mailto:carterb@lanecc.edu)  
Website: <http://www.bizcenter.org>  
Mr. William Carter, State Director

### Pennsylvania

#### Pennsylvania SBDC

##### UNIVERSITY OF PENNSYLVANIA

##### The Wharton School

3733 Spruce Street  
Philadelphia, PA 19104-6374  
Phone: 215-898-1219  
Fax: 215-573-2135  
E-mail: [ghiggins@wharton.upenn.edu](mailto:ghiggins@wharton.upenn.edu)  
Website: <http://pasbdc.org>  
Mr. Gregory Higgins, State Director

### Puerto Rico

#### Puerto Rico SBDC

##### INTER-AMERICAN UNIVERSITY OF PUERTO RICO

416 Ponce de Leon Avenue, Union Plaza,  
Seventh Floor

Hato Rey, PR 00918  
 Phone: 787-763-6811  
 Fax: 787-763-4629  
 E-mail: cmarti@prsbdc.org  
 Website: <http://www.prsbdc.org>  
 Ms. Carmen Marti, Executive Director

**Rhode Island**

**Rhode Island SBDC**

**BRYANT UNIVERSITY**

1150 Douglas Pike  
 Smithfield, RI 02917  
 Phone: 401-232-6923  
 Fax: 401-232-6933  
 E-mail: adawson@bryant.edu  
 Website: <http://www.risbdc.org>  
 Ms. Diane Fournaris, Interim State Director

**South Carolina**

**South Carolina SBDC**

**UNIVERSITY OF SOUTH CAROLINA**

**College of Business Administration**

1710 College Street  
 Columbia, SC 29208  
 Phone: 803-777-4907  
 Fax: 803-777-4403  
 E-mail: lenti@moore.sc.edu  
 Website: <http://scsbdc.moore.sc.edu>  
 Mr. John Lenti, State Director

**South Dakota**

**South Dakota SBDC**

**UNIVERSITY OF SOUTH DAKOTA**

414 East Clark Street, Patterson Hall  
 Vermillion, SD 57069  
 Phone: 605-677-6256  
 Fax: 605-677-5427  
 E-mail: jshemmin@usd.edu  
 Website: <http://www.sdsbdc.org>  
 Mr. John S. Hemmingstad, State Director

**Tennessee**

**Tennessee SBDC**

**TENNESSEE BOARD OF REGENTS**

1415 Murfreesboro Road, Suite 540  
 Nashville, TN 37217-2833  
 Phone: 615-898-2745  
 Fax: 615-893-7089  
 E-mail: pgeho@mail.tsbdc.org  
 Website: <http://www.tsbdc.org>  
 Mr. Patrick Geho, State Director

**Texas**

**Texas-North SBDC**

**DALLAS COUNTY COMMUNITY COLLEGE**

1402 Corinth Street  
 Dallas, TX 75215  
 Phone: 214-860-5835  
 Fax: 214-860-5813  
 E-mail: emk9402@dcccd.edu  
 Website: <http://www.ntsbdc.org>  
 Ms. Liz Klimback, Region Director

**Texas-Houston SBDC**

**UNIVERSITY OF HOUSTON**

2302 Fannin, Suite 200  
 Houston, TX 77002  
 Phone: 713-752-8425  
 Fax: 713-756-1500  
 E-mail: fyoung@uh.edu  
 Website: <http://sbdcnetwork.uh.edu>  
 Mr. Mike Young, Executive Director

**Texas-NW SBDC**

**TEXAS TECH UNIVERSITY**

2579 South Loop 289, Suite 114  
 Lubbock, TX 79423  
 Phone: 806-745-3973  
 Fax: 806-745-6207  
 E-mail: c.bean@nwtbsbdc.org  
 Website: <http://www.nwtbsbdc.org>  
 Mr. Craig Bean, Executive Director

**Texas-South-West Texas Border Region SBDC**

**UNIVERSITY OF TEXAS - SAN ANTONIO**

501 West Durango Boulevard  
 San Antonio, TX 78207-4415  
 Phone: 210-458-2742  
 Fax: 210-458-2464  
 E-mail: albert.salgado@utsa.edu  
 Website: <http://www.iedtexas.org>  
 Mr. Alberto Salgado, Region Director

**Utah**

**Utah SBDC**

**SALT LAKE COMMUNITY COLLEGE**

9750 South 300 West  
 Sandy, UT 84070  
 Phone: 801-957-3493  
 Fax: 801-957-3488  
 E-mail: Greg.Panichello@slcc.edu  
 Website: <http://www.slcc.edu/sbdc>  
 Mr. Greg Panichello, State Director

**Vermont**

**Vermont SBDC**

**VERMONT TECHNICAL COLLEGE**

PO Box 188, 1 Main Street  
 Randolph Center, VT 05061-0188  
 Phone: 802-728-9101  
 Fax: 802-728-3026  
 E-mail: lquillen@vtc.edu  
 Website: <http://www.vtsbdc.org>  
 Ms. Lenae Quillen-Blume, State Director

**Virgin Islands**

**Virgin Islands SBDC**

**UNIVERSITY OF THE VIRGIN ISLANDS**

8000 Nisky Center, Suite 720  
 St. Thomas, VI 00802-5804  
 Phone: 340-776-3206  
 Fax: 340-775-3756  
 E-mail: wbush@webmail.uvi.edu  
 Website: <http://rps.uvi.edu/SBDC>  
 Mr. Warren Bush, State Director

**Virginia**

**Virginia SBDC**

**GEORGE MASON UNIVERSITY**

4031 University Drive, Suite 200  
 Fairfax, VA 22030-3409  
 Phone: 703-277-7727  
 Fax: 703-352-8515  
 E-mail: jkeenan@gmu.edu  
 Website: <http://www.virginiasbdc.org>  
 Ms. Jody Keenan, Director

**Washington**

**Washington SBDC**

**WASHINGTON STATE UNIVERSITY**

534 E. Trent Avenue  
 P.O. Box 1495  
 Spokane, WA 99210-1495  
 Phone: 509-358-7765  
 Fax: 509-358-7764  
 E-mail: barogers@wsu.edu  
 Website: <http://www.wsbdc.org>  
 Mr. Brett Rogers, State Director

**West Virginia**

**West Virginia SBDC**

**WEST VIRGINIA DEVELOPMENT OFFICE**

Capital Complex, Building 6, Room 652  
 Charleston, WV 25301

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

Phone: 304-558-2960  
Fax: 304-558-0127  
E-mail: csalyer@wvsbdc.org  
Website: <http://www.wvsbdc.org>  
Mr. Conley Salyor, State Director

### Wisconsin

#### Wisconsin SBDC

**UNIVERSITY OF WISCONSIN**  
432 North Lake Street, Room 423  
Madison, WI 53706  
Phone: 608-263-7794  
Fax: 608-263-7830  
E-mail: [erica.kauten@uwex.edu](mailto:erica.kauten@uwex.edu)  
Website: <http://www.wisconsinsbdc.org>  
Ms. Erica Kauten, State Director

### Wyoming

#### Wyoming SBDC

**UNIVERSITY OF WYOMING**  
P.O. Box 3922  
Laramie, WY 82071-3922  
Phone: 307-766-3505  
Fax: 307-766-3406  
E-mail: [DDW@uwyo.edu](mailto:DDW@uwyo.edu)  
Website: <http://www.uwyo.edu/sbdc>  
Ms. Debbie Popp, Acting State Director

### SERVICE CORPS OF RETIRED EXECUTIVES (SCORE) OFFICES

*This section contains a listing of all SCORE offices organized alphabetically by state/U.S. territory, then by city, then by agency name.*

### Alabama

**SCORE Office (Northeast Alabama)**  
1330 Quintard Ave.  
Anniston, AL 36202  
(256)237-3536

**SCORE Office (North Alabama)**  
901 South 15th St, Rm. 201  
Birmingham, AL 35294-2060  
(205)934-6868  
Fax: (205)934-0538

**SCORE Office (Baldwin County)**  
29750 Larry Dee Cawyer Dr.  
Daphne, AL 36526  
(334)928-5838

**SCORE Office (Shoals)**  
612 S. COurt  
Florence, AL 35630  
(256)764-4661  
Fax: (256)766-9017  
E-mail: [shoals@shoalschamber.com](mailto:shoals@shoalschamber.com)

**SCORE Office (Mobile)**  
600 S Court St.  
Mobile, AL 36104  
(334)240-6868  
Fax: (334)240-6869

**SCORE Office (Alabama Capitol City)**  
600 S. Court St.  
Montgomery, AL 36104  
(334)240-6868  
Fax: (334)240-6869

**SCORE Office (East Alabama)**  
601 Ave. A  
Opelika, AL 36801  
(334)745-4861  
E-mail: [score636@hotmail.com](mailto:score636@hotmail.com)  
Website: <http://www.angelfire.com/sc/score636/>

**SCORE Office (Tuscaloosa)**  
2200 University Blvd.  
Tuscaloosa, AL 35402  
(205)758-7588

### Alaska

**SCORE Office (Anchorage)**  
510 L St., Ste. 310  
Anchorage, AK 99501  
(907)271-4022  
Fax: (907)271-4545

### Arizona

**SCORE Office (Lake Havasu)**  
10 S. Acoma Blvd.  
Lake Havasu City, AZ 86403  
(520)453-5951  
E-mail: [SCORE@ctaz.com](mailto:SCORE@ctaz.com)  
Website: [http://www.scorearizona.org/lake\\_havasu/](http://www.scorearizona.org/lake_havasu/)

**SCORE Office (East Valley)**  
Federal Bldg., Rm. 104  
26 N. MacDonald St.  
Mesa, AZ 85201  
(602)379-3100  
Fax: (602)379-3143  
E-mail: [402@aol.com](mailto:402@aol.com)  
Website: <http://www.scorearizona.org/ mesa/>

**SCORE Office (Phoenix)**  
2828 N. Central Ave., Ste. 800

Central & One Thomas  
Phoenix, AZ 85004  
(602)640-2329  
Fax: (602)640-2360  
E-mail: [e-mail@SCORE-phoenix.org](mailto:e-mail@SCORE-phoenix.org)  
Website: <http://www.score-phoenix.org/>

**SCORE Office (Prescott Arizona)**  
1228 Willow Creek Rd., Ste. 2  
Prescott, AZ 86301  
(520)778-7438  
Fax: (520)778-0812  
E-mail: [score@northlink.com](mailto:score@northlink.com)  
Website: <http://www.scorearizona.org/prescott/>

**SCORE Office (Tucson)**  
110 E. Pennington St.  
Tucson, AZ 85702  
(520)670-5008  
Fax: (520)670-5011  
E-mail: [score@azstarnet.com](mailto:score@azstarnet.com)  
Website: <http://www.scorearizona.org/tucson/>

**SCORE Office (Yuma)**  
281 W. 24th St., Ste. 116  
Yuma, AZ 85364  
(520)314-0480  
E-mail: [score@C2i2.com](mailto:score@C2i2.com)  
Website: <http://www.scorearizona.org/yuma>

### Arkansas

**SCORE Office (South Central)**  
201 N. Jackson Ave.  
El Dorado, AR 71730-5803  
(870)863-6113  
Fax: (870)863-6115

**SCORE Office (Ozark)**  
Fayetteville, AR 72701  
(501)442-7619

**SCORE Office (Northwest Arkansas)**  
Glenn Haven Dr., No. 4  
Ft. Smith, AR 72901  
(501)783-3556

**SCORE Office (Garland County)**  
Grand & Ouachita  
PO Box 6012  
Hot Springs Village, AR 71902  
(501)321-1700

**SCORE Office (Little Rock)**  
2120 Riverfront Dr., Rm. 100  
Little Rock, AR 72202-1747  
(501)324-5893  
Fax: (501)324-5199

**SCORE Office (Southeast Arkansas)**

121 W. 6th  
Pine Bluff, AR 71601  
(870)535-7189  
Fax: (870)535-1643

**California**

**SCORE Office (Golden Empire)**

1706 Chester Ave., No. 200  
Bakersfield, CA 93301  
(805)322-5881  
Fax: (805)322-5663

**SCORE Office (Greater Chico Area)**

1324 Mangrove St., Ste. 114  
Chico, CA 95926  
(916)342-8932  
Fax: (916)342-8932

**SCORE Office (Concord)**

2151-A Salvio St., Ste. B  
Concord, CA 94520  
(510)685-1181  
Fax: (510)685-5623

**SCORE Office (Covina)**

935 W. Badillo St.  
Covina, CA 91723  
(818)967-4191  
Fax: (818)966-9660

**SCORE Office (Rancho Cucamonga)**

8280 Utica, Ste. 160  
Cucamonga, CA 91730  
(909)987-1012  
Fax: (909)987-5917

**SCORE Office (Culver City)**

PO Box 707  
Culver City, CA 90232-0707  
(310)287-3850  
Fax: (310)287-1350

**SCORE Office (Danville)**

380 Diablo Rd., Ste. 103  
Danville, CA 94526  
(510)837-4400

**SCORE Office (Downey)**

11131 Brookshire Ave.  
Downey, CA 90241  
(310)923-2191  
Fax: (310)864-0461

**SCORE Office (El Cajon)**

109 Rea Ave.  
El Cajon, CA 92020  
(619)444-1327  
Fax: (619)440-6164

**SCORE Office (El Centro)**

1100 Main St.  
El Centro, CA 92243  
(619)352-3681  
Fax: (619)352-3246

**SCORE Office (Escondido)**

720 N. Broadway  
Escondido, CA 92025  
(619)745-2125  
Fax: (619)745-1183

**SCORE Office (Fairfield)**

1111 Webster St.  
Fairfield, CA 94533  
(707)425-4625  
Fax: (707)425-0826

**SCORE Office (Fontana)**

17009 Valley Blvd., Ste. B  
Fontana, CA 92335  
(909)822-4433  
Fax: (909)822-6238

**SCORE Office (Foster City)**

1125 E. Hillsdale Blvd.  
Foster City, CA 94404  
(415)573-7600  
Fax: (415)573-5201

**SCORE Office (Fremont)**

2201 Walnut Ave., Ste. 110  
Fremont, CA 94538  
(510)795-2244  
Fax: (510)795-2240

**SCORE Office (Central California)**

2719 N. Air Fresno Dr., Ste. 200  
Fresno, CA 93727-1547  
(559)487-5605  
Fax: (559)487-5636

**SCORE Office (Gardena)**

1204 W. Gardena Blvd.  
Gardena, CA 90247  
(310)532-9905  
Fax: (310)515-4893

**SCORE Office (Lompoc)**

330 N. Brand Blvd., Ste. 190  
Glendale, CA 91203-2304  
(818)552-3206  
Fax: (818)552-3323

**SCORE Office (Los Angeles)**

330 N. Brand Blvd., Ste. 190  
Glendale, CA 91203-2304  
(818)552-3206  
Fax: (818)552-3323

**SCORE Office (Glendora)**

131 E. Foothill Blvd.

Glendora, CA 91740  
(818)963-4128  
Fax: (818)914-4822

**SCORE Office (Grover Beach)**

177 S. 8th St.  
Grover Beach, CA 93433  
(805)489-9091  
Fax: (805)489-9091

**SCORE Office (Hawthorne)**

12477 Hawthorne Blvd.  
Hawthorne, CA 90250  
(310)676-1163  
Fax: (310)676-7661

**SCORE Office (Hayward)**

22300 Foothill Blvd., Ste. 303  
Hayward, CA 94541  
(510)537-2424

**SCORE Office (Hemet)**

1700 E. Florida Ave.  
Hemet, CA 92544-4679  
(909)652-4390  
Fax: (909)929-8543

**SCORE Office (Hesperia)**

16367 Main St.  
PO Box 403656  
Hesperia, CA 92340  
(619)244-2135

**SCORE Office (Hollister)**

321 San Felipe Rd., No. 11  
Hollister, CA 95023

**SCORE Office (Hollywood)**

7018 Hollywood Blvd.  
Hollywood, CA 90028  
(213)469-8311  
Fax: (213)469-2805

**SCORE Office (Indio)**

82503 Hwy. 111  
PO Drawer TTT  
Indio, CA 92202  
(619)347-0676

**SCORE Office (Inglewood)**

330 Queen St.  
Inglewood, CA 90301  
(818)552-3206

**SCORE Office (La Puente)**

218 N. Grendanda St. D.  
La Puente, CA 91744  
(818)330-3216  
Fax: (818)330-9524

**SCORE Office (La Verne)**

2078 Bonita Ave.  
La Verne, CA 91750

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

(909)593-5265

Fax: (714)929-8475

### **SCORE Office (Lake Elsinore)**

132 W. Graham Ave.  
Lake Elsinore, CA 92530  
(909)674-2577

### **SCORE Office (Lakeport)**

PO Box 295  
Lakeport, CA 95453  
(707)263-5092

### **SCORE Office (Lakewood)**

5445 E. Del Amo Blvd., Ste. 2  
Lakewood, CA 90714  
(213)920-7737

### **SCORE Office (Long Beach)**

1 World Trade Center  
Long Beach, CA 90831

### **SCORE Office (Los Alamitos)**

901 W. Civic Center Dr., Ste. 160  
Los Alamitos, CA 90720

### **SCORE Office (Los Altos)**

321 University Ave.  
Los Altos, CA 94022  
(415)948-1455

### **SCORE Office (Manhattan Beach)**

PO Box 3007  
Manhattan Beach, CA 90266  
(310)545-5313  
Fax: (310)545-7203

### **SCORE Office (Merced)**

1632 N. St.  
Merced, CA 95340  
(209)725-3800  
Fax: (209)383-4959

### **SCORE Office (Milpitas)**

75 S. Milpitas Blvd., Ste. 205  
Milpitas, CA 95035  
(408)262-2613  
Fax: (408)262-2823

### **SCORE Office (Yosemite)**

1012 11th St., Ste. 300  
Modesto, CA 95354  
(209)521-9333

### **SCORE Office (Montclair)**

5220 Benito Ave.  
Montclair, CA 91763

### **SCORE Office (Monterey Bay)**

380 Alvarado St.  
PO Box 1770  
Monterey, CA 93940-1770  
(408)649-1770

### **SCORE Office (Moreno Valley)**

25480 Alessandro  
Moreno Valley, CA 92553

### **SCORE Office (Morgan Hill)**

25 W. 1st St.  
PO Box 786  
Morgan Hill, CA 95038  
(408)779-9444  
Fax: (408)778-1786

### **SCORE Office (Morro Bay)**

880 Main St.  
Morro Bay, CA 93442  
(805)772-4467

### **SCORE Office (Mountain View)**

580 Castro St.  
Mountain View, CA 94041  
(415)968-8378  
Fax: (415)968-5668

### **SCORE Office (Napa)**

1556 1st St.  
Napa, CA 94559  
(707)226-7455  
Fax: (707)226-1171

### **SCORE Office (North Hollywood)**

5019 Lankershim Blvd.  
North Hollywood, CA 91601  
(818)552-3206

### **SCORE Office (Northridge)**

8801 Reseda Blvd.  
Northridge, CA 91324  
(818)349-5676

### **SCORE Office (Novato)**

807 De Long Ave.  
Novato, CA 94945  
(415)897-1164  
Fax: (415)898-9097

### **SCORE Office (East Bay)**

519 17th St.  
Oakland, CA 94612  
(510)273-6611  
Fax: (510)273-6015  
E-mail: [webmaster@eastbayscore.org](mailto:webmaster@eastbayscore.org)  
Website: <http://www.eastbayscore.org>

### **SCORE Office (Oceanside)**

928 N. Coast Hwy.  
Oceanside, CA 92054  
(619)722-1534

### **SCORE Office (Ontario)**

121 West B. St.  
Ontario, CA 91762  
Fax: (714)984-6439

### **SCORE Office (Oxnard)**

PO Box 867  
Oxnard, CA 93032  
(805)385-8860  
Fax: (805)487-1763

### **SCORE Office (Pacifica)**

450 Dundee Way, Ste. 2  
Pacifica, CA 94044  
(415)355-4122

### **SCORE Office (Palm Desert)**

72990 Hwy. 111  
Palm Desert, CA 92260  
(619)346-6111  
Fax: (619)346-3463

### **SCORE Office (Palm Springs)**

650 E. Tahquitz Canyon Way Ste. D  
Palm Springs, CA 92262-6706  
(760)320-6682  
Fax: (760)323-9426

### **SCORE Office (Lakeside)**

2150 Low Tree  
Palmdale, CA 93551  
(805)948-4518  
Fax: (805)949-1212

### **SCORE Office (Palo Alto)**

325 Forest Ave.  
Palo Alto, CA 94301  
(415)324-3121  
Fax: (415)324-1215

### **SCORE Office (Pasadena)**

117 E. Colorado Blvd., Ste. 100  
Pasadena, CA 91105  
(818)795-3355  
Fax: (818)795-5663

### **SCORE Office (Paso Robles)**

1225 Park St.  
Paso Robles, CA 93446-2234  
(805)238-0506  
Fax: (805)238-0527

### **SCORE Office (Petaluma)**

799 Baywood Dr., Ste. 3  
Petaluma, CA 94954  
(707)762-2785  
Fax: (707)762-4721

### **SCORE Office (Pico Rivera)**

9122 E. Washington Blvd.  
Pico Rivera, CA 90660

### **SCORE Office (Pittsburg)**

2700 E. Leland Rd.  
Pittsburg, CA 94565  
(510)439-2181  
Fax: (510)427-1599



## ORGANIZATIONS, AGENCIES, & CONSULTANTS

- SCORE Office (Pleasanton)**  
777 Peters Ave.  
Pleasanton, CA 94566  
(510)846-9697
- SCORE Office (Monterey Park)**  
485 N. Garey  
Pomona, CA 91769
- SCORE Office (Pomona)**  
485 N. Garey Ave.  
Pomona, CA 91766  
(909)622-1256
- SCORE Office (Antelope Valley)**  
4511 West Ave. M-4  
Quartz Hill, CA 93536  
(805)272-0087  
E-mail: avscore@ptw.com  
Website: <http://www.score.av.org/>
- SCORE Office (Shasta)**  
737 Auditorium Dr.  
Redding, CA 96099  
(916)225-2770
- SCORE Office (Redwood City)**  
1675 Broadway  
Redwood City, CA 94063  
(415)364-1722  
Fax: (415)364-1729
- SCORE Office (Richmond)**  
3925 MacDonald Ave.  
Richmond, CA 94805
- SCORE Office (Ridgecrest)**  
PO Box 771  
Ridgecrest, CA 93555  
(619)375-8331  
Fax: (619)375-0365
- SCORE Office (Riverside)**  
3685 Main St., Ste. 350  
Riverside, CA 92501  
(909)683-7100
- SCORE Office (Sacramento)**  
9845 Horn Rd., 260-B  
Sacramento, CA 95827  
(916)361-2322  
Fax: (916)361-2164  
E-mail: sacchapter@directcon.net
- SCORE Office (Salinas)**  
PO Box 1170  
Salinas, CA 93902  
(408)424-7611  
Fax: (408)424-8639
- SCORE Office (Inland Empire)**  
777 E. Rialto Ave.  
Purchasing
- San Bernardino, CA 92415-0760  
(909)386-8278
- SCORE Office (San Carlos)**  
San Carlos Chamber of Commerce  
PO Box 1086  
San Carlos, CA 94070  
(415)593-1068  
Fax: (415)593-9108
- SCORE Office (Encinitas)**  
550 W. C St., Ste. 550  
San Diego, CA 92101-3540  
(619)557-7272  
Fax: (619)557-5894
- SCORE Office (San Diego)**  
550 West C. St., Ste. 550  
San Diego, CA 92101-3540  
(619)557-7272  
Fax: (619)557-5894  
Website: <http://www.score-sandiego.org>
- SCORE Office (Menlo Park)**  
1100 Merrill St.  
San Francisco, CA 94105  
(415)325-2818  
Fax: (415)325-0920
- SCORE Office (San Francisco)**  
455 Market St., 6th Fl.  
San Francisco, CA 94105  
(415)744-6827  
Fax: (415)744-6750  
E-mail: sfscore@sfscore.  
Website: <http://www.sfscore.com>
- SCORE Office (San Gabriel)**  
401 W. Las Tunas Dr.  
San Gabriel, CA 91776  
(818)576-2525  
Fax: (818)289-2901
- SCORE Office (San Jose)**  
Deanza College  
208 S. 1st St., Ste. 137  
San Jose, CA 95113  
(408)288-8479  
Fax: (408)535-5541
- SCORE Office (Santa Clara County)**  
280 S. 1st St., Rm. 137  
San Jose, CA 95113  
(408)288-8479  
Fax: (408)535-5541  
E-mail: svscore@Prodigy.net  
Website: <http://www.svscore.org>
- SCORE Office (San Luis Obispo)**  
3566 S. Higuera, No. 104  
San Luis Obispo, CA 93401  
(805)547-0779
- SCORE Office (San Mateo)**  
1021 S. El Camino, 2nd Fl.  
San Mateo, CA 94402  
(415)341-5679
- SCORE Office (San Pedro)**  
390 W. 7th St.  
San Pedro, CA 90731  
(310)832-7272
- SCORE Office (Orange County)**  
200 W. Santa Anna Blvd., Ste. 700  
Santa Ana, CA 92701  
(714)550-7369  
Fax: (714)550-0191  
Website: <http://www.score114.org>
- SCORE Office (Santa Barbara)**  
3227 State St.  
Santa Barbara, CA 93130  
(805)563-0084
- SCORE Office (Central Coast)**  
509 W. Morrison Ave.  
Santa Maria, CA 93454  
(805)347-7755
- SCORE Office (Santa Maria)**  
614 S. Broadway  
Santa Maria, CA 93454-5111  
(805)925-2403  
Fax: (805)928-7559
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community/score/score.html](http://www.pressdemo.com/community/score/score.html)
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Fax: (847)584-6065

### SCORE Office (Springfield)

511 W. Capitol Ave., Ste. 302  
Springfield, IL 62704  
(217)492-4416  
Fax: (217)492-4867

### SCORE Office (Sycamore)

112 Somunak St.  
Sycamore, IL 60178  
(815)895-3456  
Fax: (815)895-0125

### SCORE Office (University)

Hwy. 50 & Stuenkel Rd. Ste. C3305  
University Park, IL 60466  
(708)534-5000  
Fax: (708)534-8457

## Indiana

### SCORE Office (Anderson)

205 W. 11th St.  
Anderson, IN 46015  
(317)642-0264

### SCORE Office (Bloomington)

Star Center  
216 W. Allen  
Bloomington, IN 47403  
(812)335-7334  
E-mail: [wtfische@indiana.edu](mailto:wtfische@indiana.edu)  
Website: <http://www.brainfreezemedia.com/score527/>

### SCORE Office (South East Indiana)

500 Franklin St.  
Box 29  
Columbus, IN 47201  
(812)379-4457

### SCORE Office (Corydon)

310 N. Elm St.  
Corydon, IN 47112  
(812)738-2137  
Fax: (812)738-6438

### SCORE Office (Crown Point)

Old Courthouse Sq. Ste. 206  
PO Box 43  
Crown Point, IN 46307  
(219)663-1800

### SCORE Office (Elkhart)

418 S. Main St.  
Elkhart, IN 46515  
(219)293-1531  
Fax: (219)294-1859

### SCORE Office (Evansville)

1100 W. Lloyd Expy., Ste. 105  
Evansville, IN 47708  
(812)426-6144

### SCORE Office (Fort Wayne)

1300 S. Harrison St.  
Ft. Wayne, IN 46802  
(219)422-2601  
Fax: (219)422-2601

### SCORE Office (Gary)

973 W. 6th Ave., Rm. 326  
Gary, IN 46402  
(219)882-3918

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### **SCORE Office (Hammond)**

7034 Indianapolis Blvd.  
Hammond, IN 46324  
(219)931-1000  
Fax: (219)845-9548

### **SCORE Office (Indianapolis)**

429 N. Pennsylvania St., Ste. 100  
Indianapolis, IN 46204-1873  
(317)226-7264  
Fax: (317)226-7259  
E-mail: [inscore@indy.net](mailto:inscore@indy.net)  
Website: <http://www.score-indianapolis.org/>

### **SCORE Office (Jasper)**

PO Box 307  
Jasper, IN 47547-0307  
(812)482-6866

### **SCORE Office (Kokomo/Howard Counties)**

106 N. Washington St.  
Kokomo, IN 46901  
(765)457-5301  
Fax: (765)452-4564

### **SCORE Office (Logansport)**

300 E. Broadway, Ste. 103  
Logansport, IN 46947  
(219)753-6388

### **SCORE Office (Madison)**

301 E. Main St.  
Madison, IN 47250  
(812)265-3135  
Fax: (812)265-2923

### **SCORE Office (Marengo)**

Rt. 1 Box 224D  
Marengo, IN 47140  
Fax: (812)365-2793

### **SCORE Office (Marion/Grant Counties)**

215 S. Adams  
Marion, IN 46952  
(765)664-5107

### **SCORE Office (Merrillville)**

255 W. 80th Pl.  
Merrillville, IN 46410  
(219)769-8180  
Fax: (219)736-6223

### **SCORE Office (Michigan City)**

200 E. Michigan Blvd.  
Michigan City, IN 46360  
(219)874-6221  
Fax: (219)873-1204

### **SCORE Office (South Central Indiana)**

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New Albany, IN 47150-9538  
(812)945-0066

### **SCORE Office (Rensselaer)**

104 W. Washington  
Rensselaer, IN 47978

### **SCORE Office (Salem)**

210 N. Main St.  
Salem, IN 47167  
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### **SCORE Office (South Bend)**

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South Bend, IN 46601  
(219)282-4350  
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Website: <http://www.southbend-score.org/>

### **SCORE Office (Valparaiso)**

150 Lincolnway  
Valparaiso, IN 46383  
(219)462-1105  
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### **SCORE Office (Vincennes)**

27 N. 3rd  
PO Box 553  
Vincennes, IN 47591  
(812)882-6440  
Fax: (812)882-6441

### **SCORE Office (Wabash)**

PO Box 371  
Wabash, IN 46992  
(219)563-1168  
Fax: (219)563-6920

## **Iowa**

### **SCORE Office (Burlington)**

Federal Bldg.  
300 N. Main St.  
Burlington, IA 52601  
(319)752-2967

### **SCORE Office (Cedar Rapids)**

2750 1st Ave. NE, Ste 350  
Cedar Rapids, IA 52401-1806  
(319)362-6405  
Fax: (319)362-7861  
E-mail: [score@scorecr.org](mailto:score@scorecr.org)  
Website: <http://www.scorecr.org>

### **SCORE Office (Illowa)**

333 4th Ave. S  
Clinton, IA 52732  
(319)242-5702

### **SCORE Office (Council Bluffs)**

7 N. 6th St.  
Council Bluffs, IA 51502  
(712)325-1000

### **SCORE Office (Northeast Iowa)**

3404 285th St.  
Cresco, IA 52136  
(319)547-3377

### **SCORE Office (Des Moines)**

Federal Bldg., Rm. 749  
210 Walnut St.  
Des Moines, IA 50309-2186  
(515)284-4760

### **SCORE Office (Ft. Dodge)**

Federal Bldg., Rm. 436  
205 S. 8th St.  
Ft. Dodge, IA 50501  
(515)955-2622

### **SCORE Office (Independence)**

110 1st. St. east  
Independence, IA 50644  
(319)334-7178  
Fax: (319)334-7179

### **SCORE Office (Iowa City)**

210 Federal Bldg.  
PO Box 1853  
Iowa City, IA 52240-1853  
(319)338-1662

### **SCORE Office (Keokuk)**

401 Main St.  
Pierce Bldg., No. 1  
Keokuk, IA 52632  
(319)524-5055

### **SCORE Office (Central Iowa)**

Fisher Community College  
709 S. Center  
Marshalltown, IA 50158  
(515)753-6645

### **SCORE Office (River City)**

15 West State St.  
Mason City, IA 50401  
(515)423-5724

### **SCORE Office (South Central)**

SBDC, Indian Hills Community College  
525 Grandview Ave.  
Ottumwa, IA 52501  
(515)683-5127  
Fax: (515)683-5263

### **SCORE Office (Dubuque)**

10250 Sundown Rd.  
Peosta, IA 52068  
(319)556-5110

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### SCORE Office (Sioux City)

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320 6th St.  
Sioux City, IA 51101  
(712)277-2324  
Fax: (712)277-2325

### SCORE Office (Iowa Lakes)

122 W. 5th St.  
Spencer, IA 51301  
(712)262-3059

### SCORE Office (Vista)

119 W. 6th St.  
Storm Lake, IA 50588  
(712)732-3780

### SCORE Office (Waterloo)

215 E. 4th  
Waterloo, IA 50703  
(319)233-8431

## Kansas

### SCORE Office (Southwest Kansas)

501 W. Spruce  
Dodge City, KS 67801  
(316)227-3119

### SCORE Office (Emporia)

811 Homewood  
Emporia, KS 66801  
(316)342-1600

### SCORE Office (Golden Belt)

1307 Williams  
Great Bend, KS 67530  
(316)792-2401

### SCORE Office (Hays)

PO Box 400  
Hays, KS 67601  
(913)625-6595

### SCORE Office (Hutchinson)

1 E. 9th St.  
Hutchinson, KS 67501  
(316)665-8468  
Fax: (316)665-7619

### SCORE Office (Southeast Kansas)

404 Westminster Pl.  
PO Box 886  
Independence, KS 67301  
(316)331-4741

### SCORE Office (McPherson)

306 N. Main

PO Box 616  
McPherson, KS 67460  
(316)241-3303

### SCORE Office (Salina)

120 Ash St.  
Salina, KS 67401  
(785)243-4290  
Fax: (785)243-1833

### SCORE Office (Topeka)

1700 College  
Topeka, KS 66621  
(785)231-1010

### SCORE Office (Wichita)

100 E. English, Ste. 510  
Wichita, KS 67202  
(316)269-6273  
Fax: (316)269-6499

### SCORE Office (Ark Valley)

205 E. 9th St.  
Winfield, KS 67156  
(316)221-1617

## Kentucky

### SCORE Office (Ashland)

PO Box 830  
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### SCORE Office (Bowling Green)

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Bowling Green, KY 42101  
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Fax: (502)843-0458

### SCORE Office (Tri-Lakes)

508 Barbee Way  
Danville, KY 40422-1548  
(606)231-9902

### SCORE Office (Glasgow)

301 W. Main St.  
Glasgow, KY 42141  
(502)651-3161  
Fax: (502)651-3122

### SCORE Office (Hazard)

B & I Technical Center  
100 Airport Gardens Rd.  
Hazard, KY 41701  
(606)439-5856  
Fax: (606)439-1808

### SCORE Office (Lexington)

410 W. Vine St., Ste. 290, Civic C  
Lexington, KY 40507  
(606)231-9902

Fax: (606)253-3190  
E-mail: scorelex@uky.campus.mci.net

### SCORE Office (Louisville)

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600 Dr. Martin L. King Jr. Pl.  
Louisville, KY 40202  
(502)582-5976

### SCORE Office (Madisonville)

257 N. Main  
Madisonville, KY 42431  
(502)825-1399  
Fax: (502)825-1396

### SCORE Office (Paducah)

Federal Office Bldg.  
501 Broadway, Rm. B-36  
Paducah, KY 42001  
(502)442-5685

## Louisiana

### SCORE Office (Central Louisiana)

802 3rd St.  
Alexandria, LA 71309  
(318)442-6671

### SCORE Office (Baton Rouge)

564 Laurel St.  
PO Box 3217  
Baton Rouge, LA 70801  
(504)381-7130  
Fax: (504)336-4306

### SCORE Office (North Shore)

2 W. Thomas  
Hammond, LA 70401  
(504)345-4457  
Fax: (504)345-4749

### SCORE Office (Lafayette)

804 St. Mary Blvd.  
Lafayette, LA 70505-1307  
(318)233-2705  
Fax: (318)234-8671  
E-mail: score302@aol.com

### SCORE Office (Lake Charles)

120 W. Pujo St.  
Lake Charles, LA 70601  
(318)433-3632

### SCORE Office (New Orleans)

365 Canal St., Ste. 3100  
New Orleans, LA 70130  
(504)589-2356  
Fax: (504)589-2339

### SCORE Office (Shreveport)

400 Edwards St.  
Shreveport, LA 71101



(318)677-2536  
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**SCORE Office (Augusta)**  
40 Western Ave.  
Augusta, ME 04330  
(207)622-8509

**SCORE Office (Bangor)**  
Peabody Hall, Rm. 229  
One College Cir.  
Bangor, ME 04401  
(207)941-9707

**SCORE Office (Central & Northern Arroostock)**  
111 High St.  
Caribou, ME 04736  
(207)492-8010  
Fax: (207)492-8010

**SCORE Office (Penquis)**  
South St.  
Dover Foxcroft, ME 04426  
(207)564-7021

**SCORE Office (Maine Coastal)**  
Mill Mall  
Box 1105  
Ellsworth, ME 04605-1105  
(207)667-5800  
E-mail: score@arcadia.net

**SCORE Office (Lewiston-Auburn)**  
BIC of Maine-Bates Mill Complex  
35 Canal St.  
Lewiston, ME 04240-7764  
(207)782-3708  
Fax: (207)783-7745

**SCORE Office (Portland)**  
66 Pearl St., Rm. 210  
Portland, ME 04101  
(207)772-1147  
Fax: (207)772-5581  
E-mail: Score53@score.maine.org  
Website: <http://www.score.maine.org/chapter53/>

**SCORE Office (Western Mountains)**  
255 River St.  
PO Box 252  
Rumford, ME 04257-0252  
(207)369-9976

**SCORE Office (Oxford Hills)**  
166 Main St.  
South Paris, ME 04281  
(207)743-0499

**Maryland**

**SCORE Office (Southern Maryland)**  
2525 Riva Rd., Ste. 110  
Annapolis, MD 21401  
(410)266-9553  
Fax: (410)573-0981  
E-mail: score390@aol.com  
Website: <http://members.aol.com/score390/index.htm>

**SCORE Office (Baltimore)**  
The City Crescent Bldg., 6th Fl.  
10 S. Howard St.  
Baltimore, MD 21201  
(410)962-2233  
Fax: (410)962-1805

**SCORE Office (Bel Air)**  
108 S. Bond St.  
Bel Air, MD 21014  
(410)838-2020  
Fax: (410)893-4715

**SCORE Office (Bethesda)**  
7910 Woodmont Ave., Ste. 1204  
Bethesda, MD 20814  
(301)652-4900  
Fax: (301)657-1973

**SCORE Office (Bowie)**  
6670 Race Track Rd.  
Bowie, MD 20715  
(301)262-0920  
Fax: (301)262-0921

**SCORE Office (Dorchester County)**  
203 Sunburst Hwy.  
Cambridge, MD 21613  
(410)228-3575

**SCORE Office (Upper Shore)**  
210 Marlboro Ave.  
Easton, MD 21601  
(410)822-4606  
Fax: (410)822-7922

**SCORE Office (Frederick County)**  
43A S. Market St.  
Frederick, MD 21701  
(301)662-8723  
Fax: (301)846-4427

**SCORE Office (Gaithersburg)**  
9 Park Ave.  
Gaithersburg, MD 20877  
(301)840-1400  
Fax: (301)963-3918

**SCORE Office (Glen Burnie)**  
103 Crain Hwy. SE  
Glen Burnie, MD 21061

(410)766-8282  
Fax: (410)766-9722

**SCORE Office (Hagerstown)**  
111 W. Washington St.  
Hagerstown, MD 21740  
(301)739-2015  
Fax: (301)739-1278

**SCORE Office (Laurel)**  
7901 Sandy Spring Rd. Ste. 501  
Laurel, MD 20707  
(301)725-4000  
Fax: (301)725-0776

**SCORE Office (Salisbury)**  
300 E. Main St.  
Salisbury, MD 21801  
(410)749-0185  
Fax: (410)860-9925

**Massachusetts**

**SCORE Office (NE Massachusetts)**  
100 Cummings Ctr., Ste. 101 K  
Beverly, MA 01923  
(978)922-9441  
Website: <http://www1.shore.net/~score/>

**SCORE Office (Boston)**  
10 Causeway St., Rm. 265  
Boston, MA 02222-1093  
(617)565-5591  
Fax: (617)565-5598  
E-mail: boston-score-20@worldnet.att.net  
Website: <http://www.scoreboston.org/>

**SCORE office (Bristol/Plymouth County)**  
53 N. 6th St., Federal Bldg.  
Bristol, MA 02740  
(508)994-5093

**SCORE Office (SE Massachusetts)**  
60 School St.  
Brockton, MA 02401  
(508)587-2673  
Fax: (508)587-1340  
Website: <http://www.metro-southchamber.com/score.html>

**SCORE Office (North Adams)**  
820 N. State Rd.  
Cheshire, MA 01225  
(413)743-5100

**SCORE Office (Clinton Satellite)**  
1 Green St.  
Clinton, MA 01510  
Fax: (508)368-7689

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

### SCORE Office (Greenfield)

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### SCORE Office (Haverhill)

87 Winter St.  
Haverhill, MA 01830  
(508)373-5663  
Fax: (508)373-8060

### SCORE Office (Hudson Satellite)

PO Box 578  
Hudson, MA 01749  
(508)568-0360  
Fax: (508)568-0360

### SCORE Office (Cape Cod)

Independence Pk., Ste. 5B  
270 Communications Way  
Hyannis, MA 02601  
(508)775-4884  
Fax: (508)790-2540

### SCORE Office (Lawrence)

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Lawrence, MA 01840  
(508)686-0900  
Fax: (508)794-9953

### SCORE Office (Leominster Satellite)

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### SCORE Office (Bristol/Plymouth Counties)

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New Bedford, MA 02740  
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### SCORE Office (Newburyport)

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(617)462-6680

### SCORE Office (Pittsfield)

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Pittsfield, MA 01201  
(413)499-2485

### SCORE Office (Haverhill-Salem)

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Salem, MA 01970  
(508)745-0330  
Fax: (508)745-3855

### SCORE Office (Springfield)

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Springfield, MA 01103  
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### SCORE Office (Carver)

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Taunton, MA 02780  
(508)824-4068  
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### SCORE Office (Worcester)

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Worcester, MA 01608  
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### SCORE Office (Ann Arbor)

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Ann Arbor, MI 48104  
(313)665-4433

### SCORE Office (Battle Creek)

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Battle Creek, MI 49017-3505  
(616)962-4076  
Fax: (616)962-6309

### SCORE Office (Cadillac)

222 Lake St.  
Cadillac, MI 49601  
(616)775-9776  
Fax: (616)768-4255

### SCORE Office (Detroit)

477 Michigan Ave., Rm. 515  
Detroit, MI 48226  
(313)226-7947  
Fax: (313)226-3448

### SCORE Office (Flint)

708 Root Rd., Rm. 308  
Flint, MI 48503  
(810)233-6846

### SCORE Office (Grand Rapids)

111 Pearl St. NW  
Grand Rapids, MI 49503-2831  
(616)771-0305  
Fax: (616)771-0328  
E-mail: [scoreone@iserv.net](mailto:scoreone@iserv.net)  
Website: <http://www.iserv.net/~scoreone/>

### SCORE Office (Holland)

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### SCORE Office (Jackson)

209 East Washington  
PO Box 80  
Jackson, MI 49204  
(517)782-8221  
Fax: (517)782-0061

### SCORE Office (Kalamazoo)

345 W. Michigan Ave.  
Kalamazoo, MI 49007  
(616)381-5382  
Fax: (616)384-0096  
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### SCORE Office (Lansing)

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Lansing, MI 48901  
(517)487-6340  
Fax: (517)484-6910

### SCORE Office (Livonia)

15401 Farmington Rd.  
Livonia, MI 48154  
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Fax: (313)427-6055

### SCORE Office (Madison Heights)

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Fax: (810)542-6821

### SCORE Office (Monroe)

111 E. 1st  
Monroe, MI 48161  
(313)242-3366  
Fax: (313)242-7253

### SCORE Office (Mt. Clemens)

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Mt. Clemens, MI 48043  
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### SCORE Office (Muskegon)

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230 Terrace Plz.  
Muskegon, MI 49443  
(616)722-3751  
Fax: (616)728-7251

### SCORE Office (Petoskey)

401 E. Mitchell St.  
Petoskey, MI 49770  
(616)347-4150

### SCORE Office (Pontiac)

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1200 N. Telegraph Rd.  
Pontiac, MI 48341  
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**SCORE Office (Pontiac)**

PO Box 430025  
Pontiac, MI 48343  
(810)335-9600

**SCORE Office (Port Huron)**

920 Pinegrove Ave.  
Port Huron, MI 48060  
(810)985-7101

**SCORE Office (Rochester)**

71 Walnut Ste. 110  
Rochester, MI 48307  
(810)651-6700  
Fax: (810)651-5270

**SCORE Office (Saginaw)**

901 S. Washington Ave.  
Saginaw, MI 48601  
(517)752-7161  
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**SCORE Office (Upper Peninsula)**

2581 I-75 Business Spur  
Sault Ste. Marie, MI 49783  
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**SCORE Office (Southfield)**

21000 W. 10 Mile Rd.  
Southfield, MI 48075  
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**SCORE Office (Traverse City)**

202 E. Grandview Pkwy.  
PO Box 387  
Traverse City, MI 49685  
(616)947-5075  
Fax: (616)946-2565

**SCORE Office (Warren)**

30500 Van Dyke, Ste. 118  
Warren, MI 48093  
(810)751-3939

**Minnesota**

**SCORE Office (Aitkin)**

Aitkin, MN 56431  
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**SCORE Office (Albert Lea)**

202 N. Broadway Ave.  
Albert Lea, MN 56007  
(507)373-7487

**SCORE Office (Austin)**

PO Box 864  
Austin, MN 55912  
(507)437-4561  
Fax: (507)437-4869

**SCORE Office (South Metro)**

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2500 W. County Rd., No. 42  
Burnsville, MN 55337  
(612)898-5645  
Fax: (612)435-6972  
E-mail: southmetro@scoreminn.org  
Website: <http://www.scoreminn.org/southmetro/>

**SCORE Office (Duluth)**

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Duluth, MN 55802  
(218)727-8286  
Fax: (218)727-3113  
E-mail: duluth@scoreminn.org  
Website: <http://www.scoreminn.org>

**SCORE Office (Fairmont)**

PO Box 826  
Fairmont, MN 56031  
(507)235-5547  
Fax: (507)235-8411

**SCORE Office (Southwest Minnesota)**

112 Riverfront St.  
Box 999  
Mankato, MN 56001  
(507)345-4519  
Fax: (507)345-4451  
Website: <http://www.scoreminn.org/>

**SCORE Office (Minneapolis)**

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Minneapolis, MN 55416  
(612)591-0539  
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**SCORE Office (Owatonna)**

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(507)451-7970  
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**SCORE Office (Red Wing)**

2000 W. Main St., Ste. 324  
Red Wing, MN 55066  
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**SCORE Office (Southeastern Minnesota)**

220 S. Broadway, Ste. 100  
Rochester, MN 55901  
(507)288-1122  
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**SCORE Office (Brainerd)**

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**SCORE Office (Central Area)**

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St. Cloud, MN 56301  
(320)240-1332  
Fax: (320)255-9050  
Website: <http://www.scoreminn.org/>

**SCORE Office (St. Paul)**

350 St. Peter St., No. 295  
Lowry Professional Bldg.  
St. Paul, MN 55102  
(651)223-5010  
Fax: (651)223-5048  
Website: <http://www.scoreminn.org/>

**SCORE Office (Winona)**

Box 870  
Winona, MN 55987  
(507)452-2272  
Fax: (507)454-8814

**SCORE Office (Worthington)**

1121 3rd Ave.  
Worthington, MN 56187  
(507)372-2919  
Fax: (507)372-2827

**Mississippi**

**SCORE Office (Delta)**

915 Washington Ave.  
PO Box 933  
Greenville, MS 38701  
(601)378-3141

**SCORE Office (Gulfcoast)**

1 Government Plaza  
2909 13th St., Ste. 203  
Gulfport, MS 39501  
(228)863-0054

**SCORE Office (Jackson)**

1st Jackson Center, Ste. 400  
101 W. Capitol St.  
Jackson, MS 39201  
(601)965-5533

**SCORE Office (Meridian)**

5220 16th Ave.  
Meridian, MS 39305  
(601)482-4412

**Missouri**

**SCORE Office (Lake of the Ozark)**

University Extension  
113 Kansas St.  
PO Box 1405  
Camdenton, MO 65020  
(573)346-2644  
Fax: (573)346-2694  
E-mail: [score@cdoc.net](mailto:score@cdoc.net)

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

Website: <http://sites.cdcc.net/score/>

### **Chamber of Commerce (Cape Girardeau)**

PO Box 98  
Cape Girardeau, MO 63702-0098  
(314)335-3312

### **SCORE Office (Mid-Missouri)**

1705 Halstead Ct.  
Columbia, MO 65203  
(573)874-1132

### **SCORE Office (Ozark-Gateway)**

1486 Glassy Rd.  
Cuba, MO 65453-1640  
(573)885-4954

### **SCORE Office (Kansas City)**

323 W. 8th St., Ste. 104  
Kansas City, MO 64105  
(816)374-6675  
Fax: (816)374-6692  
E-mail: SCOREBIC@AOL.COM  
Website: <http://www.crn.org/score/>

### **SCORE Office (Sedalia)**

Lucas Place  
323 W. 8th St., Ste.104  
Kansas City, MO 64105  
(816)374-6675

### **SCORE office (Tri-Lakes)**

PO Box 1148  
Kimberling, MO 65686  
(417)739-3041

### **SCORE Office (Tri-Lakes)**

HCRI Box 85  
Lampe, MO 65681  
(417)858-6798

### **SCORE Office (Mexico)**

111 N. Washington St.  
Mexico, MO 65265  
(314)581-2765

### **SCORE Office (Southeast Missouri)**

Rte. 1, Box 280  
Neelyville, MO 63954  
(573)989-3577

### **SCORE office (Poplar Bluff Area)**

806 Emma St.  
Poplar Bluff, MO 63901  
(573)686-8892

### **SCORE Office (St. Joseph)**

3003 Frederick Ave.  
St. Joseph, MO 64506  
(816)232-4461

### **SCORE Office (St. Louis)**

815 Olive St., Rm. 242  
St. Louis, MO 63101-1569  
(314)539-6970  
Fax: (314)539-3785  
E-mail: [info@stlscore.org](mailto:info@stlscore.org)  
Website: <http://www.stlscore.org/>

### **SCORE Office (Lewis & Clark)**

425 Spencer Rd.  
St. Peters, MO 63376  
(314)928-2900  
Fax: (314)928-2900  
E-mail: [score01@mail.win.org](mailto:score01@mail.win.org)

### **SCORE Office (Springfield)**

620 S. Glenstone, Ste. 110  
Springfield, MO 65802-3200  
(417)864-7670  
Fax: (417)864-4108

### **SCORE office (Southeast Kansas)**

1206 W. First St.  
Webb City, MO 64870  
(417)673-3984

## **Montana**

### **SCORE Office (Billings)**

815 S. 27th St.  
Billings, MT 59101  
(406)245-4111

### **SCORE Office (Bozeman)**

1205 E. Main St.  
Bozeman, MT 59715  
(406)586-5421

### **SCORE Office (Butte)**

1000 George St.  
Butte, MT 59701  
(406)723-3177

### **SCORE Office (Great Falls)**

710 First Ave. N  
Great Falls, MT 59401  
(406)761-4434  
E-mail: [scoregtf@in.tch.com](mailto:scoregtf@in.tch.com)

### **SCORE Office (Havre, Montana)**

518 First St.  
Havre, MT 59501  
(406)265-4383

### **SCORE Office (Helena)**

Federal Bldg.  
301 S. Park  
Helena, MT 59626-0054  
(406)441-1081

### **SCORE Office (Kalispell)**

2 Main St.

Kalispell, MT 59901  
(406)756-5271  
Fax: (406)752-6665

### **SCORE Office (Missoula)**

723 Ronan  
Missoula, MT 59806  
(406)327-8806  
E-mail: [score@safeshop.com](mailto:score@safeshop.com)  
Website: <http://missoula.bigsky.net/score/>

## **Nebraska**

### **SCORE Office (Columbus)**

Columbus, NE 68601  
(402)564-2769

### **SCORE Office (Fremont)**

92 W. 5th St.  
Fremont, NE 68025  
(402)721-2641

### **SCORE Office (Hastings)**

Hastings, NE 68901  
(402)463-3447

### **SCORE Office (Lincoln)**

8800 O St.  
Lincoln, NE 68520  
(402)437-2409

### **SCORE Office (Panhandle)**

150549 CR 30  
Minatare, NE 69356  
(308)632-2133  
Website: <http://www.tandt.com/SCORE>

### **SCORE Office (Norfolk)**

3209 S. 48th Ave.  
Norfolk, NE 68106  
(402)564-2769

### **SCORE Office (North Platte)**

3301 W. 2nd St.  
North Platte, NE 69101  
(308)532-4466

### **SCORE Office (Omaha)**

11145 Mill Valley Rd.  
Omaha, NE 68154  
(402)221-3606  
Fax: (402)221-3680  
E-mail: [infoctr@ne.uswest.net](mailto:infoctr@ne.uswest.net)  
Website: <http://www.tandt.com/score/>

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### **SCORE Office (Incline Village)**

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Incline Village, NV 89451  
(702)831-7327  
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**SCORE Office (Carson City)**

301 E. Stewart  
PO Box 7527  
Las Vegas, NV 89125  
(702)388-6104

**SCORE Office (Las Vegas)**

300 Las Vegas Blvd. S, Ste. 1100  
Las Vegas, NV 89101  
(702)388-6104

**SCORE Office (Northern Nevada)**

SBDC, College of Business  
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Univ. of Nevada  
Reno, NV 89557-0100  
(702)784-4436  
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**New Hampshire**

**SCORE Office (North Country)**

PO Box 34  
Berlin, NH 03570  
(603)752-1090

**SCORE Office (Concord)**

143 N. Main St., Rm. 202A  
PO Box 1258  
Concord, NH 03301  
(603)225-1400  
Fax: (603)225-1409

**SCORE Office (Dover)**

299 Central Ave.  
Dover, NH 03820  
(603)742-2218  
Fax: (603)749-6317

**SCORE Office (Monadnock)**

34 Mechanic St.  
Keene, NH 03431-3421  
(603)352-0320

**SCORE Office (Lakes Region)**

67 Water St., Ste. 105  
Laconia, NH 03246  
(603)524-9168

**SCORE Office (Upper Valley)**

Citizens Bank Bldg., Rm. 310  
20 W. Park St.  
Lebanon, NH 03766  
(603)448-3491  
Fax: (603)448-1908  
E-mail: billt@valley.net  
Website: <http://www.valley.net/~score/>

**SCORE Office (Merrimack Valley)**

275 Chestnut St., Rm. 618  
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(603)666-7561  
Fax: (603)666-7925

**SCORE Office (Mt. Washington Valley)**

PO Box 1066  
North Conway, NH 03818  
(603)383-0800

**SCORE Office (Seacoast)**

195 Commerce Way, Unit-A  
Portsmouth, NH 03801-3251  
(603)433-0575

**New Jersey**

**SCORE Office (Somerset)**

Paritan Valley Community College, Rte. 28  
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Website: <http://www.nj-score.org/>

**SCORE Office (Chester)**

5 Old Mill Rd.  
Chester, NJ 07930  
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**SCORE Office (Greater Princeton)**

4 A George Washington Dr.  
Cranbury, NJ 08512  
(609)520-1776

**SCORE Office (Freehold)**

36 W. Main St.  
Freehold, NJ 07728  
(908)462-3030  
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**SCORE Office (North West)**

Picantiny Innovation Ctr.  
3159 Schrader Rd.  
Hamburg, NJ 07419  
(973)209-8525  
Fax: (973)209-7252  
E-mail: [nj-score@grizbiz.com](mailto:nj-score@grizbiz.com)  
Website: <http://www.nj-score.org/>

**SCORE Office (Monmouth)**

765 Newman Springs Rd.  
Lincroft, NJ 07738  
(908)224-2573  
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Website: <http://www.nj-score.org/>

**SCORE Office (Manalapan)**

125 Symmes Dr.  
Manalapan, NJ 07726  
(908)431-7220

**SCORE Office (Jersey City)**

2 Gateway Ctr., 4th Fl.  
Newark, NJ 07102

(973)645-3982  
Fax: (973)645-2375

**SCORE Office (Newark)**

2 Gateway Center, 15th Fl.  
Newark, NJ 07102-5553  
(973)645-3982  
Fax: (973)645-2375  
E-mail: [nj-score@grizbiz.com](mailto:nj-score@grizbiz.com)  
Website: <http://www.nj-score.org/>

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Paramus, NJ 07652  
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Website: <http://www.nj-score.org/>

**SCORE Office (Pennsauken)**

4900 Rte. 70  
Pennsauken, NJ 08109  
(609)486-3421

**SCORE Office (Southern New Jersey)**

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Pennsauken, NJ 08109  
(609)486-3421  
E-mail: [nj-score@grizbiz.com](mailto:nj-score@grizbiz.com)  
Website: <http://www.nj-score.org/>

**SCORE Office (Greater Princeton)**

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Princeton Forrestal Village  
Princeton, NJ 08540  
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Fax: (609)520-9107  
E-mail: [nj-score@grizbiz.com](mailto:nj-score@grizbiz.com)  
Website: <http://www.nj-score.org/>

**SCORE Office (Shrewsbury)**

Hwy. 35  
Shrewsbury, NJ 07702  
(908)842-5995  
Fax: (908)219-6140

**SCORE Office (Ocean County)**

33 Washington St.  
Toms River, NJ 08754  
(732)505-6033  
E-mail: [nj-score@grizbiz.com](mailto:nj-score@grizbiz.com)  
Website: <http://www.nj-score.org/>

**SCORE Office (Wall)**

2700 Allaire Rd.  
Wall, NJ 07719  
(908)449-8877

**SCORE Office (Wayne)**

2055 Hamburg Tpke.  
Wayne, NJ 07470  
(201)831-7788  
Fax: (201)831-9112

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#### SCORE Office (Albuquerque)

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Albuquerque, NM 87106  
(505)272-7999  
Fax: (505)272-7963

#### SCORE Office (Las Cruces)

Loretto Towne Center  
505 S. Main St., Ste. 125  
Las Cruces, NM 88001  
(505)523-5627  
Fax: (505)524-2101  
E-mail: [score.397@zianet.com](mailto:score.397@zianet.com)

#### SCORE Office (Roswell)

Federal Bldg., Rm. 237  
Roswell, NM 88201  
(505)625-2112  
Fax: (505)623-2545

#### SCORE Office (Santa Fe)

Montoya Federal Bldg.  
120 Federal Place, Rm. 307  
Santa Fe, NM 87501  
(505)988-6302  
Fax: (505)988-6300

### New York

#### SCORE Office (Northeast)

1 Computer Dr. S  
Albany, NY 12205  
(518)446-1118  
Fax: (518)446-1228

#### SCORE Office (Auburn)

30 South St.  
PO Box 675  
Auburn, NY 13021  
(315)252-7291

#### SCORE Office (South Tier Binghamton)

Metro Center, 2nd Fl.  
49 Court St.  
PO Box 995  
Binghamton, NY 13902  
(607)772-8860

#### SCORE Office (Queens County City)

12055 Queens Blvd., Rm. 333  
Borough Hall, NY 11424  
(718)263-8961

#### SCORE Office (Buffalo)

Federal Bldg., Rm. 1311  
111 W. Huron St.  
Buffalo, NY 14202  
(716)551-4301

Website: <http://www2.pcom.net/score/buf45.html>

#### SCORE Office (Canandaigua)

Chamber of Commerce Bldg.  
113 S. Main St.  
Canandaigua, NY 14424  
(716)394-4400  
Fax: (716)394-4546

#### SCORE Office (Chemung)

333 E. Water St., 4th Fl.  
Elmira, NY 14901  
(607)734-3358

#### SCORE Office (Geneva)

Chamber of Commerce Bldg.  
PO Box 587  
Geneva, NY 14456  
(315)789-1776  
Fax: (315)789-3993

#### SCORE Office (Glens Falls)

84 Broad St.  
Glens Falls, NY 12801  
(518)798-8463  
Fax: (518)745-1433

#### SCORE Office (Orange County)

40 Matthews St.  
Goshen, NY 10924  
(914)294-8080  
Fax: (914)294-6121

#### SCORE Office (Huntington Area)

151 W. Carver St.  
Huntington, NY 11743  
(516)423-6100

#### SCORE Office (Tompkins County)

904 E. Shore Dr.  
Ithaca, NY 14850  
(607)273-7080

#### SCORE Office (Long Island City)

120-55 Queens Blvd.  
Jamaica, NY 11424  
(718)263-8961  
Fax: (718)263-9032

#### SCORE Office (Chatauqua)

101 W. 5th St.  
Jamestown, NY 14701  
(716)484-1103

#### SCORE Office (Westchester)

2 Caradon Ln.  
Katonah, NY 10536  
(914)948-3907  
Fax: (914)948-4645  
E-mail: [score@w-w-w.com](mailto:score@w-w-w.com)  
Website: <http://w-w-w.com/score/>

#### SCORE Office (Queens County)

Queens Borough Hall  
120-55 Queens Blvd. Rm. 333  
Kew Gardens, NY 11424  
(718)263-8961  
Fax: (718)263-9032

#### SCORE Office (Brookhaven)

3233 Rte. 112  
Medford, NY 11763  
(516)451-6563  
Fax: (516)451-6925

#### SCORE Office (Melville)

35 Pinelawn Rd., Rm. 207-W  
Melville, NY 11747  
(516)454-0771

#### SCORE Office (Nassau County)

400 County Seat Dr., No. 140  
Mineola, NY 11501  
(516)571-3303  
E-mail: [Counse1998@aol.com](mailto:Counse1998@aol.com)  
Website: <http://members.aol.com/Counse1998/Default.htm>

#### SCORE Office (Mt. Vernon)

4 N. 7th Ave.  
Mt. Vernon, NY 10550  
(914)667-7500

#### SCORE Office (New York)

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New York, NY 10278  
(212)264-4507  
Fax: (212)264-4963  
E-mail: [score1000@erols.com](mailto:score1000@erols.com)  
Website: <http://users.erols.com/score-nyc/>

#### SCORE Office (Newburgh)

47 Grand St.  
Newburgh, NY 12550  
(914)562-5100

#### SCORE Office (Owego)

188 Front St.  
Owego, NY 13827  
(607)687-2020

#### SCORE Office (Peekskill)

1 S. Division St.  
Peekskill, NY 10566  
(914)737-3600  
Fax: (914)737-0541

#### SCORE Office (Penn Yan)

2375 Rte. 14A  
Penn Yan, NY 14527  
(315)536-3111

**SCORE Office (Dutchess)**

110 Main St.  
Poughkeepsie, NY 12601  
(914)454-1700

**SCORE Office (Rochester)**

601 Keating Federal Bldg., Rm. 410  
100 State St.  
Rochester, NY 14614  
(716)263-6473  
Fax: (716)263-3146  
Website: <http://www.ggw.org/score/>

**SCORE Office (Saranac Lake)**

30 Main St.  
Saranac Lake, NY 12983  
(315)448-0415

**SCORE Office (Suffolk)**

286 Main St.  
Setauket, NY 11733  
(516)751-3886

**SCORE Office (Staten Island)**

130 Bay St.  
Staten Island, NY 10301  
(718)727-1221

**SCORE Office (Ulster)**

Clinton Bldg., Rm. 107  
Stone Ridge, NY 12484  
(914)687-5035  
Fax: (914)687-5015  
Website: <http://www.scoreulster.org/>

**SCORE Office (Syracuse)**

401 S. Salina, 5th Fl.  
Syracuse, NY 13202  
(315)471-9393

**SCORE Office (Utica)**

SUNY Institute of Technology, Route 12  
Utica, NY 13504-3050  
(315)792-7553

**SCORE Office (Watertown)**

518 Davidson St.  
Watertown, NY 13601  
(315)788-1200  
Fax: (315)788-8251

**North Carolina**

**SCORE office (Asheboro)**

317 E. Dixie Dr.  
Asheboro, NC 27203  
(336)626-2626  
Fax: (336)626-7077

**SCORE Office (Asheville)**

Federal Bldg., Rm. 259  
151 Patton

Asheville, NC 28801-5770

(828)271-4786  
Fax: (828)271-4009

**SCORE Office (Chapel Hill)**

104 S. Estes Dr.  
PO Box 2897  
Chapel Hill, NC 27514  
(919)967-7075

**SCORE Office (Coastal Plains)**

PO Box 2897  
Chapel Hill, NC 27515  
(919)967-7075  
Fax: (919)968-6874

**SCORE Office (Charlotte)**

200 N. College St., Ste. A-2015  
Charlotte, NC 28202  
(704)344-6576  
Fax: (704)344-6769  
E-mail: [CharlotteSCORE47@AOL.com](mailto:CharlotteSCORE47@AOL.com)  
Website: <http://www.charweb.org/business/score/>

**SCORE Office (Durham)**

411 W. Chapel Hill St.  
Durham, NC 27707  
(919)541-2171

**SCORE Office (Gastonia)**

PO Box 2168  
Gastonia, NC 28053  
(704)864-2621  
Fax: (704)854-8723

**SCORE Office (Greensboro)**

400 W. Market St., Ste. 103  
Greensboro, NC 27401-2241  
(910)333-5399

**SCORE Office (Henderson)**

PO Box 917  
Henderson, NC 27536  
(919)492-2061  
Fax: (919)430-0460

**SCORE Office (Hendersonville)**

Federal Bldg., Rm. 108  
W. 4th Ave. & Church St.  
Hendersonville, NC 28792  
(828)693-8702  
E-mail: [score@circle.net](mailto:score@circle.net)  
Website: <http://www.wncguide.com/score/Welcome.html>

**SCORE Office (Unifour)**

PO Box 1828  
Hickory, NC 28603  
(704)328-6111

**SCORE Office (High Point)**

1101 N. Main St.  
High Point, NC 27262  
(336)882-8625  
Fax: (336)889-9499

**SCORE Office (Outer Banks)**

Collington Rd. and Mustain  
Kill Devil Hills, NC 27948  
(252)441-8144

**SCORE Office (Down East)**

312 S. Front St., Ste. 6  
New Bern, NC 28560  
(252)633-6688  
Fax: (252)633-9608

**SCORE Office (Kinston)**

PO Box 95  
New Bern, NC 28561  
(919)633-6688

**SCORE Office (Raleigh)**

Century Post Office Bldg., Ste. 306  
300 Federal St. Mall  
Raleigh, NC 27601  
(919)856-4739  
E-mail: [jendres@ibm.net](mailto:jendres@ibm.net)  
Website: <http://www.intrex.net/score96/score96.htm>

**SCORE Office (Sanford)**

1801 Nash St.  
Sanford, NC 27330  
(919)774-6442  
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**SCORE Office (Sandhills Area)**

1480 Hwy. 15-501  
PO Box 458  
Southern Pines, NC 28387  
(910)692-3926

**SCORE Office (Wilmington)**

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96 Darlington Ave., Ste. 207  
Wilmington, NC 28403  
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**North Dakota**

**SCORE Office (Bismarck-Mandan)**

700 E. Main Ave., 2nd Fl.  
PO Box 5509  
Bismarck, ND 58506-5509  
(701)250-4303

**SCORE Office (Fargo)**

657 2nd Ave., Rm. 225  
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## ORGANIZATIONS, AGENCIES, & CONSULTANTS

**SCORE Office (Upper Red River)**  
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**SCORE Office (Minot)**  
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**SCORE Office (Akron)**  
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**SCORE Office (Ashland)**  
Gill Center  
47 W. Main St.  
Ashland, OH 44805  
(419)281-4584

**SCORE Office (Canton)**  
116 Cleveland Ave. NW, Ste. 601  
Canton, OH 44702-1720  
(330)453-6047

**SCORE Office (Chillicothe)**  
165 S. Paint St.  
Chillicothe, OH 45601  
(614)772-4530

**SCORE Office (Cincinnati)**  
Ameritrust Bldg., Rm. 850  
525 Vine St.  
Cincinnati, OH 45202  
(513)684-2812  
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Website: <http://www.score.chapter34.org/>

**SCORE Office (Cleveland)**  
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Cleveland, OH 44114-2507  
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**SCORE Office (Columbus)**  
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Findlay, OH 45840  
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**SCORE Office (Lima)**  
147 N. Main St.  
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**SCORE Office (Mansfield)**  
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Marietta, OH 45750  
(614)373-0268

**SCORE Office (Medina)**  
County Administrative Bldg.  
144 N. Broadway  
Medina, OH 44256  
(216)764-8650

**SCORE Office (Licking County)**  
50 W. Locust St.  
Newark, OH 43055  
(614)345-7458

**SCORE Office (Salem)**  
2491 State Rte. 45 S  
Salem, OH 44460  
(216)332-0361

**SCORE Office (Tiffin)**  
62 S. Washington St.  
Tiffin, OH 44883  
(419)447-4141  
Fax: (419)447-5141

**SCORE Office (Toledo)**  
608 Madison Ave, Ste. 910  
Toledo, OH 43624  
(419)259-7598  
Fax: (419)259-6460

**SCORE Office (Heart of Ohio)**  
377 W. Liberty St.  
Wooster, OH 44691

(330)262-5735  
Fax: (330)262-5745

**SCORE Office (Youngstown)**  
306 Williamson Hall  
Youngstown, OH 44555  
(330)746-2687

### Oklahoma

**SCORE Office (Anadarko)**  
PO Box 366  
Anadarko, OK 73005  
(405)247-6651

**SCORE Office (Ardmore)**  
410 W. Main  
Ardmore, OK 73401  
(580)226-2620

**SCORE Office (Northeast Oklahoma)**  
210 S. Main  
Grove, OK 74344  
(918)787-2796  
Fax: (918)787-2796  
E-mail: [Score595@greencis.net](mailto:Score595@greencis.net)

**SCORE Office (Lawton)**  
4500 W. Lee Blvd., Bldg. 100, Ste. 107  
Lawton, OK 73505  
(580)353-8727  
Fax: (580)250-5677

**SCORE Office (Oklahoma City)**  
210 Park Ave., No. 1300  
Oklahoma City, OK 73102  
(405)231-5163  
Fax: (405)231-4876  
E-mail: [score212@usa.net](mailto:score212@usa.net)

**SCORE Office (Stillwater)**  
439 S. Main  
Stillwater, OK 74074  
(405)372-5573  
Fax: (405)372-4316

**SCORE Office (Tulsa)**  
616 S. Boston, Ste. 406  
Tulsa, OK 74119  
(918)581-7462  
Fax: (918)581-6908  
Website: <http://www.ionet.net/~tulscore/>

### Oregon

**SCORE Office (Bend)**  
63085 N. Hwy. 97  
Bend, OR 97701  
(541)923-2849  
Fax: (541)330-6900

**SCORE Office (Willamette)**  
1401 Willamette St.



PO Box 1107  
Eugene, OR 97401-4003  
(541)465-6600  
Fax: (541)484-4942

**SCORE Office (Florence)**

3149 Oak St.  
Florence, OR 97439  
(503)997-8444  
Fax: (503)997-8448

**SCORE Office (Southern Oregon)**

33 N. Central Ave., Ste. 216  
Medford, OR 97501  
(541)776-4220  
E-mail: pgr134f@prodigy.com

**SCORE Office (Portland)**

1515 SW 5th Ave., Ste. 1050  
Portland, OR 97201  
(503)326-3441  
Fax: (503)326-2808  
E-mail: gr134@prodigy.com

**SCORE Office (Salem)**

416 State St. (corner of Liberty)  
Salem, OR 97301  
(503)370-2896

**Pennsylvania**

**SCORE Office (Altoona-Blair)**

1212 12th Ave.  
Altoona, PA 16601-3493  
(814)943-8151

**SCORE Office (Lehigh Valley)**

Rauch Bldg. 37  
Lehigh University  
621 Taylor St.  
Bethlehem, PA 18015  
(610)758-4496  
Fax: (610)758-5205

**SCORE Office (Butler County)**

100 N. Main St.  
PO Box 1082  
Butler, PA 16003  
(412)283-2222  
Fax: (412)283-0224

**SCORE Office (Harrisburg)**

4211 Trindle Rd.  
Camp Hill, PA 17011  
(717)761-4304  
Fax: (717)761-4315

**SCORE Office (Cumberland Valley)**

75 S. 2nd St.  
Chambersburg, PA 17201  
(717)264-2935

**SCORE Office (Monroe County-Stroudsburg)**

556 Main St.  
East Stroudsburg, PA 18301  
(717)421-4433

**SCORE Office (Erie)**

120 W. 9th St.  
Erie, PA 16501  
(814)871-5650  
Fax: (814)871-7530

**SCORE Office (Bucks County)**

409 Hood Blvd.  
Fairless Hills, PA 19030  
(215)943-8850  
Fax: (215)943-7404

**SCORE Office (Hanover)**

146 Broadway  
Hanover, PA 17331  
(717)637-6130  
Fax: (717)637-9127

**SCORE Office (Harrisburg)**

100 Chestnut, Ste. 309  
Harrisburg, PA 17101  
(717)782-3874

**SCORE Office (East Montgomery County)**

Baederwood Shopping Center  
1653 The Fairways, Ste. 204  
Jenkintown, PA 19046  
(215)885-3027

**SCORE Office (Kittanning)**

2 Butler Rd.  
Kittanning, PA 16201  
(412)543-1305  
Fax: (412)543-6206

**SCORE Office (Lancaster)**

118 W. Chestnut St.  
Lancaster, PA 17603  
(717)397-3092

**SCORE Office (Westmoreland County)**

300 Fraser Purchase Rd.  
Latrobe, PA 15650-2690  
(412)539-7505  
Fax: (412)539-1850

**SCORE Office (Lebanon)**

252 N. 8th St.  
PO Box 899  
Lebanon, PA 17042-0899  
(717)273-3727  
Fax: (717)273-7940

**SCORE Office (Lewistown)**

3 W. Monument Sq., Ste. 204  
Lewistown, PA 17044

(717)248-6713  
Fax: (717)248-6714

**SCORE Office (Delaware County)**

602 E. Baltimore Pike  
Media, PA 19063  
(610)565-3677  
Fax: (610)565-1606

**SCORE Office (Milton Area)**

112 S. Front St.  
Milton, PA 17847  
(717)742-7341  
Fax: (717)792-2008

**SCORE Office (Mon-Valley)**

435 Donner Ave.  
Monessen, PA 15062  
(412)684-4277  
Fax: (412)684-7688

**SCORE Office (Monroeville)**

William Penn Plaza  
2790 Mosside Blvd., Ste. 295  
Monroeville, PA 15146  
(412)856-0622  
Fax: (412)856-1030

**SCORE Office (Airport Area)**

986 Brodhead Rd.  
Moon Township, PA 15108-2398  
(412)264-6270  
Fax: (412)264-1575

**SCORE Office (Northeast)**

8601 E. Roosevelt Blvd.  
Philadelphia, PA 19152  
(215)332-3400  
Fax: (215)332-6050

**SCORE Office (Philadelphia)**

1315 Walnut St., Ste. 500  
Philadelphia, PA 19107  
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Fax: (215)790-5057  
E-mail: score46@bellatlantic.net  
Website: <http://www.pgweb.net/score46/>

**SCORE Office (Pittsburgh)**

1000 Liberty Ave., Rm. 1122  
Pittsburgh, PA 15222  
(412)395-6560  
Fax: (412)395-6562

**SCORE Office (Tri-County)**

801 N. Charlotte St.  
Pottstown, PA 19464  
(610)327-2673

**SCORE Office (Reading)**

601 Penn St.  
Reading, PA 19601  
(610)376-3497

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

### SCORE Office (Scranton)

Oppenheim Bldg.  
116 N. Washington Ave., Ste. 650  
Scranton, PA 18503  
(717)347-4611  
Fax: (717)347-4611

### SCORE Office (Central Pennsylvania)

200 Innovation Blvd., Ste. 242-B  
State College, PA 16803  
(814)234-9415  
Fax: (814)238-9686  
Website: <http://countrystore.org/business/score.htm>

### SCORE Office (Monroe-Stroudsburg)

556 Main St.  
Stroudsburg, PA 18360  
(717)421-4433

### SCORE Office (Uniontown)

Federal Bldg.  
Pittsburg St.  
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Uniontown, PA 15401  
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E-mail: [uniontownscore@lcsys.net](mailto:uniontownscore@lcsys.net)

### SCORE Office (Warren County)

315 2nd Ave.  
Warren, PA 16365  
(814)723-9017

### SCORE Office (Waynesboro)

323 E. Main St.  
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(717)762-7123  
Fax: (717)962-7124

### SCORE Office (Chester County)

Government Service Center, Ste. 281  
601 Westtown Rd.  
West Chester, PA 19382-4538  
(610)344-6910  
Fax: (610)344-6919  
E-mail: [score@locke.ccil.org](mailto:score@locke.ccil.org)

### SCORE Office (Wilkes-Barre)

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Wilkes Barre, PA 18702-5241  
(717)826-6502  
Fax: (717)826-6287

### SCORE Office (North Central Pennsylvania)

240 W. 3rd St., Rm. 227  
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Williamsport, PA 17703  
(717)322-3720  
Fax: (717)322-1607  
E-mail: [score234@mail.csrlink.net](mailto:score234@mail.csrlink.net)  
Website: <http://www.lycoming.org/score/>

### SCORE Office (York)

Cyber Center  
2101 Pennsylvania Ave.  
York, PA 17404  
(717)845-8830  
Fax: (717)854-9333

## Puerto Rico

### SCORE Office (Puerto Rico & Virgin Islands)

PO Box 12383-96  
San Juan, PR 00914-0383  
(787)726-8040  
Fax: (787)726-8135

## Rhode Island

### SCORE Office (Barrington)

281 County Rd.  
Barrington, RI 02806  
(401)247-1920  
Fax: (401)247-3763

### SCORE Office (Woonsocket)

640 Washington Hwy.  
Lincoln, RI 02865  
(401)334-1000  
Fax: (401)334-1009

### SCORE Office (Wickford)

8045 Post Rd.  
North Kingstown, RI 02852  
(401)295-5566  
Fax: (401)295-8987

### SCORE Office (J.G.E. Knight)

380 Westminster St.  
Providence, RI 02903  
(401)528-4571  
Fax: (401)528-4539  
Website: <http://www.riscore.org>

### SCORE Office (Warwick)

3288 Post Rd.  
Warwick, RI 02886  
(401)732-1100  
Fax: (401)732-1101

### SCORE Office (Westerly)

74 Post Rd.  
Westerly, RI 02891  
(401)596-7761  
800-732-7636  
Fax: (401)596-2190

## South Carolina

### SCORE Office (Aiken)

PO Box 892  
Aiken, SC 29802  
(803)641-1111

800-542-4536  
Fax: (803)641-4174

### SCORE Office (Anderson)

Anderson Mall  
3130 N. Main St.  
Anderson, SC 29621  
(864)224-0453

### SCORE Office (Coastal)

284 King St.  
Charleston, SC 29401  
(803)727-4778  
Fax: (803)853-2529

### SCORE Office (Midlands)

Strom Thurmond Bldg., Rm. 358  
1835 Assembly St., Rm 358  
Columbia, SC 29201  
(803)765-5131  
Fax: (803)765-5962  
Website: <http://www.scoremidlands.org/>

### SCORE Office (Piedmont)

Federal Bldg., Rm. B-02  
300 E. Washington St.  
Greenville, SC 29601  
(864)271-3638

### SCORE Office (Greenwood)

PO Drawer 1467  
Greenwood, SC 29648  
(864)223-8357

### SCORE Office (Hilton Head Island)

52 Savannah Trail  
Hilton Head, SC 29926  
(803)785-7107  
Fax: (803)785-7110

### SCORE Office (Grand Strand)

937 Broadway  
Myrtle Beach, SC 29577  
(803)918-1079  
Fax: (803)918-1083  
E-mail: [score381@aol.com](mailto:score381@aol.com)

### SCORE Office (Spartanburg)

PO Box 1636  
Spartanburg, SC 29304  
(864)594-5000  
Fax: (864)594-5055

## South Dakota

### SCORE Office (West River)

Rushmore Plz. Civic Ctr.  
444 Mount Rushmore Rd., No. 209  
Rapid City, SD 57701  
(605)394-5311  
E-mail: [score@gwtc.net](mailto:score@gwtc.net)

**SCORE Office (Sioux Falls)**

First Financial Center  
110 S. Phillips Ave., Ste. 200  
Sioux Falls, SD 57104-6727  
(605)330-4231  
Fax: (605)330-4231

**Tennessee**

**SCORE Office (Chattanooga)**

Federal Bldg., Rm. 26  
900 Georgia Ave.  
Chattanooga, TN 37402  
(423)752-5190  
Fax: (423)752-5335

**SCORE Office (Cleveland)**

PO Box 2275  
Cleveland, TN 37320  
(423)472-6587  
Fax: (423)472-2019

**SCORE Office (Upper Cumberland Center)**

1225 S. Willow Ave.  
Cookeville, TN 38501  
(615)432-4111  
Fax: (615)432-6010

**SCORE Office (Unicoi County)**

PO Box 713  
Erwin, TN 37650  
(423)743-3000  
Fax: (423)743-0942

**SCORE Office (Greeneville)**

115 Academy St.  
Greeneville, TN 37743  
(423)638-4111  
Fax: (423)638-5345

**SCORE Office (Jackson)**

194 Auditorium St.  
Jackson, TN 38301  
(901)423-2200

**SCORE Office (Northeast Tennessee)**

1st Tennessee Bank Bldg.  
2710 S. Roan St., Ste. 584  
Johnson City, TN 37601  
(423)929-7686  
Fax: (423)461-8052

**SCORE Office (Kingsport)**

151 E. Main St.  
Kingsport, TN 37662  
(423)392-8805

**SCORE Office (Greater Knoxville)**

Farragot Bldg., Ste. 224  
530 S. Gay St.  
Knoxville, TN 37902

(423)545-4203

E-mail: scoreknox@ntown.com  
Website: <http://www.scoreknox.org/>

**SCORE Office (Maryville)**

201 S. Washington St.  
Maryville, TN 37804-5728  
(423)983-2241  
800-525-6834  
Fax: (423)984-1386

**SCORE Office (Memphis)**

Federal Bldg., Ste. 390  
167 N. Main St.  
Memphis, TN 38103  
(901)544-3588

**SCORE Office (Nashville)**

50 Vantage Way, Ste. 201  
Nashville, TN 37228-1500  
(615)736-7621

**Texas**

**SCORE Office (Abilene)**

2106 Federal Post Office and Court Bldg.  
Abilene, TX 79601  
(915)677-1857

**SCORE Office (Austin)**

2501 S. Congress  
Austin, TX 78701  
(512)442-7235  
Fax: (512)442-7528

**SCORE Office (Golden Triangle)**

450 Boyd St.  
Beaumont, TX 77704  
(409)838-6581  
Fax: (409)833-6718

**SCORE Office (Brownsville)**

3505 Boca Chica Blvd., Ste. 305  
Brownsville, TX 78521  
(210)541-4508

**SCORE Office (Brazos Valley)**

3000 Briarcrest, Ste. 302  
Bryan, TX 77802  
(409)776-8876  
E-mail: 102633.2612@compuserve.com

**SCORE Office (Cleburne)**

Watergarden Pl., 9th Fl., Ste. 400  
Cleburne, TX 76031  
(817)871-6002

**SCORE Office (Corpus Christi)**

651 Upper North Broadway, Ste. 654  
Corpus Christi, TX 78477  
(512)888-4322  
Fax: (512)888-3418

**SCORE Office (Dallas)**

6260 E. Mockingbird  
Dallas, TX 75214-2619  
(214)828-2471  
Fax: (214)821-8033

**SCORE Office (El Paso)**

10 Civic Center Plaza  
El Paso, TX 79901  
(915)534-0541  
Fax: (915)534-0513

**SCORE Office (Bedford)**

100 E. 15th St., Ste. 400  
Ft. Worth, TX 76102  
(817)871-6002

**SCORE Office (Ft. Worth)**

100 E. 15th St., No. 24  
Ft. Worth, TX 76102  
(817)871-6002  
Fax: (817)871-6031  
E-mail: fwbac@onramp.net

**SCORE Office (Garland)**

2734 W. Kingsley Rd.  
Garland, TX 75041  
(214)271-9224

**SCORE Office (Granbury Chamber of Commerce)**

416 S. Morgan  
Granbury, TX 76048  
(817)573-1622  
Fax: (817)573-0805

**SCORE Office (Lower Rio Grande Valley)**

222 E. Van Buren, Ste. 500  
Harlingen, TX 78550  
(956)427-8533  
Fax: (956)427-8537

**SCORE Office (Houston)**

9301 Southwest Fwy., Ste. 550  
Houston, TX 77074  
(713)773-6565  
Fax: (713)773-6550

**SCORE Office (Irving)**

3333 N. MacArthur Blvd., Ste. 100  
Irving, TX 75062  
(214)252-8484  
Fax: (214)252-6710

**SCORE Office (Lubbock)**

1205 Texas Ave., Rm. 411D  
Lubbock, TX 79401  
(806)472-7462  
Fax: (806)472-7487

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

### SCORE Office (Midland)

Post Office Annex  
200 E. Wall St., Rm. P121  
Midland, TX 79701  
(915)687-2649

### SCORE Office (Orange)

1012 Green Ave.  
Orange, TX 77630-5620  
(409)883-3536  
800-528-4906  
Fax: (409)886-3247

### SCORE Office (Plano)

1200 E. 15th St.  
PO Drawer 940287  
Plano, TX 75094-0287  
(214)424-7547  
Fax: (214)422-5182

### SCORE Office (Port Arthur)

4749 Twin City Hwy., Ste. 300  
Port Arthur, TX 77642  
(409)963-1107  
Fax: (409)963-3322

### SCORE Office (Richardson)

411 Belle Grove  
Richardson, TX 75080  
(214)234-4141  
800-777-8001  
Fax: (214)680-9103

### SCORE Office (San Antonio)

Federal Bldg., Rm. A527  
727 E. Durango  
San Antonio, TX 78206  
(210)472-5931  
Fax: (210)472-5935

### SCORE Office (Texarkana State College)

819 State Line Ave.  
Texarkana, TX 75501  
(903)792-7191  
Fax: (903)793-4304

### SCORE Office (East Texas)

RTDC  
1530 SSW Loop 323, Ste. 100  
Tyler, TX 75701  
(903)510-2975  
Fax: (903)510-2978

### SCORE Office (Waco)

401 Franklin Ave.  
Waco, TX 76701  
(817)754-8898  
Fax: (817)756-0776  
Website: <http://www.brc-waco.com/>

### SCORE Office (Wichita Falls)

Hamilton Bldg.  
900 8th St.  
Wichita Falls, TX 76307  
(940)723-2741  
Fax: (940)723-8773

## Utah

### SCORE Office (Northern Utah)

160 N. Main  
Logan, UT 84321  
(435)746-2269

### SCORE Office (Ogden)

1701 E. Windsor Dr.  
Ogden, UT 84604  
(801)629-8613  
E-mail: [score158@netscape.net](mailto:score158@netscape.net)

### SCORE Office (Central Utah)

1071 E. Windsor Dr.  
Provo, UT 84604  
(801)373-8660

### SCORE Office (Southern Utah)

225 South 700 East  
St. George, UT 84770  
(435)652-7751

### SCORE Office (Salt Lake)

310 S Main St.  
Salt Lake City, UT 84101  
(801)746-2269  
Fax: (801)746-2273

## Vermont

### SCORE Office (Champlain Valley)

Winston Prouty Federal Bldg.  
11 Lincoln St., Rm. 106  
Essex Junction, VT 05452  
(802)951-6762

### SCORE Office (Montpelier)

87 State St., Rm. 205  
PO Box 605  
Montpelier, VT 05601  
(802)828-4422  
Fax: (802)828-4485

### SCORE Office (Marble Valley)

256 N. Main St.  
Rutland, VT 05701-2413  
(802)773-9147

### SCORE Office (Northeast Kingdom)

20 Main St.  
PO Box 904  
St. Johnsbury, VT 05819  
(802)748-5101

## Virgin Islands

### SCORE Office (St. Croix)

United Plaza Shopping Center  
PO Box 4010, Christiansted  
St. Croix, VI 00822  
(809)778-5380

### SCORE Office (St. Thomas-St. John)

Federal Bldg., Rm. 21  
Veterans Dr.  
St. Thomas, VI 00801  
(809)774-8530

## Virginia

### SCORE Office (Arlington)

2009 N. 14th St., Ste. 111  
Arlington, VA 22201  
(703)525-2400

### SCORE Office (Blacksburg)

141 Jackson St.  
Blacksburg, VA 24060  
(540)552-4061

### SCORE Office (Bristol)

20 Volunteer Pkwy.  
Bristol, VA 24203  
(540)989-4850

### SCORE Office (Central Virginia)

1001 E. Market St., Ste. 101  
Charlottesville, VA 22902  
(804)295-6712  
Fax: (804)295-7066

### SCORE Office (Alleghany Satellite)

241 W. Main St.  
Covington, VA 24426  
(540)962-2178  
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### SCORE Office (Central Fairfax)

3975 University Dr., Ste. 350  
Fairfax, VA 22030  
(703)591-2450

### SCORE Office (Falls Church)

PO Box 491  
Falls Church, VA 22040  
(703)532-1050  
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### SCORE Office (Glenns)

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## ORGANIZATIONS, AGENCIES, & CONSULTANTS

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**SCORE Office (Lynchburg)**  
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1100 Main St.  
Lynchburg, VA 24504-1714  
(804)846-3235

**SCORE Office (Greater Prince William)**  
8963 Center St  
Manassas, VA 20110  
(703)368-4813  
Fax: (703)368-4733

**SCORE Office (Martinsville)**  
115 Broad St.  
Martinsville, VA 24112-0709  
(540)632-6401  
Fax: (540)632-5059

**SCORE Office (Hampton Roads)**  
Federal Bldg., Rm. 737  
200 Grandby St.  
Norfolk, VA 23510  
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E-mail: scorehr60@juno.com

**SCORE Office (Norfolk)**  
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200 Granby St.  
Norfolk, VA 23510  
(757)441-3733  
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**SCORE Office (Virginia Beach)**  
Chamber of Commerce  
200 Grandby St., Rm 737  
Norfolk, VA 23510  
(804)441-3733

**SCORE Office (Radford)**  
1126 Norwood St.  
Radford, VA 24141  
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**SCORE Office (Richmond)**  
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400 N. 8th St., Ste. 1150  
PO Box 10126  
Richmond, VA 23240-0126  
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Website: <http://www.cvco.org/score/>

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Roanoke, VA 24011  
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Fax: (540)857-2043  
E-mail: scorerva@juno.com  
Website: <http://hometown.aol.com/scorerv/Index.html>

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(703)749-0400

**SCORE Office (Greater Vienna)**  
513 Maple Ave. West  
Vienna, VA 22180  
(703)281-1333  
Fax: (703)242-1482

**SCORE Office (Shenandoah Valley)**  
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Waynesboro, VA 22980  
(540)949-8203  
Fax: (540)949-7740  
E-mail: score427@intelos.net

**SCORE Office (Williamsburg)**  
201 Penniman Rd.  
Williamsburg, VA 23185  
(757)229-6511  
E-mail: wacc@williamsburgcc.com

**SCORE Office (Northern Virginia)**  
1360 S. Pleasant Valley Rd.  
Winchester, VA 22601  
(540)662-4118

### Washington

**SCORE Office (Gray's Harbor)**  
506 Duffy St.  
Aberdeen, WA 98520  
(360)532-1924  
Fax: (360)533-7945

**SCORE Office (Bellingham)**  
101 E. Holly St.  
Bellingham, WA 98225  
(360)676-3307

**SCORE Office (Everett)**  
2702 Hoyt Ave.  
Everett, WA 98201-3556  
(206)259-8000

**SCORE Office (Gig Harbor)**  
3125 Judson St.

Gig Harbor, WA 98335  
(206)851-6865

**SCORE Office (Kennewick)**  
PO Box 6986  
Kennewick, WA 99336  
(509)736-0510

**SCORE Office (Puyallup)**  
322 2nd St. SW  
PO Box 1298  
Puyallup, WA 98371  
(206)845-6755  
Fax: (206)848-6164

**SCORE Office (Seattle)**  
1200 6th Ave., Ste. 1700  
Seattle, WA 98101  
(206)553-7320  
Fax: (206)553-7044  
E-mail: score55@aol.com  
Website: <http://www.scn.org/civic/score-online/index55.html>

**SCORE Office (Spokane)**  
801 W. Riverside Ave., No. 240  
Spokane, WA 99201  
(509)353-2820  
Fax: (509)353-2600  
E-mail: score@dmi.net  
Website: <http://www.dmi.net/score/>

**SCORE Office (Clover Park)**  
PO Box 1933  
Tacoma, WA 98401-1933  
(206)627-2175

**SCORE Office (Tacoma)**  
1101 Pacific Ave.  
Tacoma, WA 98402  
(253)274-1288  
Fax: (253)274-1289

**SCORE Office (Fort Vancouver)**  
1701 Broadway, S-1  
Vancouver, WA 98663  
(360)699-1079

**SCORE Office (Walla Walla)**  
500 Tausick Way  
Walla Walla, WA 99362  
(509)527-4681

**SCORE Office (Mid-Columbia)**  
1113 S. 14th Ave.  
Yakima, WA 98907  
(509)574-4944  
Fax: (509)574-2943  
Website: <http://www.ellensburg.com/~score/>

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

### West Virginia

#### SCORE Office (Charleston)

1116 Smith St.  
Charleston, WV 25301  
(304)347-5463  
E-mail: score256@juno.com

#### SCORE Office (Virginia Street)

1116 Smith St., Ste. 302  
Charleston, WV 25301  
(304)347-5463

#### SCORE Office (Marion County)

PO Box 208  
Fairmont, WV 26555-0208  
(304)363-0486

#### SCORE Office (Upper Monongahela Valley)

1000 Technology Dr., Ste. 1111  
Fairmont, WV 26555  
(304)363-0486  
E-mail: score537@hotmail.com

#### SCORE Office (Huntington)

1101 6th Ave., Ste. 220  
Huntington, WV 25701-2309  
(304)523-4092

#### SCORE Office (Wheeling)

1310 Market St.  
Wheeling, WV 26003  
(304)233-2575  
Fax: (304)233-1320

### Wisconsin

#### SCORE Office (Fox Cities)

227 S. Walnut St.  
Appleton, WI 54913  
(920)734-7101  
Fax: (920)734-7161

#### SCORE Office (Beloit)

136 W. Grand Ave., Ste. 100  
PO Box 717  
Beloit, WI 53511  
(608)365-8835  
Fax: (608)365-9170

#### SCORE Office (Eau Claire)

Federal Bldg., Rm. B11  
510 S. Barstow St.  
Eau Claire, WI 54701  
(715)834-1573  
E-mail: score@ecol.net  
Website: <http://www.ecol.net/~score/>

#### SCORE Office (Fond du Lac)

207 N. Main St.  
Fond du Lac, WI 54935

(414)921-9500  
Fax: (414)921-9559

#### SCORE Office (Green Bay)

835 Potts Ave.  
Green Bay, WI 54304  
(414)496-8930  
Fax: (414)496-6009

#### SCORE Office (Janesville)

20 S. Main St., Ste. 11  
PO Box 8008  
Janesville, WI 53547  
(608)757-3160  
Fax: (608)757-3170

#### SCORE Office (La Crosse)

712 Main St.  
La Crosse, WI 54602-0219  
(608)784-4880

#### SCORE Office (Madison)

505 S. Rosa Rd.  
Madison, WI 53719  
(608)441-2820

#### SCORE Office (Manitowoc)

1515 Memorial Dr.  
PO Box 903  
Manitowoc, WI 54221-0903  
(414)684-5575  
Fax: (414)684-1915

#### SCORE Office (Milwaukee)

310 W. Wisconsin Ave., Ste. 425  
Milwaukee, WI 53203  
(414)297-3942  
Fax: (414)297-1377

#### SCORE Office (Central Wisconsin)

1224 Lindbergh Ave.  
Stevens Point, WI 54481  
(715)344-7729

#### SCORE Office (Superior)

Superior Business Center Inc.  
1423 N. 8th St.  
Superior, WI 54880  
(715)394-7388  
Fax: (715)393-7414

#### SCORE Office (Waukesha)

223 Wisconsin Ave.  
Waukesha, WI 53186-4926  
(414)542-4249

#### SCORE Office (Wausau)

300 3rd St., Ste. 200  
Wausau, WI 54402-6190  
(715)845-6231

#### SCORE Office (Wisconsin Rapids)

2240 Kingstons Rd.

Wisconsin Rapids, WI 54494  
(715)423-1830

### Wyoming

#### SCORE Office (Casper)

Federal Bldg., No. 2215  
100 East B St.  
Casper, WY 82602  
(307)261-6529  
Fax: (307)261-6530

## VENTURE CAPITAL & FINANCING COMPANIES

*This section contains a listing of financing and loan companies in the United States and Canada. These listing are arranged alphabetically by country, then by state or province, then by city, then by organization name.*

## CANADA

### Alberta

#### Launchworks Inc.

1902J 11th St., S.E.  
Calgary, AB, Canada T2G 3G2  
(403)269-1119  
Fax: (403)269-1141  
Website: <http://www.launchworks.com>  
Investment Types: Start-up. Industry Preferences: Diversified. Geographic Preferences: Canada.

#### Native Venture Capital Company, Inc.

21 Artist View Point, Box 7  
Site 25, RR 12  
Calgary, AB, Canada T3E 6W3  
(903)208-5380  
Milt Pahl, President  
Investment Types: Seed, startup, first stage, second stage, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Western Canada.

#### Miralta Capital Inc.

4445 Calgary Trail South  
888 Terrace Plaza Alberta  
Edmonton, AB, Canada T6H 5R7  
(780)438-3535  
Fax: (780)438-3129  
Michael Welsh  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: First and

second stage, and leveraged buyout. Industry Preferences: Diversified communications, computer related, electronics, consumer products, industrial products and equipment. Geographic Preferences: Canada.

**Vencap Equities Alberta Ltd.**

10180-101st St., Ste. 1980  
Edmonton, AB, Canada T5J 3S4  
(403)420-1171  
Fax: (403)429-2541  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: Start-up, first and second stage, control-block purchases, leveraged buyout, and mezzanine. Industry Preferences: Diversified. Geographic Preferences: Northwest, Rocky Mountain region, and Western Canada.

**British Columbia**

**Discovery Capital**

5th Fl., 1199 West Hastings  
Vancouver, BC, Canada V6E 3T5  
(604)683-3000  
Fax: (604)662-3457  
E-mail: info@discoverycapital.com  
Website: http://www.discoverycapital.com  
Investment Types: Early stage and start-up. Industry Preferences: Internet related. Geographic Preferences: Canada.

**Greenstone Venture Partners**

1177 West Hastings St.  
Ste. 400  
Vancouver, BC, Canada V6E 2K3  
(604)717-1977  
Fax: (604)717-1976  
Website: http://www.greenstonevc.com  
Investment Types: Diversified. Industry Preferences: Diversified. Geographic Preferences: Canada.

**Growthworks Capital**

2600-1055 West Georgia St.  
Box 11170 Royal Centre  
Vancouver, BC, Canada V6E 3R5  
(604)895-7259  
Fax: (604)669-7605  
Website: http://www.wofund.com  
Mike Philips  
Preferred Investment Size: \$330,000 to \$3,300,000. Investment Types: Seed, start-up, first and second stage, balanced, joint ventures, mezzanine, private placement, research and development, and management buyout. Industry

Preferences: Diversified. Geographic Preferences: British Columbia

**MDS Discovery Venture Management, Inc.**

555 W. Eighth Ave., Ste. 305  
Vancouver, BC, Canada V5Z 1C6  
(604)872-8464  
Fax: (604)872-2977  
E-mail: info@mds-ventures.com  
David Scott, President  
Investment Types: Seed, research and development, startup, first and second stages. Industry Preferences: Biotechnology and communications. Geographic Preferences: Western Canada and Northwestern U.S.

**Ventures West Management Inc.**

1285 W. Pender St., Ste. 280  
Vancouver, BC, Canada V6E 4B1  
(604)688-9495  
Fax: (604)687-2145  
Website: http://www.ventureswest.com  
Investment Types: Seed, research and development, startup, first and second stages. Industry Preferences: Diversified technology. Geographic Preferences: Northeast and Western U.S., Canada.

**Nova Scotia**

**ACF Equity Atlantic Inc.**

Purdy's Wharf Tower II  
Ste. 2106  
Halifax, NS, Canada B3J 3R7  
(902)421-1965  
Fax: (902)421-1808  
David Wilson  
Investment Types: Seed, start-up, first and second stage, balanced, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Canada.

**Montgomerie, Huck & Co.**

146 Bluenose Dr.  
PO Box 538  
Lunenburg, NS, Canada B0J 2C0  
(902)634-7125  
Fax: (902)634-7130  
Christopher Huck  
Preferred Investment Size: \$300,000 to \$500,000. Investment Types: First and second stage, leveraged buyout, mezzanine, and special situation. Industry Preferences: Diversified communications, computer related, and industrial machinery. Geographic Preferences: Canada.

**Ontario**

**IPS Industrial Promotion Services Ltd.**

60 Columbia Way, Ste. 720  
Markham, ON, Canada L3R 0C9  
(905)475-9400  
Fax: (905)475-5003  
Azim Lalani  
Preferred Investment Size: \$500,000 minimum. Investment Types: Control-block purchases, leveraged buyout, second stage, and special situation. Industry Preferences: Diversified. Geographic Preferences: U.S. and Canada.

**Betwin Investments Inc.**

Box 23110  
Sault Ste. Marie, ON, Canada P6A 6W6  
(705)253-0744  
Fax: (705)253-0744  
D.B. Stinson  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Second stage. Industry Preferences: Diversified. Geographic Preferences: U.S. and Canada.

**Bailey & Company, Inc.**

594 Spadina Ave.  
Toronto, ON, Canada M5S 2H4  
(416)921-6930  
Fax: (416)925-4670  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Research and development, first stage, and special situations. Industry Preferences: Diversified technology. Geographic Preferences: No preference.

**BCE Capital**

200 Bay St.  
South Tower, Ste. 3120  
Toronto, ON, Canada M5J 2J2  
(416)815-0078  
Fax: (416)941-1073  
Website: http://www.bcecapital.com  
Preferred Investment Size: \$350,000 to \$2,000,000. Investment Types: Seed, start-up, early stage, expansion, and research and development. Industry Preferences: Communications, Internet related, electronics, and computer software and services. Geographic Preferences: Ontario and West

**Castlehill Ventures**

55 University Ave., Ste. 500  
Toronto, ON, Canada M5J 2H7  
(416)862-8574

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

Fax: (416)862-8875

Investment Types: Start-up. Industry Preferences: Telecommunications and computer related. Geographic Preferences: Ontario, Canada.

### **CCFL Mezzanine Partners of Canada**

70 University Ave.

Ste. 1450

Toronto, ON, Canada M5J 2M4

(416)977-1450

Fax: (416)977-6764

E-mail: [info@ccfl.com](mailto:info@ccfl.com)

Website: <http://www.ccfl.com>

Paul Benson

Preferred Investment Size: \$10,000,000.

Investment Types: Generalist PE.

Industry Preferences: Diversified.

Geographic Preferences: U.S. and Canada.

### **Celtic House International**

100 Simcoe St., Ste. 100

Toronto, ON, Canada M5H 3G2

(416)542-2436

Fax: (416)542-2435

Website: <http://www.celtic-house.com>

Investment Types: Early stage. Industry

Preferences: Computer software and services, electronics, Internet related,

communications, and computer hardware. Geographic Preferences: U.S. and Canada.

### **Clairvest Group Inc.**

22 St. Clair Ave. East

Ste. 1700

Toronto, ON, Canada M4T 2S3

(416)925-9270

Fax: (416)925-5753

Jeff Parr

Preferred Investment Size: \$5,000,000 minimum. Investment Types: Balanced, control-block purchases, later stage, leveraged buyout, and special situation.

Industry Preferences: Diversified.

Geographic Preferences: U.S. and Canada.

### **Crosbie & Co., Inc.**

One First Canadian Place

9th Fl.

PO Box 116

Toronto, ON, Canada M5X 1A4

(416)362-7726

Fax: (416)362-3447

E-mail: [info@crosbieco.com](mailto:info@crosbieco.com)

Website: <http://www.crosbieco.com>

Investment Types: Acquisition, distressed debt, expansion, generalist PE, later

stage, leveraged and management buyouts, mezzanine, private placement, recaps, special situations, and turnarounds. Industry Preferences: Diversified. Geographic Preferences: Ontario, Canada.

### **Drug Royalty Corp.**

Eight King St. East

Ste. 202

Toronto, ON, Canada M5C 1B5

(416)863-1865

Fax: (416)863-5161

Harry K. Loveys

Preferred Investment Size: \$4,000,000 to

\$5,000,000. Investment Types: Research and development and special situation.

Industry Preferences: Biotechnology and medical/health related. Geographic

Preferences: No preference.

### **Grieve, Horner, Brown & Asculai**

8 King St. E, Ste. 1704

Toronto, ON, Canada M5C 1B5

(416)362-7668

Fax: (416)362-7660

Preferred Investment Size: \$300,000 to

\$500,000. Investment Types: Startup,

first and second stages. Industry

Preferences: Diversified. Geographic

Preferences: Entire U.S. and Canada.

### **Jefferson Partners**

77 King St. West

Ste. 4010

PO Box 136

Toronto, ON, Canada M5K 1H1

(416)367-1533

Fax: (416)367-5827

Website: <http://www.jefferson.com>

Preferred Investment Size: \$3,000,000 to

\$10,000,000. Investment Types: Seed and

expansion. Industry Preferences:

Communications and media, software, and

Internet related. Geographic Preferences:

Northeastern U.S. and Canada.

### **J.L. Albright Venture Partners**

Canada Trust Tower, 161 Bay St.

Ste. 4440

PO Box 215

Toronto, ON, Canada M5J 2S1

(416)367-2440

Fax: (416)367-4604

Website: <http://www.jlaventures.com>

Jon Prosser

Investment Types: First and second stage.

Industry Preferences: Internet related,

communications, and computer related.

Geographic Preferences: Canada.

### **McLean Watson Capital Inc.**

One First Canadian Place

Ste. 1410

PO Box 129

Toronto, ON, Canada M5X 1A4

(416)363-2000

Fax: (416)363-2010

Website: <http://www.mcleanwatson.com>

Matt H. Lawton

Investment Types: First and second stage.

Industry Preferences: Diversified

communications, computer related, laser

related, and fiber optics. Geographic

Preferences: U.S. and Canada.

### **Middlefield Capital Fund**

One First Canadian Place

85th Fl.

PO Box 192

Toronto, ON, Canada M5X 1A6

(416)362-0714

Fax: (416)362-7925

Website: <http://www.middlefield.com>

David Roode

Preferred Investment Size: \$3,000,000

minimum. Investment Types: Second

stage, control-block purchases, industry

rollups, leveraged buyout, and

mezzanine. Industry Preferences:

Diversified. Geographic Preferences: U.S.

and Canada.

### **Mosaic Venture Partners**

24 Duncan St.

Ste. 300

Toronto, ON, Canada M5V 3M6

(416)597-8889

Fax: (416)597-2345

Investment Types: Early stage. Industry

Preferences: Internet related. Geographic

Preferences: U.S. and Canada.

### **Onex Corp.**

161 Bay St.

PO Box 700

Toronto, ON, Canada M5J 2S1

(416)362-7711

Fax: (416)362-5765

Anthony Munk

Preferred Investment Size: \$10,000,000

minimum. Investment Types: Control-

block purchases, leveraged buyout, and

special situations. Industry Preferences:

Diversified. Geographic Preferences: U.S.

and Canada.

### **Penfund Partners Inc.**

145 King St. West

Ste. 1920

Toronto, ON, Canada M5H 1J8



(416)865-0300  
 Fax: (416)364-6912  
 Website: <http://www.penfund.com>  
 David Collins  
 Preferred Investment Size: \$667,000 to \$4,670,000. Investment Types: Generalist PE, leveraged and management buyouts, and mezzanine. Industry Preferences: Diversified. Geographic Preferences: Canada.

**Primaxis Technology Ventures Inc.**

1 Richmond St. West, 8th Fl.  
 Toronto, ON, Canada M5H 3W4  
 (416)313-5210  
 Fax: (416)313-5218  
 Website: <http://www.primaxis.com>  
 Investment Types: Seed and early stage.  
 Industry Preferences: Telecommunications, electronics, and manufacturing. Geographic Preferences: Canada.

**Priveq Capital Funds**

240 Duncan Mill Rd., Ste. 602  
 Toronto, ON, Canada M3B 3P1  
 (416)447-3330  
 Fax: (416)447-3331  
 E-mail: [priveq@sympatico.ca](mailto:priveq@sympatico.ca)  
 Preferred Investment Size: \$1,000,000 minimum. Investment Types: Industry rollups, leveraged buyout, mezzanine, recaps, second stage, and special situation. Industry Preferences: Diversified. Geographic Preferences: Mid Atlantic, Midwest, Northeast, Northwest, and Southeastern U.S.

**Roynat Ventures**

40 King St. West, 26th Fl.  
 Toronto, ON, Canada M5H 1H1  
 (416)933-2667  
 Fax: (416)933-2783  
 Website: <http://www.roynatcapital.com>  
 Bob Roy  
 Investment Types: Early stage and expansion. Industry Preferences: Diversified. Geographic Preferences: Canada.

**Tera Capital Corp.**

366 Adelaide St. East, Ste. 337  
 Toronto, ON, Canada M5A 3X9  
 (416)368-1024  
 Fax: (416)368-1427  
 Investment Types: Balanced. Industry Preferences: Computer related and biotechnology. Geographic Preferences: U.S. and Canada.

**Working Ventures Canadian Fund Inc.**

250 Bloor St. East, Ste. 1600  
 Toronto, ON, Canada M4W 1E6  
 (416)934-7718  
 Fax: (416)929-0901  
 Website: <http://www.workingventures.ca>  
 Preferred Investment Size: \$334,000 minimum. Investment Types: No preference. Industry Preferences: Diversified. Geographic Preferences: Ontario and Western Canada.

**Quebec**

**Altamira Capital Corp.**

202 University  
 Niveau de Maisonneuve, Bur. 201  
 Montreal, QC, Canada H3A 2A5  
 (514)499-1656  
 Fax: (514)499-9570  
 Preferred Investment Size: \$1,000,000 minimum. Investment Types: First stage. Industry Preferences: Diversified. Geographic Preferences: No preference.

**Federal Business Development Bank**

Venture Capital Division  
 Five Place Ville Marie, Ste. 600  
 Montreal, QC, Canada H3B 5E7  
 (514)283-1896  
 Fax: (514)283-5455  
 Preferred Investment Size: \$1,000,000. Investment Types: Seed, start-up, first and second stage, mezzanine, research and development, and leveraged buyout. Industry Preferences: Biotechnology; Internet related; computer software, hardware, and services. Geographic Preferences: Canada

**Hydro-Quebec Capitech Inc.**

75 Boul, Rene Levesque Quest  
 Montreal, QC, Canada H2Z 1A4  
 (514)289-4783  
 Fax: (514)289-5420  
 Website: <http://www.hqcapitech.com>  
 Investment Types: Seed, start-up, early, first and second stage, balanced, expansion, and mezzanine. Industry Preferences: Diversified. Geographic Preferences: U.S. and Canada.

**Investissement Desjardins**

2 complexe Desjardins  
 C.P. 760  
 Montreal, QC, Canada H5B 1B8  
 (514)281-7131  
 Fax: (514)281-7808  
 Website: <http://www.desjardins.com/id>

Preferred Investment Size: \$5,000,000 minimum. Investment Types: Start-up, first and second stage, control-block purchases, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Quebec, Canada.

**Marleau Lemire Inc.**

One Place Ville-Marie, Ste. 3601  
 Montreal, QC, Canada H3B 3P2  
 (514)877-3800  
 Fax: (514)875-6415  
 Jean Francois Perrault  
 Preferred Investment Size: \$3,000,000 minimum. Investment Types: Second stage, mezzanine, leveraged buyout, and special situation. Industry Preferences: Diversified. Geographic Preferences: Canada.

**Speirs Consultants Inc.**

365 Stanstead  
 Montreal, QC, Canada H3R 1X5  
 (514)342-3858  
 Fax: (514)342-1977  
 Derek Speirs  
 Preferred Investment Size: \$1,000,000 minimum. Investment Types: Start-up, first and second stage, control-block purchases, industry rollups, leveraged buyout, mezzanine, research and development, and special situation. Industry Preferences: Diversified. Geographic Preferences: Canada

**Tecnocap Inc.**

4028 Marlowe  
 Montreal, QC, Canada H4A 3M2  
 (514)483-6009  
 Fax: (514)483-6045  
 Website: <http://www.technocap.com>  
 Preferred Investment Size: \$1,000,000 minimum. Investment Types: Early stage and expansion. Industry Preferences: Diversified. Geographic Preferences: Northeast and Southwest U.S., and Central Canada.

**Telsoft Ventures**

1000, Rue de la Gauchetiere  
 Quest, 25eme Etage  
 Montreal, QC, Canada H3B 4W5  
 (514)397-8450  
 Fax: (514)397-8451  
 Investment Types: First and second stage, and mezzanine. Industry Preferences: Computer related. Geographic Preferences: West Coast, and Western Canada.

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

### Saskatchewan

#### Saskatchewan Government Growth Fund

1801 Hamilton St., Ste. 1210  
Canada Trust Tower  
Regina, SK, Canada S4P 4B4  
(306)787-2994  
Fax: (306)787-2086  
Rob M. Duguid, Vice President,  
Investing  
Investment Types: Startup, first stage,  
second stage, and mezzanine. Industry  
Preferences: Diversified. Geographic  
Preferences: Western Canada.

### UNITED STATES

#### Alabama

##### FHL Capital Corp.

600 20th Street North  
Suite 350  
Birmingham, AL 35203  
(205)328-3098  
Fax: (205)323-0001  
Kevin Keck, Vice President  
Preferred Investment Size: Between  
\$500,000 and \$1,000,000. Investment  
Types: Mezzanine, leveraged buyout, and  
special situations. Geographic  
Preferences: Southeast.

##### Harbert Management Corp.

One Riverchase Pkwy. South  
Birmingham, AL 35244  
(205)987-5500  
Fax: (205)987-5707  
Website: <http://www.harbert.net>  
Charles Miller, Vice President  
Preferred Investment Size: \$5,000,000 to  
\$25,000,000. Investment Types:  
Leveraged buyout, special situations and  
industry roll ups. Industry Preferences:  
Oil and gas not considered. Geographic  
Preferences: Entire U.S.

##### Jefferson Capital Fund

PO Box 13129  
Birmingham, AL 35213  
(205)324-7709  
Preferred Investment Size: From  
\$1,000,000. Investment Types: Leveraged  
buyout, special situations and control  
block purchases. Industry Preferences:  
Telephone communications; consumer  
leisure and recreational products;

consumer and industrial, medical and  
catalog specialty distribut

##### Private Capital Corp.

100 Brookwood Pl., 4th Fl.  
Birmingham, AL 35209  
(205)879-2722  
Fax: (205)879-5121  
William Acker, Vice President  
Preferred Investment Size: \$1,000,000 to  
\$5,000,000. Investment Types: Startup,  
first stage, second stage, mezzanine,  
leveraged buyout, and special situations.  
Industry Preferences: Communications;  
computer related; industrial, and medical  
product distribution; electronic  
components

##### 21st Century Health Ventures

One Health South Pkwy.  
Birmingham, AL 35243  
(256)268-6250  
Fax: (256)970-8928  
W. Barry McRae  
Preferred Investment Size: \$5,000,000.  
Investment Types: First stage, second  
stage, and leveraged buyout. Industry  
Preferences: Medical/Health related.  
Geographic Preferences: Entire U.S.

##### FJC Growth Capital Corp.

200 W. Side Sq., Ste. 340  
Huntsville, AL 35801  
(256)922-2918  
Fax: (256)922-2909  
William B. Noojin, President  
Preferred Investment Size: \$300,000 and  
\$500,000. Investment Types: Mezzanine  
and second stage. Industry Preferences:  
Communications, electronics, hotels, and  
resort. Geographic Preferences:  
Southeast.

##### Hickory Venture Capital Corp.

301 Washington St. NW  
Suite 301  
Huntsville, AL 35801  
(256)539-1931  
Fax: (256)539-5130  
E-mail: [hvcc@hvcc.com](mailto:hvcc@hvcc.com)  
Website: <http://www.hvcc.com>  
J. Thomas Noojin, President  
Preferred Investment Size: \$1,000,000 -  
\$7,000,000. Investment Types: First stage,  
late stage, and leverage buyout. Industry  
Preferences: Communications, computer  
and Internet-related, energy, consumer,  
and biotechnology. Geographic  
Preferences: Southeast, Midwest, and  
Texas.

##### Southeastern Technology Fund

7910 South Memorial Pkwy., Ste. F  
Huntsville, AL 35802  
(256)883-8711  
Fax: (256)883-8558  
Preferred Investment Size: \$500,000 to  
\$5,000,000. Investment Types: Early, first  
and second stage, and expansion.  
Industry Preferences: Internet related,  
computer related, and communications.  
Geographic Preferences: Southeast.

##### Cordova Ventures

4121 Carmichael Rd., Ste. 301  
Montgomery, AL 36106  
(334)271-6011  
Fax: (334)260-0120  
Website: <http://www.cordovaventures.com>  
Teo F. Dagi  
Investment Types: Startup, early, second  
and late stage, and expansion. Industry  
Preferences: Diversified. Geographic  
Preferences: Southeast.

##### Small Business Clinic of Alabama/AG Bartholomew & Associates

PO Box 231074  
Montgomery, AL 36123-1074  
(334)284-3640  
Preferred Investment Size: From  
\$2,000,000. Investment Types: Startup,  
first stage, second stage, leveraged  
buyout, and special situations. Industry  
Preferences: Communications, computer  
related, consumer, distribution,  
industrial products and equipment,  
medical/health related, educa

#### Arizona

##### Miller Capital Corp.

4909 E. McDowell Rd.  
Phoenix, AZ 85008  
(602)225-0504  
Fax: (602)225-9024  
Website: <http://www.themillergroup.com>  
Rudy R. Miller, Chairman and President  
Preferred Investment Size: \$1,000,000 to  
\$20,000,000. Investment Types: First  
stage, second stage, and recapitalizations.  
Industry Preferences: Communications,  
computer-related, electronics, financial  
and business services, and consumer-  
related. Geographic Preferences: Entire  
U.S.

##### The Columbine Venture Funds

9449 North 90th St., Ste. 200  
Scottsdale, AZ 85258

(602)661-9222  
 Fax: (602)661-6262  
 Preferred Investment Size: \$300,000 - \$800,000. Investment Types: Seed, research and development, startup, and first stage. Industry Preferences: Diversified technology. Geographic Preferences: Southwest, Rocky Mountains, and West Coast.

**Koch Ventures**

17767 N. Perimeter Dr., Ste. 101  
 Scottsdale, AZ 85255  
 (480)419-3600  
 Fax: (480)419-3606  
 Website: <http://www.kochventures.com>  
 Preferred Investment Size: \$2,000,000 to \$10,000,000. Investment Types: Early stage and expansion. Industry Preferences: Electronics, Internet and computer related, and communications. Geographic Preferences: U.S.

**McKee & Co.**

7702 E. Doubletree Ranch Rd.  
 Suite 230  
 Scottsdale, AZ 85258  
 (480)368-0333  
 Fax: (480)607-7446  
 Mark Jazwin, Corporate Finance  
 Preferred Investment Size: From \$1,000,000. Investment Types: Second stage, mezzanine, and leveraged buyout. Industry Preferences: Communications, computer related, consumer, distribution, electronic components and instrumentation, energy/natural resources, biosensors, industrial pro

**Merita Capital Ltd.**

7350 E. Stetson Dr., Ste. 108-A  
 Scottsdale, AZ 85251  
 (480)947-8700  
 Fax: (480)947-8766  
 Investment Types: First and second stage, mezzanine, and special situation. Industry Preferences: Diversified. Geographic Preferences: Western U.S.

**Valley Ventures / Arizona Growth Partners L.P.**

6720 N. Scottsdale Rd., Ste. 208  
 Scottsdale, AZ 85253  
 (480)661-6600  
 Fax: (480)661-6262  
 Investment Types: Second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Southwest and Rocky Mountains.

**Estreetcapital.com**

660 South Mill Ave., Ste. 315  
 Tempe, AZ 85281  
 (480)968-8400  
 Fax: (480)968-8480  
 Website: <http://www.estreetcapital.com>  
 Industry Preferences: Internet related. Geographic Preferences: Entire U.S.

**Coronado Venture Fund**

PO Box 65420  
 Tucson, AZ 85728-5420  
 (520)577-3764  
 Fax: (520)299-8491  
 Preferred Investment Size: \$100,000 \$500,000. Investment Types: Seed, startup, first and second stage. Industry Preferences: Communications, computer related, electronic components and instrumentation, genetic engineering, industrial products and equipment, medical and health related

**Arkansas**

**Arkansas Capital Corp.**

225 South Pulaski St.  
 Little Rock, AR 72201  
 (501)374-9247  
 Fax: (501)374-9425  
 Website: <http://www.arcapital.com>  
 Private firm investing own capital. Interested in financing expansion.

**California**

**Sundance Venture Partners, L.P.**

100 Clocktower Place, Ste. 130  
 Carmel, CA 93923  
 (831)625-6500  
 Fax: (831)625-6590  
 Preferred Investment Size: \$800,000 minimum. Investment Types: First and second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: No preference. Geographic Preferences: Southwest and West Coast.

**Westar Capital (Costa Mesa)**

949 South Coast Dr., Ste. 650  
 Costa Mesa, CA 92626  
 (714)481-5160  
 Fax: (714)481-5166  
 E-mail: [mailbox@westarcapital.com](mailto:mailbox@westarcapital.com)  
 Website: <http://www.westarcapital.com>  
 Alan Sellers, General Partner  
 Preferred Investment Size: \$5,000,000 to \$10,000,000. Investment Types: Leveraged buyouts, special situations, control block purchases, and industry

roll ups. Industry Preferences: Diversified. Geographic Preferences: Northwest, Southwest, Rocky Mountains, and West Coast.

**Alpine Technology Ventures**

20300 Stevens Creek Boulevard, Ste. 495  
 Cupertino, CA 95014  
 (408)725-1810  
 Fax: (408)725-1207  
 Website: <http://www.alpineventures.com>  
 Investment Types: Seed, startup, research and development, first and second stage. Industry Preferences: Internet-related, communications, computer-related, distribution, electronic components and instrumentation, industrial products and equipment.

**Bay Partners**

10600 N. De Anza Blvd.  
 Cupertino, CA 95014-2031  
 (408)725-2444  
 Fax: (408)446-4502  
 Website: <http://www.baypartners.com>  
 Bob Williams, General Partner  
 Preferred Investment Size: \$5,000,000 to \$15,000,000. Investment Types: Seed and startup. Industry Preferences: Internet, communications, and computer related. Geographic Preferences: National.

**Novus Ventures**

20111 Stevens Creek Blvd., Ste. 130  
 Cupertino, CA 95014  
 (408)252-3900  
 Fax: (408)252-1713  
 Website: <http://www.novusventures.com>  
 Dan Tompkins, Managing General Partner  
 Preferred Investment Size: \$500,000 to \$1 Million. Investment Types: Start-up, first and early stage, expansion, and buyouts. Industry Preferences: Information technology. Geographic Preferences: Western U.S.

**Triune Capital**

19925 Stevens Creek Blvd., Ste. 200  
 Cupertino, CA 95014  
 (310)284-6800  
 Fax: (310)284-3290  
 Preferred Investment Size: \$1,000,000 minimum. Investment Types: First, second, and late stage; mezzanine; control block; and special situations. Industry Preferences: Diversified technology. Geographic Preferences: West Coast.

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

### Acorn Ventures

268 Bush St., Ste. 2829  
Daly City, CA 94014  
(650)994-7801  
Fax: (650)994-3305  
Website: <http://www.acornventures.com>  
Preferred Investment Size: \$250,000 minimum. Investment Types: Seed, first and second stage, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: No preference.

### Digital Media Campus

2221 Park Place  
El Segundo, CA 90245  
(310)426-8000  
Fax: (310)426-8010  
E-mail: [info@thecampus.com](mailto:info@thecampus.com)  
Website: <http://www.digitalmediacampus.com>  
Investment Types: Seed and early stage. Industry Preferences: Entertainment and leisure, sports, and media. Geographic Preferences: U.S.

### BankAmerica Ventures / BA Venture Partners

950 Tower Ln., Ste. 700  
Foster City, CA 94404  
(650)378-6000  
Fax: (650)378-6040  
Website: <http://www.baventurepartners.com>  
George Rossman  
Preferred Investment Size: \$1,000,000 to \$12,000,000. Investment Types: Startup, first and second stage. Industry Preferences: Computer and Internet related, communications, medical product distribution, electronic components and instrumentation, genetic engineering, and medical/health.

### Starting Point Partners

666 Portofino Lane  
Foster City, CA 94404  
(650)722-1035  
Website: <http://www.startingpointpartners.com>  
Preferred Investment Size: \$100,000 to \$1,000,000. Investment Types: Early stage. Industry Preferences: Diversified. Geographic Preferences: U.S.

### Opportunity Capital Partners

2201 Walnut Ave., Ste. 210  
Fremont, CA 94538  
(510)795-7000  
Fax: (510)494-5439  
Website: <http://www.ocpcapital.com>

Peter Thompson, Managing Partner  
Preferred Investment Size: \$100,000 to \$1,500,000. Investment Types: Second stage, late stage, mezzanine, leveraged buyout, and industry roll ups. Industry Preferences: Internet related, consumer related, communications, computer, and medical/health related. Geographic Preferences: E

### Imperial Ventures Inc.

9920 S. La Cienega Boulevard, 14th Fl.  
Inglewood, CA 90301  
(310)417-5409  
Fax: (310)338-6115  
Preferred Investment Size: \$500,000 to \$2,000,000. Investment Types: Second stage and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: No preference.

### Ventana Global (Irvine)

18881 Von Karman Ave., Ste. 1150  
Irvine, CA 92612  
(949)476-2204  
Fax: (949)752-0223  
Website: <http://www.ventanaglobal.com>  
Scott A. Burri, Managing Director  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: First and second stage, seed, special situation, and mezzanine. Industry Preferences: Diversified technology. Geographic Preferences: Southwest.

### Integrated Consortium Inc.

50 Ridgecrest Rd.  
Kentfield, CA 94904  
(415)925-0386  
Fax: (415)461-2726  
Preferred Investment Size: \$1,000,000. Investment Types: First and second stage, control-block purchases, industry rollups, leveraged buyouts, and mezzanine. Industry Preferences: Entertainment and leisure, retail, computer stores, franchises, food/beverage, consumer products and ser

### Enterprise Partners

979 Ivanhoe Ave., Ste. 550  
La Jolla, CA 92037  
(858)454-8833  
Fax: (858)454-2489  
Website: <http://www.epvc.com>  
Preferred Investment Size: \$1,000,000 to \$20,000,000. Investment Types: Early stage. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### Domain Associates

28202 Cabot Rd., Ste. 200  
Laguna Niguel, CA 92677  
(949)347-2446  
Fax: (949)347-9720  
Website: <http://www.domainvc.com>  
Preferred Investment Size: \$1,000,000 to \$20,000,000. Investment Types: Seed, first stage and second stage, expansion, private placement, research and development, and balanced. Industry Preferences: Electronics, computer, biotechnology, and medical/health related. Geographic Prefere

### Cascade Communications Ventures

60 E. Sir Francis Drake Blvd., Ste. 300  
Larkspur, CA 94939  
(415)925-6500  
Fax: (415)925-6501  
Dennis Brush  
Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: Leveraged buyout and special situations. Industry Preferences: Communications and franchises. Geographic Preferences: Entire U.S and Canada.

### Allegis Capital

One First St., Ste. Two  
Los Altos, CA 94022  
(650)917-5900  
Fax: (650)917-5901  
Website: <http://www.allegiscapital.com>  
Robert R. Ackerman, Jr.  
Investment Types: Seed and early stage. Industry Preferences: Diversified. Geographic Preferences: West Coast and District of Columbia.

### Aspen Ventures

1000 Fremont Ave., Ste. 200  
Los Altos, CA 94024  
(650)917-5670  
Fax: (650)917-5677  
Website: <http://www.aspenventures.com>  
Alexander Cilento, Partner  
Preferred Investment Size: \$500,000 to \$3,500,000. Investment Policies: Equity. Investment Types: Seed, and early stage. Industry Preferences: Communications, computer related, medical/health, biotechnology, and electronics. Geographic Preferences: West Coast.

### AVI Capital L.P.

1 First St., Ste. 2  
Los Altos, CA 94022  
(650)949-9862  
Fax: (650)949-8510

Website: <http://www.avicapital.com>  
 Brian J. Grossi, General Partner  
 Preferred Investment Size: \$1,000,000 to \$2 million. Investment Policies: Equity Only. Investment Types: Seed, startup, first and second stage, and special situations. Industry Preferences: Computer hardware, software, and services; Internet related; communications; electronics; ener

**Bastion Capital Corp.**

1999 Avenue of the Stars, Ste. 2960  
 Los Angeles, CA 90067  
 (310)788-5700  
 Fax: (310)277-7582  
 E-mail: [ga@bastioncapital.com](mailto:ga@bastioncapital.com)  
 Website: <http://www.bastioncapital.com>  
 James Villanueva, Vice President  
 Preferred Investment Size: \$10,000,000 minimum. Investment Types: Leveraged buyout, special situations and control block purchases. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

**Davis Group**

PO Box 69953  
 Los Angeles, CA 90069-0953  
 (310)659-6327  
 Fax: (310)659-6337  
 Roger W. Davis, Chairman  
 Preferred Investment Size: \$100,000 minimum. Investment Types: Early stages, leveraged buyouts, and special situations. Industry Preferences: Diversified. Geographic Preferences: International.

**Developers Equity Corp.**

1880 Century Park East, Ste. 211  
 Los Angeles, CA 90067  
 (213)277-0300  
 Investment Types: Seed, startup, and leverage buyout. Industry Preferences: Industrial products and machinery, transportation, and real estate.

**Far East Capital Corp.**

350 S. Grand Ave., Ste. 4100  
 Los Angeles, CA 90071  
 (213)687-1361  
 Fax: (213)617-7939  
 E-mail: [free@fareastnationalbank.com](mailto:free@fareastnationalbank.com)  
 Preferred Investment Size: \$100,000 to \$300,000. Investment Types: First stage, second stage, mezzanine, and special situations. Industry Preferences: Communications, computer and Internet related, electronic components and

instrumentation, genetic engineering, medical/health related

**Kline Hawkes & Co.**

11726 San Vicente Blvd., Ste. 300  
 Los Angeles, CA 90049  
 (310)442-4700  
 Fax: (310)442-4707  
 Website: <http://www.klinehawkes.com>  
 Robert M. Freiland, Partner  
 Preferred Investment Size: \$4,000,000 to \$10,000,000. Investment Types: Second and later stage, private placement, and expansion. Industry Preferences: Diversified technology. Geographic Preferences: West Coast.

**Lawrence Financial Group**

701 Teakwood  
 PO Box 491773  
 Los Angeles, CA 90049  
 (310)471-4060  
 Fax: (310)472-3155  
 Larry Hurwitz  
 Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Second stage. Industry Preferences: Diversified. Geographic Preferences: West Coast.

**Riordan Lewis & Haden**

300 S. Grand Ave., 29th Fl.  
 Los Angeles, CA 90071  
 (213)229-8500  
 Fax: (213)229-8597  
 Jonathan Leach  
 Preferred Investment Size: \$2,000,000 minimum. Investment Types: First and second stage, start-up, leveraged buyouts, and special situations. Industry Preferences: Diversified. Geographic Preferences: West Coast.

**Union Venture Corp.**

445 S. Figueroa St., 9th Fl.  
 Los Angeles, CA 90071  
 (213)236-4092  
 Fax: (213)236-6329  
 Preferred Investment Size: \$300,000 to \$500,000. Investment Types: Second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Communications, computer related. Geographic Preferences: National.

**Wedbush Capital Partners**

1000 Wilshire Blvd.  
 Los Angeles, CA 90017  
 (213)688-4545  
 Fax: (213)688-6642  
 Website: <http://www.wedbush.com>

Preferred Investment Size: \$500,000 minimum. Investment Types: Second stage, mezzanine, and leveraged buyouts. Industry Preferences: Diversified computer technology, consumer related, distribution, and healthcare. Geographic Preferences: West Coast.

**Advent International Corp.**

2180 Sand Hill Rd., Ste. 420  
 Menlo Park, CA 94025  
 (650)233-7500  
 Fax: (650)233-7515  
 Website: <http://www.adventinternational.com>  
 Preferred Investment Size: \$1,000,000 minimum. Investment Types: Startup, first and second stage, mezzanine, leveraged buyout, special situations, recaps, and acquisitions. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

**Altos Ventures**

2882 Sand Hill Rd., Ste. 100  
 Menlo Park, CA 94025  
 (650)234-9771  
 Fax: (650)233-9821  
 Website: <http://www.altosvc.com>  
 Investment Types: Start-up, seed, first and second stage. Industry Preferences: Internet and computer related, consumer related, medical/health. Geographic Preferences: West Coast.

**Applied Technology**

1010 El Camino Real, Ste. 300  
 Menlo Park, CA 94025  
 (415)326-8622  
 Fax: (415)326-8163  
 Ellie McCormack, Partner  
 Investment Types: Seed, startup, first and second stage, research and development. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**APV Technology Partners**

535 Middlefield, Ste. 150  
 Menlo Park, CA 94025  
 (650)327-7871  
 Fax: (650)327-7631  
 Website: <http://www.apvtp.com>  
 Preferred Investment Size: \$2,000,000 to \$10,000,000. Investment Types: Early stage. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**August Capital Management**

2480 Sand Hill Rd., Ste. 101  
 Menlo Park, CA 94025  
 (650)234-9900

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

Fax: (650)234-9910  
Website: <http://www.augustcap.com>  
Andrew S. Rappaport, General Partner  
Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: Startup, first stage and special situations. Industry Preferences: Communications, computer related, distribution, and electronic components and instrumentation. Geographic Preferences: Northwest, Southwest, Rocky

### **Baccharis Capital Inc.**

2420 Sand Hill Rd., Ste. 100  
Menlo Park, CA 94025  
(650)324-6844  
Fax: (650)854-3025

Michelle von Roedelbronn  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: Startup, first stage and second stage, mezzanine and special situations. Industry Preferences: Diversified. Geographic Preferences: West Coast.

### **Benchmark Capital**

2480 Sand Hill Rd., Ste. 200  
Menlo Park, CA 94025  
(650)854-8180

Fax: (650)854-8183  
E-mail: [info@benchmark.com](mailto:info@benchmark.com)  
Website: <http://www.benchmark.com>  
Investment Types: Seed, research and development, startup, first and second stage, and special situations. Industry Preferences: Communications, computer related, and electronic components and instrumentation. Geographic Preferences: Southwest and West Coast.

### **Bessemer Venture Partners (Menlo Park)**

535 Middlefield Rd., Ste. 245  
Menlo Park, CA 94025  
(650)853-7000  
Fax: (650)853-7001

Website: <http://www.bvp.com>  
Investment Types: Seed, research and development, start-up, first stages, leveraged buyout, special situations, and expansion. Industry Preferences: Communications, computer related, consumer products, distribution, and electronics. Geographic Preferences: Entire U.S.

### **The Cambria Group**

1600 El Camino Real Rd., Ste. 155  
Menlo Park, CA 94025  
(650)329-8600

Fax: (650)329-8601  
Website: <http://www.cambriagroup.com>  
Paul L. Davies, III, Managing Principal  
Preferred Investment Size: \$3,000,000. Investment Types: Second stage, mezzanine, leveraged buyout, special situations, and control block purchases. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### **Canaan Partners**

2884 Sand Hill Rd., Ste. 115  
Menlo Park, CA 94025  
(650)854-8092  
Fax: (650)854-8127  
Website: <http://www.canaan.com>  
Preferred Investment Size: \$5,000,000 to \$20,000,000. Investment Types: First and second stage, and expansion. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### **Capstone Ventures**

3000 Sand Hill Rd., Bldg. One, Ste. 290  
Menlo Park, CA 94025  
(650)854-2523

Fax: (650)854-9010  
Website: <http://www.capstonevc.com>  
Eugene J. Fischer  
Preferred Investment Size: \$500,000 to \$3,000,000. Investment Types: First and second stage, early, and expansion. Industry Preferences: Diversified high technology. Geographic Preferences: Diversified.

### **Comdisco Venture Group (Silicon Valley)**

3000 Sand Hill Rd., Bldg. 1, Ste. 155  
Menlo Park, CA 94025  
(650)854-9484  
Fax: (650)854-4026

Preferred Investment Size: \$300,000 to \$20,000,000. Investment Types: Seed, startup, first and second stage. Industry Preferences: Diversified. Geographic Preferences: No preference.

### **Commtech International**

535 Middlefield Rd., Ste. 200  
Menlo Park, CA 94025  
(650)328-0190  
Fax: (650)328-6442

Preferred Investment Size: \$300,000 to \$500,000. Investment Types: Seed and start-up. Industry Preferences: Diversified. Geographic Preferences: West Coast.

### **Compass Technology Partners**

1550 El Camino Real, Ste. 275

Menlo Park, CA 94025-4111  
(650)322-7595  
Fax: (650)322-0588  
Website: <http://www.compasstechpartners.com>  
Leon Dulberger, General Partner  
Investment Types: Mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified high technology. Geographic Preferences: National.

### **Convergence Partners**

3000 Sand Hill Rd., Ste. 235  
Menlo Park, CA 94025  
(650)854-3010  
Fax: (650)854-3015

Website: <http://www.convergencepartners.com>  
Preferred Investment Size: \$2,000,000 to \$10,000,000. Investment Types: Seed, startup, research and development, early and late stage, and mezzanine. Industry Preferences: Communications, computer related, electronic components and instrumentation, and interactive media. Geographic P

### **The Dakota Group**

PO Box 1025  
Menlo Park, CA 94025  
(650)853-0600  
Fax: (650)851-4899

E-mail: [info@dakota.com](mailto:info@dakota.com)  
Stephen A. Meyer, General Partner  
Preferred Investment Size: \$300,000 to \$500,000. Investment Types: Early and later stages, and special situations. Industry Preferences: Diversified computer and communications technology, education, and publishing. Geographic Preferences: National.

### **Delphi Ventures**

3000 Sand Hill Rd.  
Bldg. One, Ste. 135  
Menlo Park, CA 94025  
(650)854-9650  
Fax: (650)854-2961

Website: <http://www.delphiventures.com>  
Preferred Investment Size: \$500,000 minimum. Investment Types: Seed, startup, first and second stage. Industry Preferences: Medical/health related, Internet related, biotechnology, computer software and services. Geographic Preferences: Entire U.S.

### **El Dorado Ventures**

2884 Sand Hill Rd., Ste. 121  
Menlo Park, CA 94025

(650)854-1200  
 Fax: (650)854-1202  
 Website: <http://www.eldoradoventures.com>  
 Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Seed, startup, first and second stage. Industry Preferences: Communications, computer and Internet related, electronics, and industrial products and equipment. Geographic Preferences: West Coast.

**Glynn Ventures**

3000 Sand Hill Rd., Bldg. 4, Ste. 235  
 Menlo Park, CA 94025  
 (650)854-2215  
 John W. Glynn, Jr., General Partner  
 Preferred Investment Size: \$300,000 to \$500,000. Investment Types: Start-up, first and second stage, leveraged buyout, and mezzanine. Industry Preferences: Diversified computer and communications technology, and medical/health. Geographic Preferences: East and West Coast.

**Indosuez Ventures**

2180 Sand Hill Rd., Ste. 450  
 Menlo Park, CA 94025  
 (650)854-0587  
 Fax: (650)323-5561  
 Website: <http://www.indosuezventures.com>  
 Preferred Investment Size: \$250,000 to \$1,500,000. Investment Types: Start-up, first and second stage, and mezzanine. Industry Preferences: Diversified. Geographic Preferences: West Coast.

**Institutional Venture Partners**

3000 Sand Hill Rd., Bldg. 2, Ste. 290  
 Menlo Park, CA 94025  
 (650)854-0132  
 Fax: (650)854-5762  
 Website: <http://www.ivp.com>  
 Preferred Investment Size: \$500,000 minimum. Investment Types: Seed, startup, first and second stage, and special situations. Industry Preferences: Diversified. Geographic Preferences: International.

**Interwest Partners (Menlo Park)**

3000 Sand Hill Rd., Bldg. 3, Ste. 255  
 Menlo Park, CA 94025-7112  
 (650)854-8585  
 Fax: (650)854-4706  
 Website: <http://www.interwest.com>  
 Preferred Investment Size: \$2,000,000 to \$25,000,000. Investment Types: Seed,

research and development, startup, first and second stage, expansion, and special situations. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Kleiner Perkins Caufield & Byers (Menlo Park)**

2750 Sand Hill Rd.  
 Menlo Park, CA 94025  
 (650)233-2750  
 Fax: (650)233-0300  
 Website: <http://www.kpcb.com>  
 Preferred Investment Size: \$500,000. Investment Types: Seed, start-up, first and second stage. Industry Preferences: Diversified. Geographic Preferences: West Coast.

**Magic Venture Capital LLC**

1010 El Camino Real, Ste. 300  
 Menlo Park, CA 94025  
 (650)325-4149  
 Patrick Lynn  
 Preferred Investment Size: \$100,000 to \$1,000,000. Investment Types: Seed, start-up, first stage. Industry Preferences: Medical/health related. Geographic Preferences: West Coast.

**Matrix Partners**

2500 Sand Hill Rd., Ste. 113  
 Menlo Park, CA 94025  
 (650)854-3131  
 Fax: (650)854-3296  
 Website: <http://www.matrixpartners.com>  
 Andrew W. Verlahen, General Partner  
 Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Startup, early, first and second stage, and leveraged buyout. Industry Preferences: Communications, computer related, medical/health, and electronic components and instrumentation. Geographic Preferences: Entire U.S.

**Mayfield Fund**

2800 Sand Hill Rd.  
 Menlo Park, CA 94025  
 (650)854-5560  
 Fax: (650)854-5712  
 Website: <http://www.mayfield.com>  
 Preferred Investment Size: \$250,000 minimum. Investment Types: Seed, startup, first and second stage, and recapitalization. Industry Preferences: Diversified. Geographic Preferences: Northwest, Rocky Mountains, and West Coast.

**McCown De Leeuw and Co. (Menlo Park)**

3000 Sand Hill Rd., Bldg. 3, Ste. 290  
 Menlo Park, CA 94025-7111  
 (650)854-6000  
 Fax: (650)854-0853  
 Website: <http://www.mdcpartners.com>  
 Christopher Crosby, Principal  
 Preferred Investment Size: \$40,000,000 minimum. Investment Types: Leveraged buyout and special situations. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Menlo Ventures**

3000 Sand Hill Rd., Bldg. 4, Ste. 100  
 Menlo Park, CA 94025  
 (650)854-8540  
 Fax: (650)854-7059  
 Website: <http://www.menloventures.com>  
 H. DuBose Montgomery, General Partner and Managing Director  
 Venture capital supplier. Provides start-up and expansion financing to companies with experienced management teams, distinctive product lines, and large growing markets. Primary interest is in technology-oriented, Internet, and computer related companies. Investments range from \$5,000

**Merrill Pickard Anderson & Eyre**

2480 Sand Hill Rd., Ste. 200  
 Menlo Park, CA 94025  
 (650)854-8600  
 Fax: (650)854-0345  
 Preferred Investment Size: \$1,000,000 maximum. Investment Types: Seed, startup, first and second stage. Industry Preferences: Diversified technology. Geographic Preferences: No preference.

**New Enterprise Associates (Menlo Park)**

2490 Sand Hill Rd.  
 Menlo Park, CA 94025  
 (650)854-9499  
 Fax: (650)854-9397  
 Website: <http://www.nea.com>  
 Ronald H. Kase, General Partner  
 Preferred Investment Size: \$100,000 minimum. Investment Types: Seed, early, startup, first and second stage, and mezzanine. Industry Preferences: Diversified technology. Geographic Preferences: No preference.

**Onset Ventures**

2400 Sand Hill Rd., Ste. 150

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

Menlo Park, CA 94025  
(650)529-0700  
Fax: (650)529-0777

Website: <http://www.onset.com>  
Preferred Investment Size: \$100,000 minimum. Investment Types: Early stage.  
Industry Preferences: Communications, computer related, medical and health related. Geographic Preferences: West Coast.

### **Paragon Venture Partners**

3000 Sand Hill Rd., Bldg. 1, Ste. 275  
Menlo Park, CA 94025  
(650)854-8000  
Fax: (650)854-7260

Preferred Investment Size: \$500,000 to \$1,500,000. Investment Types: Start-up, seed, first and second stage, special situation. Industry Preferences: Diversified. Geographic Preferences: No preference.

### **Pathfinder Venture Capital Funds (Menlo Park)**

3000 Sand Hill Rd., Bldg. 3, Ste. 255  
Menlo Park, CA 94025  
(650)854-0650  
Fax: (650)854-4706

Jack K. Ahrens, II, Investment Officer  
Preferred Investment Size: \$2,00,000 minimum. Investment Types: Seed, startup, first and second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified technology. Geographic Preferences: Entire U.S. and Canada.

### **Rocket Ventures**

3000 Sandhill Rd., Bldg. 1, Ste. 170  
Menlo Park, CA 94025  
(650)561-9100  
Fax: (650)561-9183

Website: <http://www.rocketventures.com>  
Preferred Investment Size: \$100,000 to \$5,000,000. Investment Types: Seed, start-up, and early stage. Industry Preferences: Communications, software, and Internet related. Geographic Preferences: West Coast.

### **Sequoia Capital**

3000 Sand Hill Rd., Bldg. 4, Ste. 280  
Menlo Park, CA 94025  
(650)854-3927  
Fax: (650)854-2977  
E-mail: [sequoia@sequoiacap.com](mailto:sequoia@sequoiacap.com)  
Website: <http://www.sequoiacap.com>  
Investment Types: Early, seed, start-up, first and second stage. Industry

Preferences: Diversified technology.  
Geographic Preferences: Western U.S. and international.

### **Sierra Ventures**

3000 Sand Hill Rd., Bldg. 4, Ste. 210  
Menlo Park, CA 94025  
(650)854-1000  
Fax: (650)854-5593  
Website: <http://www.sierraventures.com>  
Preferred Investment Size: \$100,000 minimum. Investment Types: Seed, startup, first and second stage, recapitalization, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: No preference.

### **Sigma Partners**

2884 Sand Hill Rd., Ste. 121  
Menlo Park, CA 94025-7022  
(650)853-1700  
Fax: (650)853-1717  
E-mail: [info@sigmapartners.com](mailto:info@sigmapartners.com)  
Website: <http://www.sigmapartners.com>  
Lawrence G. Finch, Partner  
Investment Types: Seed, start-up, first and second stage, special situation, recap, and control block purchases. Industry Preferences: Diversified technology. Geographic Preferences: U.S.

### **Sprout Group (Menlo Park)**

3000 Sand Hill Rd.  
Bldg. 3, Ste. 170  
Menlo Park, CA 94025  
(650)234-2700  
Fax: (650)234-2779  
Website: <http://www.sproutgroup.com>  
Investment Types: Seed, startup, first and second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified technology. Geographic Preferences: U.S. and foreign countries.

### **TA Associates (Menlo Park)**

70 Willow Rd., Ste. 100  
Menlo Park, CA 94025  
(650)328-1210  
Fax: (650)326-4933  
Website: <http://www.ta.com>  
Michael C. Child, Managing Director  
Preferred Investment Size: \$20,000,000 to \$60,000,000. Investment Types: Control-block purchases, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: No preference.

### **Thompson Clive & Partners Ltd.**

3000 Sand Hill Rd., Bldg. 1, Ste. 185

Menlo Park, CA 94025-7102  
(650)854-0314  
Fax: (650)854-0670  
E-mail: [mail@tcvc.com](mailto:mail@tcvc.com)  
Website: <http://www.tcvc.com>  
Greg Ennis, Principal  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Early stage, management buyouts, and special situations. Industry Preferences: Diversified computer and communications technology, electronic instrumentation, genetic engineering, and medical/health. Geographic Pref

### **Trinity Ventures Ltd.**

3000 Sand Hill Rd., Bldg. 1, Ste. 240  
Menlo Park, CA 94025  
(650)854-9500  
Fax: (650)854-9501  
Website: <http://www.trinityventures.com>  
Lawrence K. Orr, General Partner  
Preferred Investment Size: \$5,000,000 to \$20,000,000. Investment Types: Early stage. Industry Preferences: Communications, computer and Internet related, consumer products and services, and electronics. Geographic Preferences: Mid-Atlantic and Western U.S.

### **U.S. Venture Partners**

2180 Sand Hill Rd., Ste. 300  
Menlo Park, CA 94025  
(650)854-9080  
Fax: (650)854-3018  
Website: <http://www.usvp.com>  
William K. Bowes, Jr., Founding Partner  
Preferred Investment Size: \$500,000 minimum. Investment Types: Seed, startup, first and second stage, and late stage. Industry Preferences: Communications, computer related, consumer products and services, distribution, electronics, and medical/health related. Geographic Preferences:

### **USVP-Schlein Marketing Fund**

2180 Sand Hill Rd., Ste. 300  
Menlo Park, CA 94025  
(415)854-9080  
Fax: (415)854-3018  
Website: <http://www.usvp.com>  
Venture capital fund. Prefers specialty retailing/consumer products companies.

### **Venrock Associates**

2494 Sand Hill Rd., Ste. 200  
Menlo Park, CA 94025  
(650)561-9580  
Fax: (650)561-9180



Website: <http://www.venrock.com>  
 Ted H. McCourtney, Managing General Partner  
 Preferred Investment Size: \$500,000 minimum. Investment Types: Seed, research and development, startup, first and second stage. Industry Preferences: Diversified. Geographic Preferences: No preference.

**Brad Peery Capital Inc.**

145 Chapel Pkwy.  
 Mill Valley, CA 94941  
 (415)389-0625  
 Fax: (415)389-1336  
 Brad Peery, Chairman  
 Preferred Investment Size: \$100,000 to \$300,000. Investment Types: Second stage financing. Industry Preferences: Communications and media. Geographic Preferences: Entire U.S.

**Dot Edu Ventures**

650 Castro St., Ste. 270  
 Mountain View, CA 94041  
 (650)575-5638  
 Fax: (650)325-5247  
 Website: <http://www.doteduventures.com>  
 Investment Types: Early stage and seed. Industry Preferences: Internet related. Geographic Preferences: Entire U.S.

**Forrest, Binkley & Brown**

840 Newport Ctr. Dr., Ste. 480  
 Newport Beach, CA 92660  
 (949)729-3222  
 Fax: (949)729-3226  
 Website: <http://www.fbbvc.com>  
 Jeff Brown, Partner  
 Investment Policies: \$1,000,000 to \$10,000,000. Investment Types: First stage, second stage, expansion, and balanced. Industry Preferences: Communications, computer and Internet related, consumer, electronic components and instrumentation, genetic engineering, industrial products and

**Marwit Capital LLC**

180 Newport Center Dr., Ste. 200  
 Newport Beach, CA 92660  
 (949)640-6234  
 Fax: (949)720-8077  
 Website: <http://www.marwit.com>  
 Thomas W. Windsor, Vice President  
 Preferred Investment Size: \$250,000 minimum. Investment Types: Acquisition, control-block, leveraged

buyout, and mezzanine. Industry Preferences: Software, transportation, distribution, and manufacturing. Geographic Preferences: Entire U.S.

**Kaiser Permanente / National Venture Development**

1800 Harrison St., 22nd Fl.  
 Oakland, CA 94612  
 (510)267-4010  
 Fax: (510)267-4036  
 Website: <http://www.kpventures.com>  
 Preferred Investment Size: \$500,000 to \$2,000,000. Investment Types: Balanced, first and second stage, expansion, joint ventures, and private placement. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

**Nu Capital Access Group, Ltd.**

7677 Oakport St., Ste. 105  
 Oakland, CA 94621  
 (510)635-7345  
 Fax: (510)635-7068  
 Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: First and second stages, leveraged buyouts, industry rollups, and special situations. Industry Preferences: Diversified consumer products and services, food and industrial product distribution. Geographic Preference

**Inman and Bowman**

4 Orinda Way, Bldg. D, Ste. 150  
 Orinda, CA 94563  
 (510)253-1611  
 Fax: (510)253-9037  
 Preferred Investment Size: \$1,000,000 minimum. Investment Types: Startup, first and second stage, leveraged buyout, and special situations. Industry Preferences: Diversified technology. Geographic Preferences: West Coast.

**Accel Partners (San Francisco)**

428 University Ave.  
 Palo Alto, CA 94301  
 (650)614-4800  
 Fax: (650)614-4880  
 Website: <http://www.accel.com>  
 Preferred Investment Size: \$1,000,000 minimum. Investment Types: Seed, startup, and early stage. Industry Preferences: Communications, computer related, medical/health, biotechnology, and electronic components and instrumentation. Geographic Preferences: No preference.

**Accenture Technology Ventures**

1661 Page Mill Rd.  
 Palo Alto, CA 94304  
 Preferred Investment Size: \$100,000 minimum. Investment Types: Seed, startup, first and second stage. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Advanced Technology Ventures**

485 Ramona St., Ste. 200  
 Palo Alto, CA 94301  
 (650)321-8601  
 Fax: (650)321-0934  
 Website: <http://www.atvcapital.com>  
 Steven Baloff, General Partner  
 Investment Types: Startup, first stage, second stage, and balanced. Industry Preferences: Diversified. Geographic Preferences: National.

**Anila Fund**

400 Channing Ave.  
 Palo Alto, CA 94301  
 (650)833-5790  
 Fax: (650)833-0590  
 Website: <http://www.anila.com>  
 Investment Types: Early stage. Industry Preferences: Telecommunications and Internet related. Geographic Preferences: Entire U.S.

**Asset Management Company Venture Capital**

2275 E. Bayshore, Ste. 150  
 Palo Alto, CA 94303  
 (650)494-7400  
 Fax: (650)856-1826  
 E-mail: [postmaster@assetman.com](mailto:postmaster@assetman.com)  
 Website: <http://www.assetman.com>  
 Preferred Investment Size: \$750,000 minimum. Investment Types: Seed, startup, and first stage. Industry Preferences: Diversified technology. Geographic Preferences: Northeast, West Coast.

**BancBoston Capital / BancBoston Ventures**

435 Tasso St., Ste. 250  
 Palo Alto, CA 94305  
 (650)470-4100  
 Fax: (650)853-1425  
 Website: <http://www.bancbostoncapital.com>  
 Preferred Investment Size: \$1,000,000 to \$10,000,000. Investment Types: Seed, early stage, acquisition, expansion, later stage, management buyouts, and recapitalizations. Industry Preferences:

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

Diversified. Geographic Preferences: Entire U.S. and Eastern Canada.

### **Charter Ventures**

525 University Ave., Ste. 1400  
Palo Alto, CA 94301  
(650)325-6953  
Fax: (650)325-4762  
Website: [http://](http://www.charterventures.com)

[www.charterventures.com](http://www.charterventures.com)

Investment Types: Seed, startup, first and second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: No preference.

### **Communications Ventures**

505 Hamilton Avenue, Ste. 305  
Palo Alto, CA 94301  
(650)325-9600  
Fax: (650)325-9608  
Website: <http://www.comven.com>

Clifford Higgerson, General Partner  
Preferred Investment Size: \$500,000 to \$25,000,000. Investment Types: Seed, start-up, early, first, and second stage. Industry Preferences: Communications, Internet related, electronics, and computer related. Geographic Preferences: No preference.

### **HMS Group**

2468 Embarcadero Way  
Palo Alto, CA 94303-3313  
(650)856-9862  
Fax: (650)856-9864  
Industry Preferences: Communications, computer related, electronics, and industrial products. Geographic Preferences: No preference.

### **Jafco America Ventures, Inc.**

505 Hamilton Ste. 310  
Palo Alto, CA 94301  
(650)463-8800  
Fax: (650)463-8801  
Website: <http://www.jafco.com>  
Andrew P. Goldfarb, Senior Managing Director  
Preferred Investment Size: \$500,000 minimum. Investment Types: First and second stage and mezzanine. Industry Preferences: Diversified technology. Geographic Preferences: No preference.

### **New Vista Capital**

540 Cowper St., Ste. 200  
Palo Alto, CA 94301  
(650)329-9333  
Fax: (650)328-9434  
E-mail: [fgreene@nvcap.com](mailto:fgreene@nvcap.com)

Website: <http://www.nvcap.com>  
Frank Greene

Investment Types: Seed, startup, first stage, second stage. Industry Preferences: Communications, computer related, electronics, and consumer related. Geographic Preferences: Western U.S., Rocky Mountains.

### **Norwest Equity Partners (Palo Alto)**

245 Lytton Ave., Ste. 250  
Palo Alto, CA 94301-1426  
(650)321-8000  
Fax: (650)321-8010  
Website: <http://www.norwestvp.com>  
Charles B. Lennin, Partner  
Preferred Investment Size: \$1,000,000 to \$25,000,000. Investment Types: Seed, early and later stage, and expansion. Industry Preferences: Diversified. Geographic Preferences: No preference.

### **Oak Investment Partners**

525 University Ave., Ste. 1300  
Palo Alto, CA 94301  
(650)614-3700  
Fax: (650)328-6345  
Website: <http://www.oakinv.com>  
Preferred Investment Size: \$250,000 to \$5,000,000. Investment Types: Seed, startup, first stage, leveraged buyout, open market, control-block purchases, and special situations. Industry Preferences: communications, computer related, consumer restaurants and retailing, electronics, ge

### **Patricof & Co. Ventures, Inc. (Palo Alto)**

2100 Geng Rd., Ste. 150  
Palo Alto, CA 94303  
(650)494-9944  
Fax: (650)494-6751  
Website: <http://www.patricof.com>  
Preferred Investment Size: \$5,000,000 minimum. Investment Types: Seed, startup, first and second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: No preference.

### **RWI Group**

835 Page Mill Rd.  
Palo Alto, CA 94304  
(650)251-1800  
Fax: (650)213-8660  
Website: <http://www.rwigroup.com>  
Preferred Investment Size: \$500,000 to \$4,000,000. Investment Types: Seed, start-up, first and second stage. Industry

Preferences: Diversified. Geographic Preferences: West Coast.

### **Summit Partners (Palo Alto)**

499 Hamilton Ave., Ste. 200  
Palo Alto, CA 94301  
(650)321-1166  
Fax: (650)321-1188  
Website: [http://](http://www.summitpartners.com)  
[www.summitpartners.com](http://www.summitpartners.com)  
Christopher W. Sheeline  
Preferred Investment Size: \$1,500,000 minimum. Investment Types: First and second stage, mezzanine, leveraged buyout, special situations, and control block purchases. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

### **Sutter Hill Ventures**

755 Page Mill Rd., Ste. A-200  
Palo Alto, CA 94304  
(650)493-5600  
Fax: (650)858-1854  
E-mail: [shv@shv.com](mailto:shv@shv.com)

### **Vanguard Venture Partners**

525 University Ave., Ste. 600  
Palo Alto, CA 94301  
(650)321-2900  
Fax: (650)321-2902  
Website: [http://](http://www.vanguardventures.com)  
[www.vanguardventures.com](http://www.vanguardventures.com)  
Donald F. Wood, Partner  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Early stages. Industry Preferences: Diversified computer and communications technology, genetic engineering, and electronics. Geographic Preferences: National.

### **Venture Growth Associates**

2479 East Bayshore St., Ste. 710  
Palo Alto, CA 94303  
(650)855-9100  
Fax: (650)855-9104  
James R. Berdell, Managing Partner  
Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: First and second stage, leveraged buyout, and mezzanine. Industry Preferences: Diversified technology, finance and consumer related. Geographic Preferences: West Coast.

### **Worldview Technology Partners**

435 Tasso St., Ste. 120  
Palo Alto, CA 94301  
(650)322-3800  
Fax: (650)322-3880

Website: <http://www.worldview.com>  
 Mike Orsak, General Partner  
 Investment Types: Seed, research and development, startup, first stage, second stage, mezzanine. Industry Preferences: Diversified technology. Geographic Preferences: National.

**Draper, Fisher, Jurvetson / Draper Associates**

400 Seaport Ct., Ste.250  
 Redwood City, CA 94063  
 (415)599-9000  
 Fax: (415)599-9726  
 Website: <http://www.djf.com>  
 J.B. Fox  
 Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: Seed, startup, and first stage. Industry Preferences: Communications, computer and Internet related, electronic components and instrumentation. Geographic Preferences: No preference.

**Gabriel Venture Partners**

350 Marine Pkwy., Ste. 200  
 Redwood Shores, CA 94065  
 (650)551-5000  
 Fax: (650)551-5001  
 Website: <http://www.gabrielvp.com>  
 Preferred Investment Size: \$500,000 to \$7,000,000. Investment Types: Seed, early and first stage. Industry Preferences: Internet and computer related, communications, and electronics. Geographic Preferences: West Coast and Mid Atlantic.

**Hallador Venture Partners, L.L.C.**

740 University Ave., Ste. 110  
 Sacramento, CA 95825-6710  
 (916)920-0191  
 Fax: (916)920-5188  
 E-mail: [chris@hallador.com](mailto:chris@hallador.com)  
 Chris L. Branscum, Managing Director  
 Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Early and later stages, and research and development. Industry Preferences: Diversified computer and communications technology, and electronic semiconductors. Geographic Preferences: Western U.S.

**Emerald Venture Group**

12396 World Trade Dr., Ste. 116  
 San Diego, CA 92128  
 (858)451-1001  
 Fax: (858)451-1003

Website: <http://www.emeraldventure.com>  
 Cherie Simoni  
 Preferred Investment Size: \$100,000 to \$50,000,000. Investment Types: Start-up, seed, first and second stage, leveraged buyout, mezzanine, and research and development. Industry Preferences: Diversified. Geographic Preferences: No preference.

**Forward Ventures**

9255 Towne Centre Dr.  
 San Diego, CA 92121  
 (858)677-6077  
 Fax: (858)452-8799  
 E-mail: [info@forwardventure.com](mailto:info@forwardventure.com)  
 Website: <http://www.forwardventure.com>  
 Standish M. Fleming, Partner  
 Preferred Investment Size: \$500,000 to \$10,000,000. Investment Types: Seed, research and development, startup, first and second stage, mezzanine, and private placement. Industry Preferences: Biotechnology, and medical/health related. Geographic Preferences: Entire U.S.

**Idanta Partners Ltd.**

4660 La Jolla Village Dr., Ste. 850  
 San Diego, CA 92122  
 (619)452-9690  
 Fax: (619)452-2013  
 Website: <http://www.idanta.com>  
 Preferred Investment Size: \$500,000 minimum. Investment Types: Seed, startup, first and second stage. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Kingsbury Associates**

3655 Nobel Dr., Ste. 490  
 San Diego, CA 92122  
 (858)677-0600  
 Fax: (858)677-0800  
 Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Start-up, first and second stage. Industry Preferences: Medical/health, biotechnology, computer and Internet related. Geographic Preferences: West Coast.

**Kyocera International Inc.**

Corporate Development  
 8611 Balboa Ave.  
 San Diego, CA 92123  
 (858)576-2600  
 Fax: (858)492-1456

Preferred Investment Size: \$300,000 to \$500,000. Investment Types: Second stage. Industry Preferences: Diversified. Geographic Preferences: Northeast, Northwest, West Coast.

**Sorrento Associates, Inc.**

4370 LaJolla Village Dr., Ste. 1040  
 San Diego, CA 92122  
 (619)452-3100  
 Fax: (619)452-7607  
 Website: <http://www.sorrentoventures.com>  
 Vincent J. Burgess, Vice President  
 Preferred Investment Size: \$500,000 TO \$7,000,000. Investment Policies: Equity only. Investment Types: Start-up, first and second stage, leveraged buyout, special situations, and control block purchases. Industry Preferences: Medicine, health, communications, electronics, special ret

**Western States Investment Group**

9191 Towne Ctr. Dr., Ste. 310  
 San Diego, CA 92122  
 (619)678-0800  
 Fax: (619)678-0900  
 Investment Types: Seed, research and development, startup, first stage, leveraged buyout. Industry Preferences: Computer related, consumer, electronic components and instrumentation, medical/health related. Geographic Preferences: Western U.S.

**Aberdare Ventures**

One Embarcadero Center, Ste. 4000  
 San Francisco, CA 94111  
 (415)392-7442  
 Fax: (415)392-4264  
 Website: <http://www.aberdare.com>  
 Preferred Investment Size: \$500,000 to \$7,000,000. Investment Types: Start-up, first and second stage. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Acacia Venture Partners**

101 California St., Ste. 3160  
 San Francisco, CA 94111  
 (415)433-4200  
 Fax: (415)433-4250  
 Website: <http://www.acaciavp.com>  
 Brian Roberts, Senior Associate  
 Preferred Investment Size: \$2,000,000 to \$10,000,000. Investment Types: Seed, startup, first and second stage, mezzanine and leveraged buyout. Industry Preferences: Computer, and medical/

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

health related. Geographic Preferences: Entire U.S.

### **Access Venture Partners**

319 Laidley St.  
San Francisco, CA 94131  
(415)586-0132  
Fax: (415)392-6310  
Website: <http://www.accessventurepartners.com>  
Robert W. Rees, II, Managing Director  
Preferred Investment Size: \$250,000 to \$5 million. Investment Types: Seed, startup, and first stage. Industry Preferences: Internet related, biotechnology, communications, and computer software and services. Geographic Preferences: Southwest and Rocky Mountain region.

### **Alta Partners**

One Embarcadero Center, Ste. 4050  
San Francisco, CA 94111  
(415)362-4022  
Fax: (415)362-6178  
E-mail: [alta@altapartners.com](mailto:alta@altapartners.com)  
Website: <http://www.altapartners.com>  
Jean Deleage, Partner  
Preferred Investment Size: \$1,000,000 to \$10,000,000. Investment Types: Seed, startup, first and second stage, and mezzanine. Industry Preferences: Communications, computer related, distribution, electronic components and instrumentation, genetic engineering, industrial products and

### **Bangert Dawes Reade Davis & Thom**

220 Montgomery St., Ste. 424  
San Francisco, CA 94104  
(415)954-9900  
Fax: (415)954-9901  
E-mail: [bdrdt@pacbell.net](mailto:bdrdt@pacbell.net)  
Lambert Thom, Vice President  
Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Second stage, mezzanine, leveraged buyout and special situations. Industry Preferences: Diversified. Geographic Preferences: No preference.

### **Berkeley International Capital Corp.**

650 California St., Ste. 2800  
San Francisco, CA 94108-2609  
(415)249-0450  
Fax: (415)392-3929  
Website: <http://www.berkeleyvc.com>  
Arthur I. Trueger, Chairman  
Preferred Investment Size: \$3,000,000 to \$15,000,000. Investment Types: Second stage, mezzanine, leveraged buyout and

special situations. Industry Preferences: Communications, computer related, distribution, electronic components and instrumentation, industrial products and equipment

### **Blueprint Ventures LLC**

456 Montgomery St., 22nd Fl.  
San Francisco, CA 94104  
(415)901-4000  
Fax: (415)901-4035  
Website: <http://www.blueprintventures.com>  
Preferred Investment Size: \$3,000,000 to \$10,000,000. Investment Types: Early stage. Industry Preferences: Communications and Internet related. Geographic Preferences: Entire U.S.

### **Blumberg Capital Ventures**

580 Howard St., Ste. 401  
San Francisco, CA 94105  
(415)905-5007  
Fax: (415)357-5027  
Website: <http://www.blumberg-capital.com>  
Mark Pretorius, Principal  
Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Seed, start-up, first and early stage, and expansion. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### **Burr, Egan, Deleage, and Co. (San Francisco)**

1 Embarcadero Center, Ste. 4050  
San Francisco, CA 94111  
(415)362-4022  
Fax: (415)362-6178  
Private venture capital supplier. Invests start-up, expansion, and acquisitions capital nationwide. Principal concerns are strength of the management team; large, rapidly expanding markets; and unique products for services. Past investments have been made in the fields of biotechnolo

### **Burrill & Company**

120 Montgomery St., Ste. 1370  
San Francisco, CA 94104  
(415)743-3160  
Fax: (415)743-3161  
Website: <http://www.burrillandco.com>  
David Collier, Managing Director  
Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Startup, first and second stage, and mezzanine.

Industry Preferences: Diversified. Geographic Preferences: No preference.

### **CMEA Ventures**

235 Montgomery St., Ste. 920  
San Francisco, CA 94401  
(415)352-1520  
Fax: (415)352-1524  
Website: <http://www.cmeaventures.com>  
Thomas R. Baruch, General Partner  
Preferred Investment Size: \$100,000 to \$1,000,000. Investment Types: Seed, startup, first and second stage. Industry Preferences: Diversified high technology. Geographic Preferences: No preference.

### **Crocker Capital**

1 Post St., Ste. 2500  
San Francisco, CA 94101  
(415)956-5250  
Fax: (415)959-5710  
Investment Types: Second stage, leveraged buyout, and start-up. Industry Preferences: Communications, medical/health related, consumer, retail, food/beverage, education, industrial materials, and manufacturing. Geographic Preferences: West Coast.

### **Dominion Ventures, Inc.**

44 Montgomery St., Ste. 4200  
San Francisco, CA 94104  
(415)362-4890  
Fax: (415)394-9245  
Preferred Investment Size: \$1,000,000 to \$10,000,000. Investment Types: First and second stage, and mezzanine. Industry Preferences: Diversified. Geographic Preferences: No preference.

### **Dorset Capital**

Pier 1  
Bay 2  
San Francisco, CA 94111  
(415)398-7101  
Fax: (415)398-7141  
Website: <http://www.dorsetcapital.com>  
Preferred Investment Size: \$1,000,000 to \$10,000,000. Investment Types: Second and later stage, expansion, generalist PE, leveraged and management buyouts. Industry Preferences: Consumer retail, food and beverage, and business services. Geographic Preferences: Entire U.S.

### **Gatx Capital**

Four Embarcadero Center, Ste. 2200  
San Francisco, CA 94904  
(415)955-3200  
Fax: (415)955-3449

Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Early and later stages, and leveraged buyouts. Industry Preferences: Diversified technologies, forestry, and agriculture. Geographic Preferences: National and Canada.

**IMinds**

135 Main St., Ste. 1350  
San Francisco, CA 94105  
(415)547-0000  
Fax: (415)227-0300  
Website: <http://www.iminds.com>  
Preferred Investment Size: \$500,000 to \$2,000,000. Investment Types: Seed, start-up, and early stage. Industry Preferences: Internet and computer related. Geographic Preferences: West Coast.

**LF International Inc.**

360 Post St., Ste. 705  
San Francisco, CA 94108  
(415)399-0110  
Fax: (415)399-9222  
Website: <http://www.lfvc.com>  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Control-block purchases, first and second stage, expansion, industry rollups, management buyouts, and special situations. Industry Preferences: Consumer related, retail. Geographic Preferences: Entire U.S.

**Newbury Ventures**

535 Pacific Ave., 2nd Fl.  
San Francisco, CA 94133  
(415)296-7408  
Fax: (415)296-7416  
Website: <http://www.newburyven.com>  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Early and later stages, and leveraged buyout. Industry Preferences: Diversified high technology. Geographic Preferences: Eastern and Western U.S. and Canada.

**Quest Ventures (San Francisco)**

333 Bush St., Ste. 1750  
San Francisco, CA 94104  
(415)782-1414  
Fax: (415)782-1415  
E-mail: [ruby@crownadvisors.com](mailto:ruby@crownadvisors.com)  
Lucien Ruby, General Partner  
Preferred Investment Size: \$100,000 maximum. Investment Types: Seed and special situations. Industry Preferences: Diversified. Geographic Preferences: No preference.

**Robertson-Stephens Co.**

555 California St., Ste. 2600  
San Francisco, CA 94104  
(415)781-9700  
Fax: (415)781-2556  
Website: <http://www.omegaaventures.com>  
Private venture capital firm. Considers investments in any attractive merging-growth area, including product and service companies. Key preferences include health care, communications and technology, biotechnology, software, and information services. Maximum investment is \$5 million.

**Rosewood Capital, L.P.**

One Maritime Plaza, Ste. 1330  
San Francisco, CA 94111-3503  
(415)362-5526  
Fax: (415)362-1192  
Website: <http://www.rosewoodvc.com>  
Kevin Reilly, Vice President  
Preferred Investment Size: \$1,000,000 to \$3,000,000. Investment Policies: Equity. Investment Types: Later stages, leveraged buyout, and special situations. Industry Preferences: Consumer and Internet related. Geographic Preferences: National.

**Ticonderoga Capital Inc.**

555 California St., No. 4950  
San Francisco, CA 94104  
(415)296-7900  
Fax: (415)296-8956  
Graham K Crooke, Partner  
Preferred Investment Size: \$5,000,000 maximum. Investment Types: Second stage, mezzanine, leveraged buyout, and consolidation strategies. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

**21st Century Internet Venture Partners**

Two South Park  
2nd Floor  
San Francisco, CA 94107  
(415)512-1221  
Fax: (415)512-2650  
Website: <http://www.21vc.com>  
Shawn Myers  
Preferred Investment Size: \$5,000,000 maximum. Investment Types: Seed, research and development, startup, first and second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

**VK Ventures**

600 California St., Ste.1700  
San Francisco, CA 94111  
(415)391-5600  
Fax: (415)397-2744  
David D. Horwich, Senior Vice President  
Preferred Investment Size: \$100,000 to \$250,000. Investment Types: Second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: West Coast.

**Walden Group of Venture Capital Funds**

750 Battery St., Seventh Floor  
San Francisco, CA 94111  
(415)391-7225  
Fax: (415)391-7262  
Arthur Berliner  
Preferred Investment Size: \$1,000,000 to \$7,000,000. Investment Types: Seed, startup, first and second stage. Industry Preferences: Diversified technology. Geographic Preferences: Entire U.S.

**Acer Technology Ventures**

2641 Orchard Pkwy.  
San Jose, CA 95134  
(408)433-4945  
Fax: (408)433-5230  
James C. Lu, Managing Director  
Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Seed, startup, first and second stage. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

**Authosis**

226 Airport Pkwy., Ste. 405  
San Jose, CA 95110  
(650)814-3603  
Website: <http://www.authosis.com>  
Investment Types: Seed, first and second stage. Industry Preferences: Computer software. Geographic Preferences: Entire U.S.

**Western Technology Investment**

2010 N. First St., Ste. 310  
San Jose, CA 95131  
(408)436-8577  
Fax: (408)436-8625  
E-mail: [mktg@westerntech.com](mailto:mktg@westerntech.com)  
Investment Types: Seed, research and development, startup, first stage, second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: National.

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

### Drysdale Enterprises

177 Bovet Rd., Ste. 600  
San Mateo, CA 94402  
(650)341-6336  
Fax: (650)341-1329  
E-mail: drysdale@aol.com  
George M. Drysdale, President  
Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: First and second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: West Coast.

### Greylock

2929 Campus Dr., Ste. 400  
San Mateo, CA 94401  
(650)493-5525  
Fax: (650)493-5575  
Website: <http://www.greylock.com>  
Preferred Investment Size: \$250,000 minimum. Investment Types: Seed, start-up, early and first stage, and expansion. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### Technology Funding

2000 Alameda de las Pulgas, Ste. 250  
San Mateo, CA 94403  
(415)345-2200  
Fax: (415)345-1797  
Peter F. Bernardoni, Partner  
Small business investment corporation. Provides primarily late first-stage, early second-stage, and mezzanine equity financing. Also offers secured debt with equity participation to venture capital backed companies. Investments range from \$250,000 to \$500,000.

### 2M Invest Inc.

1875 S. Grant St.  
Suite 750  
San Mateo, CA 94402  
(650)655-3765  
Fax: (650)372-9107  
E-mail: [2minfo@2minvest.com](mailto:2minfo@2minvest.com)  
Website: <http://www.2minvest.com>  
Preferred Investment Size: \$500,000 to \$5 million. Investment Types: Startup. Industry Preferences: Communications, computer related, electronic components and instrumentation. Non-information technology companies not considered. Geographic Preferences: West Coast.

### Phoenix Growth Capital Corp.

2401 Kerner Blvd.  
San Rafael, CA 94901  
(415)485-4569

Fax: (415)485-4663  
E-mail: [nnelson@phxa.com](mailto:nnelson@phxa.com)  
Preferred Investment Size: \$250,000 to \$1,000,000. Investment Types: First and second stage, and mezzanine. Industry Preferences: Communications, computer related, consumer retailing, distribution, electronics, genetic engineering, medical/health related, education, publishing, and t

### NextGen Partners LLC

1705 East Valley Rd.  
Santa Barbara, CA 93108  
(805)969-8540  
Fax: (805)969-8542  
Website: <http://www.nextgenpartners.com>  
Preferred Investment Size: \$100,000 to \$3,000,000. Investment Types: Seed, start-up, first and second stage, expansion, and research and development. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

### Denali Venture Capital

1925 Woodland Ave.  
Santa Clara, CA 95050  
(408)690-4838  
Fax: (408)247-6979  
E-mail: [wael@denaliventurecapital.com](mailto:wael@denaliventurecapital.com)  
Website: <http://www.denaliventurecapital.com>  
Preferred Investment Size: \$100,000 to \$5,000,000. Investment Types: Early stage. Industry Preferences: Medical/health related. Geographic Preferences: West Coast.

### Dotcom Ventures LP

3945 Freedom Circle, Ste. 740  
Santa Clara, CA 95045  
(408)919-9855  
Fax: (408)919-9857  
Website: <http://www.dotcomventuresatl.com>  
Investment Types: Early, first stage, and seed. Industry Preferences: Telecommunications and Internet related. Geographic Preferences: Entire U.S.

### Silicon Valley Bank

3003 Tasman  
Santa Clara, CA 95054  
(408)654-7400  
Fax: (408)727-8728  
Investment Types: Startup, first stage, second stage, mezzanine. Industry

Preferences: Diversified. Geographic Preferences: National.

### Al Shugart International

920 41st Ave.  
Santa Cruz, CA 95062  
(831)479-7852  
Fax: (831)479-7852  
Website: <http://www.alshugart.com>  
Investment Types: Seed, start-up, and early stage. Industry Preferences: Diversified. Geographic Preferences: U.S.

### Leonard Mautner Associates

1434 Sixth St.  
Santa Monica, CA 90401  
(213)393-9788  
Fax: (310)459-9918  
Leonard Mautner  
Preferred Investment Size: \$100,000 to \$300,000. Investment Types: Seed, start-up, first stage, and special situation. Industry Preferences: Diversified. Geographic Preferences: West Coast.

### Palomar Ventures

100 Wilshire Blvd., Ste. 450  
Santa Monica, CA 90401  
(310)260-6050  
Fax: (310)656-4150  
Website: <http://www.palomarventures.com>  
Preferred Investment Size: \$250,000 to \$15,000,000. Investment Types: Seed, start-up, first and early stage, and expansion. Industry Preferences: Communications, Internet related, computer software and services. Geographic Preferences: West Coast and Southwest.

### Medicus Venture Partners

12930 Saratoga Ave., Ste. D8  
Saratoga, CA 95070  
(408)447-8600  
Fax: (408)447-8599  
Website: <http://www.medicusvc.com>  
Fred Dotzler, General Partner  
Preferred Investment Size: \$100,000 to \$5,000,000. Investment Types: Early stages. Industry Preferences: Genetic engineering and healthcare industry. Geographic Preferences: Western U.S.

### Redleaf Venture Management

14395 Saratoga Ave., Ste. 130  
Saratoga, CA 95070  
(408)868-0800  
Fax: (408)868-0810  
E-mail: [nancy@redleaf.com](mailto:nancy@redleaf.com)  
Website: <http://www.redleaf.com>

Robert von Goeben, Director  
Preferred Investment Size: \$1,000,000 to \$4,000,000. Investment Policies: Equity. Investment Types: Early and late stage. Industry Preferences: Internet business related. Geographic Preferences: Northwest and Silicon Valley.

**Artemis Ventures**

207 Second St., Ste. E  
3rd Fl.  
Sausalito, CA 94965  
(415)289-2500  
Fax: (415)289-1789  
Website: <http://www.artemisventures.com>  
Investment Types: Seed, first and second stage. Industry Preferences: Internet and computer related, electronics, and various products. Geographic Preferences: Northern U.S. and West Coast.

**Deucalion Venture Partners**

19501 Brooklime  
Sonoma, CA 95476  
(707)938-4974  
Fax: (707)938-8921  
Preferred Investment Size: \$500,000 minimum. Investment Types: Seed, start-up, first and second stage. Industry Preferences: Computer software, biotechnology, education, energy conservation, industrial machinery, transportation, financial services, and publishing. Geographic Preferences:

**Windward Ventures**

PO Box 7688  
Thousand Oaks, CA 91359-7688  
(805)497-3332  
Fax: (805)497-9331  
Investment Types: Seed, startup, first stage, second stage. Industry Preferences: Communications, computer related, electronic components and instrumentation, genetic engineering, industrial products and equipment, medical and health related. Geographic Preferences: West Coast.

**National Investment Management, Inc.**

2601 Airport Dr., Ste.210  
Torrance, CA 90505  
(310)784-7600  
Fax: (310)784-7605  
E-mail: [robins621@aol.com](mailto:robins621@aol.com)  
Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: Leveraged buyout. Industry Preferences: Consumer

products and retailing, distribution, industrial products and equipment, medical/health related, and publishing. Real estate deals not considered. Geographic Prefer

**Southern California Ventures**

406 Amapola Ave. Ste. 125  
Torrance, CA 90501  
(310)787-4381  
Fax: (310)787-4382  
Preferred Investment Size: \$300,000 to \$1,000,000. Investment Types: Seed, start-up, and first stage. Industry Preferences: Communications, and medical/health related. Geographic Preferences: West Coast.

**Sandton Financial Group**

21550 Oxnard St., Ste. 300  
Woodland Hills, CA 91367  
(818)702-9283  
Preferred Investment Size: \$100,000 to \$250,000. Investment Types: Early and later stages, and special situations. Industry Preferences: No preference. Geographic Preferences: National and Canada.

**Woodside Fund**

850 Woodside Dr.  
Woodside, CA 94062  
(650)368-5545  
Fax: (650)368-2416  
Website: <http://www.woodsidefund.com>  
Matthew Bolton, Analyst  
Investment Types: Seed, startup, first stage, second stage, and special situations. Industry Preferences: Diversified technology. Geographic Preferences: Western U.S.

**Colorado**

**Colorado Venture Management**

Ste. 300  
Boulder, CO 80301  
(303)440-4055  
Fax: (303)440-4636  
Preferred Investment Size: \$250,000 to \$1,000,000. Investment Types: Seed, start-up, early, and first and second stage. Industry Preferences: Diversified. Geographic Preferences: Midwest and Rocky Mountain region.

**Dean & Associates**

4362 Apple Way  
Boulder, CO 80301  
Fax: (303)473-9900

Investment Types: First stage, second stage, and mezzanine. Industry Preferences: Internet related. Geographic Preferences: Western U.S.

**Roser Ventures LLC**

1105 Spruce St.  
Boulder, CO 80302  
(303)443-6436  
Fax: (303)443-1885  
Website: <http://www.roserventures.com>  
Steven T. Joanis, Associate  
Investment Types: Startup, first stage, second stage, and special situations. Industry Preferences: Communications, computer related, distribution, electronic components and instrumentation, energy/natural resources, industrial products and equipment, medical and health related. Geog

**Sequel Venture Partners**

4430 Arapahoe Ave., Ste. 220  
Boulder, CO 80303  
(303)546-0400  
Fax: (303)546-9728  
E-mail: [tom@sequelvc.com](mailto:tom@sequelvc.com)  
Website: <http://www.sequelvc.com>  
Kinney Johnson, Partner  
Preferred Investment Size: \$100,000 to \$5,000,000. Investment Types: Seed, startup, and early stage. Industry Preferences: Diversified technology. Geographic Preferences: Rocky Mountains.

**New Venture Resources**

445C E. Cheyenne Mtn. Blvd.  
Colorado Springs, CO 80906-4570  
(719)598-9272  
Fax: (719)598-9272  
Jeffrey M. Cooper, Managing Director  
Preferred Investment Size: \$100,000 to \$250,000. Investment Types: Seed and startup. Industry Preferences: Diversified technology. Geographic Preferences: Southwest, rocky mountains.

**The Centennial Funds**

1428 15th St.  
Denver, CO 80202-1318  
(303)405-7500  
Fax: (303)405-7575  
Website: <http://www.centennial.com>  
Preferred Investment Size: \$250,000 to \$5,000,000. Investment Types: Seed, startup, first and second stage, and national consolidations. Industry Preferences: Diversified. Geographic Preferences: No preference.

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

### **Rocky Mountain Capital Partners**

1125 17th St., Ste. 2260

Denver, CO 80202

(303)291-5200

Fax: (303)291-5327

Investment Types: Mezzanine and leveraged buyout. Industry Preferences: Diversified. Communications, computer related, consumer, distribution, electronic components and instrumentation, and industrial products and equipment. Geographic Preferences: Western U.S.

### **Sandlot Capital LLC**

600 South Cherry St., Ste. 525

Denver, CO 80246

(303)893-3400

Fax: (303)893-3403

Website: <http://www.sandlotcapital.com>  
Preferred Investment Size: \$250,000 to \$20,000,000. Investment Types: Seed, start-up, early and first stage, and special situation. Industry Preferences: Diversified. Geographic Preferences: U.S.

### **Wolf Ventures**

50 South Steele St., Ste. 777

Denver, CO 80209

(303)321-4800

Fax: (303)321-4848

E-mail: [businessplan@wolfventures.com](mailto:businessplan@wolfventures.com)

Website: <http://www.wolfventures.com>

David O. Wolf

Preferred Investment Size: \$500,000 to \$3,000,000. Investment Types: First stage, second stage, and special situations. Industry Preferences: Diversified. Geographic Preferences: Rocky mountains.

### **The Columbine Venture Funds**

5460 S. Quebec St., Ste. 270

Englewood, CO 80111

(303)694-3222

Fax: (303)694-9007

Preferred Investment Size: \$100,000 to \$250,000. Investment Types: Seed, research and development, startup, and first stage. Industry Preferences: Diversified technology. Geographic Preferences: Southwest, Rocky Mountains, and West Coast.

### **Investment Securities of Colorado, Inc.**

4605 Denice Dr.

Englewood, CO 80111

(303)796-9192

Preferred Investment Size: \$100,000 to \$300,000. Investment Types: Seed and

startup. Industry Preferences: Electronic components, industrial controls and sensors, healthcare industry. Geographic Preferences: Rocky Mountain area.

### **Kinship Partners**

6300 S. Syracuse Way, Ste. 484

Englewood, CO 80111

(303)694-0268

Fax: (303)694-1707

E-mail: [block@vailsys.com](mailto:block@vailsys.com)

Preferred Investment Size: \$250,000 to \$1,000,000. Investment Types: Seed, startup, and early stage. Industry Preferences: Diversified computer and communication technology, specialty retailing, genetic engineering, and healthcare. Geographic Preferences: Within two hours of office.

### **Boranco Management, L.L.C.**

1528 Hillside Dr.

Fort Collins, CO 80524-1969

(970)221-2297

Fax: (970)221-4787

Preferred Investment Size: \$100,000. Investment Types: Early and late stage. Industry Preferences: Agricultural and animal biotechnology. Geographic Preferences: Within two hours of office.

### **Aweida Ventures**

890 West Cherry St., Ste. 220

Louisville, CO 80027

(303)664-9520

Fax: (303)664-9530

Website: <http://www.aweida.com>

Investment Types: Seed and first and second stage. Industry Preferences: Software, Internet related, and medical/health related. Geographic Preferences: West Coast.

### **Access Venture Partners**

8787 Turnpike Dr., Ste. 260

Westminster, CO 80030

(303)426-8899

Fax: (303)426-8828

E-mail: [robert.rees@juno.com](mailto:robert.rees@juno.com)

Robert W. Rees, Managing Director  
Investment Types: Seed, startup, first stage, and special situations. Industry Preferences: Diversified. Geographic Preferences: Western and Midwestern U.S.

### **Connecticut**

#### **Medmax Ventures LP**

1 Northwestern Dr., Ste. 203

Bloomfield, CT 06002

(860)286-2960

Fax: (860)286-9960

Noam Karstaedt

Preferred Investment Size: \$500,000 minimum. Investment Types: Seed, start-up, first and second stage, and research and development. Industry Preferences: Biotechnology and medical/health related. Geographic Preferences: Northeast.

### **James B. Kobak & Co.**

Four Mansfield Place

Darien, CT 06820

(203)656-3471

Fax: (203)655-2905

Preferred Investment Size: \$100,000 maximum. Investment Types: First stage. Industry Preferences: Publishing. Geographic Preferences: National.

### **Orien Ventures**

1 Post Rd.

Fairfield, CT 06430

(203)259-9933

Fax: (203)259-5288

Anthony Miadich, Managing General Partner

Preferred Investment Size: \$500,000 minimum. Investment Types: Start-up, seed, early and first stage. Industry Preferences: Diversified technology. Geographic Preferences: No preference.

### **ABP Acquisition Corporation**

115 Maple Ave.

Greenwich, CT 06830

(203)625-8287

Fax: (203)447-6187

Preferred Investment Size: \$10,000,000 to \$30,000,000. Investment Types: Leveraged buyout and acquisition. Industry Preferences: Diversified. Geographic Preferences: Mid Atlantic, Northeast, Ontario, and Quebec.

### **Catterton Partners**

9 Greenwich Office Park

Greenwich, CT 06830

(203)629-4901

Fax: (203)629-4903

Website: <http://www.cpequity.com>

Andrew C. Taub

Preferred Investment Size: \$5,000,000 minimum. Investment Types: First stage, second stage, leveraged buyout, and special situations. Industry Preferences: Consumer products and services, Internet related, biotechnology. Geographic Preferences: U.S. and Canada.



**Consumer Venture Partners**

3 Pickwick Plz.  
Greenwich, CT 06830  
(203)629-8800  
Fax: (203)629-2019  
E-mail: lcummin@consumer-venture.com  
Linda Cummin, Business Manager  
Preferred Investment Size: \$10,000,000 minimum. Investment Types: Startup, first and second stage, and leveraged buyout. Industry Preferences: Internet related, consumer related. Geographic Preferences: Entire U.S.

**Insurance Venture Partners**

31 Brookside Dr., Ste. 211  
Greenwich, CT 06830  
(203)861-0030  
Fax: (203)861-2745  
Preferred Investment Size: \$500,000 to \$50,000,000. Investment Types: First and second stage, and leveraged buyouts. Industry Preferences: Insurance. Geographic Preferences: U.S.

**The NTC Group**

Three Pickwick Plaza  
Ste. 200  
Greenwich, CT 06830  
(203)862-2800  
Fax: (203)622-6538  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: Seed, first stage, control-block purchases, and leveraged buyout. Industry Preferences: Electronic components, factory automation, and machinery. Geographic Preferences: Entire U.S.

**Regulus International Capital Co., Inc.**

140 Greenwich Ave.  
Greenwich, CT 06830  
(203)625-9700  
Fax: (203)625-9706  
E-mail: lee@chaosystems.com  
Preferred Investment Size: \$100,000 minimum. Investment Types: Start-up, seed, research and development. Industry Preferences: Computer software, industrial materials and machinery, and publishing. Geographic Preferences: National.

**Axiom Venture Partners**

City Place II  
185 Asylum St., 17th Fl.  
Hartford, CT 06103  
(860)548-7799  
Fax: (860)548-7797

Website: <http://www.axiomventures.com>  
Preferred Investment Size: \$2,000,000 to \$5,000,000. Investment Types: Seed, early and later stages, and expansion. Industry Preferences: Communications, computer and Internet related, distribution, genetic engineering, medical/health related. Geographic Preferences: National.

**Conning Capital Partners**

City Place II  
185 Asylum St.  
Hartford, CT 06103-4105  
(860)520-1289  
Fax: (860)520-1299  
E-mail: pe@conning.com  
Website: <http://www.conning.com>  
John B. Clinton, Executive Vice President  
Preferred Investment Size: \$5,000,000 to \$35,000,000. Investment Types: Second and late stage, and expansion. Industry Preferences: Computer related, consumer related, and medical/health related. Geographic Preferences: National.

**First New England Capital L.P.**

100 Pearl St.  
Hartford, CT 06103  
(860)293-3333  
Fax: (860)293-3338  
E-mail: info@firstnewenglandcapital.com  
Website: <http://www.firstnewenglandcapital.com>  
Preferred Investment Size: \$100,000 to \$1,000,000. Investment Types: Mezzanine, expansion, and management buyouts. Industry Preferences: Communications, computer related, electronics, consumer related, and medical/health related. Geographic Preferences: Northeastern U.S.

**Northeast Ventures**

One State St., Ste. 1720  
Hartford, CT 06103  
(860)547-1414  
Fax: (860)246-8755  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: Secondary. Industry Preferences: Diversified. Geographic Preferences: National.

**Windward Holdings**

38 Sylvan Rd.  
Madison, CT 06443  
(203)245-6870  
Fax: (203)245-6865  
Preferred Investment Size: \$300,000 minimum. Investment Types: Leveraged

buyouts, mezzanine, recaps, and special situations. Industry Preferences: Electronics, food/beverage, and industrial products. Geographic Preferences: Northeastern U.S.

**Advanced Materials Partners, Inc.**

45 Pine St.  
PO Box 1022  
New Canaan, CT 06840  
(203)966-6415  
Fax: (203)966-8448  
E-mail: wkb@amplink.com  
Preferred Investment Size: \$500,000 to \$25,000,000. Investment Types: Seed, start-up, early and late stage, leveraged buyout, research and development, and special situations. Industry Preferences: Diversified. Geographic Preferences: National and Canada.

**RFE Investment Partners**

36 Grove St.  
New Canaan, CT 06840  
(203)966-2800  
Fax: (203)966-3109  
Website: <http://www.rfeip.com>  
James A. Parsons, General Partner  
Preferred Investment Size: \$15,000,000 minimum. Investment Policies: Prefer equity investments. Investment Types: Later stage, industry rollups, leveraged buyout, mezzanine, and special situations. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Connecticut Innovations, Inc.**

999 West St.  
Rocky Hill, CT 06067  
(860)563-5851  
Fax: (860)563-4877  
E-mail: pamela.hartley@ctinnovations.com  
Website: <http://www.ctinnovations.com>  
Preferred Investment Size: \$50,000 minimum to \$1,000,000. Investment Types: Start-up, first and second stage, joint ventures, and mezzanine. Industry Preferences: Diversified technology. Geographic Preferences: Northeast.

**Canaan Partners**

105 Rowayton Ave.  
Rowayton, CT 06853  
(203)855-0400  
Fax: (203)854-9117  
Website: <http://www.canaan.com>  
Preferred Investment Size: \$5,000,000 to \$20,000,000. Investment Types: Early,

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

first, and second stage; and expansion.  
Industry Preferences: Diversified.  
Geographic Preferences: National.

### **Landmark Partners, Inc.**

10 Mill Pond Ln.  
Simsbury, CT 06070  
(860)651-9760  
Fax: (860)651-8890  
Website: <http://www.landmarkpartners.com>  
James P. McConnell, Partner  
Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Seed, start-up, first and second stage, and special situations. Industry Preferences: Diversified technology. Geographic Preferences: U.S. and Canada.

### **Sweeney & Company**

PO Box 567  
Southport, CT 06490  
(203)255-0220  
Fax: (203)255-0220  
E-mail: [sweeney@connix.com](mailto:sweeney@connix.com)  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: Seed, research and development, startup, first stage, second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Northeast U.S. and Eastern Canada.

### **Baxter Associates, Inc.**

PO Box 1333  
Stamford, CT 06904  
(203)323-3143  
Fax: (203)348-0622  
Preferred Investment Size: \$2,000,000 minimum. Investment Types: Seed, start-up, first stage, research and development, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: National.

### **Beacon Partners Inc.**

6 Landmark Sq., 4th Fl.  
Stamford, CT 06901-2792  
(203)359-5776  
Fax: (203)359-5876  
Preferred Investment Size: \$300,000 to \$1,000,000. Investment Types: First stage, second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Northeast.

### **Collinson, Howe, and Lennox, LLC**

1055 Washington Blvd., 5th Fl.  
Stamford, CT 06901

(203)324-7700  
Fax: (203)324-3636  
E-mail: [info@chlmedical.com](mailto:info@chlmedical.com)  
Website: <http://www.chlmedical.com>  
Investment Types: Seed, research and development, start-up, and first stage. Industry Preferences: Medical/health related, biotechnology, and Internet related. Geographic Preferences: National.

### **Prime Capital Management Co.**

550 West Ave.  
Stamford, CT 06902  
(203)964-0642  
Fax: (203)964-0862  
Preferred Investment Size: \$300,000 to \$800,000. Investment Types: First and second stage, and recaps. Industry Preferences: Diversified. Geographic Preferences: Northeast.

### **Saugatuck Capital Co.**

1 Canterbury Green  
Stamford, CT 06901  
(203)348-6669  
Fax: (203)324-6995  
Website: <http://www.saugatuckcapital.com>  
Preferred Investment Size: \$25,000,000 maximum. Investment Types: Leveraged buyout, acquisition, control-block purchases, expansion, later stage, and recaps. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### **Soundview Financial Group Inc.**

22 Gatehouse Rd.  
Stamford, CT 06902  
(203)462-7200  
Fax: (203)462-7350  
Website: <http://www.sndv.com>  
Brian Bristol, Managing Director  
Preferred Investment Size: \$100,000 to \$500,000. Investment Types: Second stage and mezzanine. Industry Preferences: Diversified information technology. Geographic Preferences: United States and Canada.

### **TSG Ventures, L.L.C.**

177 Broad St., 12th Fl.  
Stamford, CT 06901  
(203)406-1500  
Fax: (203)406-1590  
Darryl Thompson  
Preferred Investment Size: \$30,000,000 minimum. Investment Types: Second stage and leveraged buyout. Industry

Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

### **Whitney & Company**

177 Broad St.  
Stamford, CT 06901  
(203)973-1400  
Fax: (203)973-1422  
Website: <http://www.jhwhitney.com>  
Preferred Investment Size: \$1,000,000. Investment Types: Leveraged buyout and expansion. Industry Preferences: Diversified technology. Geographic Preferences: No preference.

### **Cullinane & Donnelly Venture Partners L.P.**

970 Farmington Ave.  
West Hartford, CT 06107  
(860)521-7811  
Fax: (860)521-7911  
Preferred Investment Size: \$300,000 to \$1,000,000. Investment Types: Seed, first and second stage, and recaps. Industry Preferences: Diversified. Geographic Preferences: Northeast.

### **The Crestview Investment and Financial Group**

431 Post Rd. E, Ste. 1  
Westport, CT 06880-4403  
(203)222-0333  
Fax: (203)222-0000  
Norman Marland, Pres.  
Preferred Investment Size: \$500,000 to \$3,000,000. Investment Types: Seed, research and development, first stage, second stage, and mezzanine. Industry Preferences: Diversified. Geographic Preferences: U.S. and Canada.

### **Marketcorp Venture Associates, L.P. (MCV)**

274 Riverside Ave.  
Westport, CT 06880  
(203)222-3030  
Fax: (203)222-3033  
E. Bulkeley Griswold, General Partner  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: First and second stage, mezzanine, and leveraged buyout. Industry Preferences: Consumer products and services, and computer services. Geographic Preferences: Entire U.S.

### **Oak Investment Partners (Westport)**

1 Gorham Island  
Westport, CT 06880  
(203)226-8346  
Fax: (203)227-0372

Website: <http://www.oakinv.com>  
 Preferred Investment Size: \$250,000 to \$5,000,000. Investment Types: Startup; early, first, second, and late stage; leveraged buyout; open market; control-block purchases; open market; and special situations. Industry Preferences: Diversified technology. Geographic Preferences: Natio

**Oxford Bioscience Partners**

315 Post Rd. W  
 Westport, CT 06880-5200  
 (203)341-3300

Fax: (203)341-3309  
 Website: <http://www.oxbio.com>  
 William Greenman  
 Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Early and first stage, and research and development. Industry Preferences: Genetic engineering and medical/health related, computer related. Geographic Preferences: Entire U.S. and Canada.

**Prince Ventures (Westport)**

25 Ford Rd.  
 Westport, CT 06880  
 (203)227-8332

Fax: (203)226-5302  
 Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Seed, startup, first and second stage, and leveraged buyout. Industry Preferences: Genetic engineering and medical/health related, computer software and services, industrial, and communications. Geographic Preferenc

**LTI Venture Leasing Corp.**

221 Danbury Rd.  
 Wilton, CT 06897  
 (203)563-1100

Fax: (203)563-1111  
 Website: <http://www.ltileasing.com>  
 Richard Livingston, Vice President  
 Preferred Investment Size: \$500,000 to \$2,000,000. Investment Types: Early, first, second, and late stage; mezzanine; and special situation. Industry Preferences: Communications, computer related, consumer, electronic components and instrumentation, industrial products and equipment,

**Delaware**

**Blue Rock Capital**

5803 Kennett Pike, Ste. A  
 Wilmington, DE 19807

(302)426-0981  
 Fax: (302)426-0982  
 Website: <http://www.bluerockcapital.com>  
 Preferred Investment Size: \$250,000 to \$3,000,000. Investment Types: Seed, start-up, and first stage. Industry Preferences: Communication, Internet related, computer, semiconductors, and consumer related. Geographic Preferences: Northeast, Middle Atlantic.

**District of Columbia**

**Allied Capital Corp.**

1919 Pennsylvania Ave. NW  
 Washington, DC 20006-3434  
 (202)331-2444  
 Fax: (202)659-2053  
 Website: <http://www.alliedcapital.com>  
 Tricia Daniels, Sales & Marketing  
 Preferred Investment Size: \$5,000,000 to \$40,000,000. Investment Types: Mezzanine, leveraged buyout, acquisition, management buyouts, and recapitalization. Industry Preferences: Diversified. Geographic Preferences: No preference.

**Atlantic Coastal Ventures, L.P.**

3101 South St. NW  
 Washington, DC 20007  
 (202)293-1166  
 Fax: (202)293-1181  
 Website: <http://www.atlanticcv.com>  
 Preferred Investment Size: \$300,000 minimum. Investment Types: Leveraged buyout, mezzanine, and special situations. Industry Preferences: Communication and computer related, and electronics. Geographic Preferences: East Coast.

**Columbia Capital Group, Inc.**

1660 L St. NW, Ste. 308  
 Washington, DC 20036  
 (202)775-8815  
 Fax: (202)223-0544  
 Erica Batie, Director of Investments  
 Preferred Investment Size: \$100,000 to \$250,000. Investment Types: First and second stage, and mezzanine. Industry Preferences: Communication and computer related, electronics, and biotechnology. Geographic Preferences: Mid Atlantic.

**Core Capital Partners**

901 15th St., NW  
 9th Fl.

Washington, DC 20005  
 (202)589-0090  
 Fax: (202)589-0091  
 Website: <http://www.core-capital.com>  
 Preferred Investment Size: \$1,000,000 to \$10,000,000. Investment Types: Start-up, first and second stage, expansion, and later stage. Industry Preferences: Diversified. Geographic Preferences: Mid Atlantic, Northeast, and Southeast.

**Next Point Partners**

701 Pennsylvania Ave. NW, Ste. 900  
 Washington, DC 20004  
 (202)661-8703  
 Fax: (202)434-7400  
 E-mail: [mf@nextpointvc.com](mailto:mf@nextpointvc.com)  
 Website: <http://www.nextpointvc.com>  
 Michael Faber, Managing General Partner  
 Investment Types: First and second stage. Industry Preferences: Communications, computer related, and electronic components. Geographic Preferences: National.

**Telecommunications Development Fund**

2020 K. St. NW  
 Ste. 375  
 Washington, DC 20006  
 (202)293-8840  
 Fax: (202)293-8850  
 Website: <http://www.tdfund.com>  
 Preferred Investment Size: \$375,000 to \$1,000,000. Investment Types: Seed, early stage, and expansion. Industry Preferences: Internet related, computer hardware/software and services, and communications. Geographic Preferences: Entire U.S.

**Wachtel & Co., Inc.**

1101 4th St. NW  
 Washington, DC 20005-5680  
 (202)898-1144  
 Preferred Investment Size: \$100,000 to \$300,000. Investment Types: Start-up, first and second stage, and recaps. Industry Preferences: Diversified. Geographic Preferences: East Coast.

**Winslow Partners LLC**

1300 Connecticut Ave. NW  
 Washington, DC 20036-1703  
 (202)530-5000  
 Fax: (202)530-5010  
 E-mail: [winslow@winslowpartners.com](mailto:winslow@winslowpartners.com)  
 Robert Chartener, Partner

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

Investment Types: Later stage, acquisition, control-block purchases, expansion, management and leverage buyouts. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### **Women's Growth Capital Fund**

1054 31st St., NW  
Ste. 110  
Washington, DC 20007  
(202)342-1431  
Fax: (202)341-1203  
Website: <http://www.wgcf.com>  
Preferred Investment Size: \$500,000 to \$2,000,000. Investment Types: First, second, and later stage. Industry Preferences: Internet related, communications, and computer software and services. Geographic Preferences: Entire U.S.

## **Florida**

### **Sigma Capital Corp.**

22668 Caravelle Circle  
Boca Raton, FL 33433  
(561)368-9783  
Preferred Investment Size: \$100,000 to \$300,000. Investment Types: Second stage. Industry Preferences: Diversified communication and computer, consumer products and services, distribution, electronics, genetic engineering, finance, and real estate. Geographic Preferences: Southeast.

### **North American Business Development Co., L.L.C.**

111 East Las Olas Blvd.  
Ft. Lauderdale, FL 33301  
(305)463-0681  
Fax: (305)527-0904  
Website: <http://www.northamericanfund.com>  
Robert Underwood  
PIS \$10,000,000 minimum. Investment Types: Leveraged buyout, special situations, control block purchases, industry roll ups, and small business with growth potential. Industry Preferences: No preference. Geographic Preferences: Southeast and Midwest.

### **Chartwell Capital Management Co. Inc.**

1 Independent Dr., Ste. 3120  
Jacksonville, FL 32202  
(904)355-3519  
Fax: (904)353-5833  
E-mail: [info@chartwellcap.com](mailto:info@chartwellcap.com)

Anthony Marinatos  
Preferred Investment Size: \$5,000,000 minimum. Investment Types: First stage, second stage and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Northwest and Southeast.

### **CEO Advisors**

1061 Maitland Center Commons  
Ste. 209  
Maitland, FL 32751  
(407)660-9327  
Fax: (407)660-2109  
Preferred Investment Size: \$300,000 to \$500,000. Investment Types: Seed, start-up, first stage, and research and development. Industry Preferences: Diversified. Geographic Preferences: Southeast.

### **Henry & Co.**

8201 Peters Rd., Ste. 1000  
Plantation, FL 33324  
(954)797-7400  
June Knaut  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: First and second stage. Industry Preferences: Healthcare industry. Geographic Preferences: West Coast.

### **Avery Business Development Services**

2506 St. Michel Ct.  
Ponte Vedra, FL 32082  
(904)285-6033  
Preferred Investment Size: \$2,000,000. Investment Types: Seed, research and development, startup, first stage, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: National.

### **New South Ventures**

5053 Ocean Blvd.  
Sarasota, FL 34242  
(941)358-6000  
Fax: (941)358-6078  
Website: <http://www.newsouthventures.com>  
Preferred Investment Size: \$300,000 to \$3,000,000. Investment Types: Seed and early stage. Industry Preferences: Diversified. Geographic Preferences: Southeast.

### **Venture Capital Management Corp.**

PO Box 2626  
Satellite Beach, FL 32937  
(407)777-1969

Preferred Investment Size: \$100,000 to \$300,000. Investment Types: First and second stage, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: National.

### **Florida Capital Venture Ltd.**

325 Florida Bank Plaza  
100 W. Kennedy Blvd.  
Tampa, FL 33602  
(813)229-2294  
Fax: (813)229-2028  
Warren Miller  
Preferred Investment Size: \$500,000 minimum. Investment Types: Startup, first and second stage, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Southeast.

### **Quantum Capital Partners**

339 South Plant Ave.  
Tampa, FL 33606  
(813)250-1999  
Fax: (813)250-1998  
Website: <http://www.quantumcapitalpartners.com>  
Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: Expansion, later stage, and mezzanine. Industry Preferences: Diversified technology, medical/health, consumer, retail, financial and business services, and manufacturing. Geographic Preferences: Florida.

### **South Atlantic Venture Fund**

614 W. Bay St.  
Tampa, FL 33606-2704  
(813)253-2500  
Fax: (813)253-2360  
E-mail: [venture@southatlantic.com](mailto:venture@southatlantic.com)  
Website: <http://www.southatlantic.com>  
Donald W. Burton, Chairman and Managing Director  
Preferred Investment Size: \$1,500,000 minimum. Investment Types: First and second stage, special situations, expansion and control block purchases. Industry Preferences: Diversified. Geographic Preferences: Southeast, Middle Atlantic, and Texas.

### **LM Capital Corp.**

120 S. Olive, Ste. 400  
West Palm Beach, FL 33401  
(561)833-9700  
Fax: (561)655-6587  
Website: <http://www.lmcapitalsecurities.com>

Preferred Investment Size: \$5,000,000 minimum. Investment Types: Leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: No preference.

**Georgia**

**Venture First Associates**

4811 Thornwood Dr.  
Acworth, GA 30102  
(770)928-3733  
Fax: (770)928-6455  
J. Douglas Mullins  
Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Seed, startup, first and second stage. Industry Preferences: Diversified technology and electronics. Geographic Preferences: Southeast.

**Alliance Technology Ventures**

8995 Westside Pkwy., Ste. 200  
Alpharetta, GA 30004  
(678)336-2000  
Fax: (678)336-2001  
E-mail: info@atv.com  
Website: <http://www.atv.com>  
Preferred Investment Size: \$250,000 to \$1,000,000. Investment Types: Seed, start-up, first and second stage. Industry Preferences: Diversified technology. Geographic Preferences: Southeast.

**Cordova Ventures**

2500 North Winds Pkwy., Ste. 475  
Alpharetta, GA 30004  
(678)942-0300  
Fax: (678)942-0301  
Website: <http://www.cordovaventures.com>  
Teo F. Dagi  
Preferred Investment Size: \$250,000 to \$4,000,000. Investment Policies: Equity and/or debt. Investment Types: Early and late stage, start-up, expansion, and balanced. Industry Preferences: Diversified. Geographic Preferences: Southeast.

**Advanced Technology Development Fund**

1000 Abernathy, Ste. 1420  
Atlanta, GA 30328-5614  
(404)668-2333  
Fax: (404)668-2333  
Preferred Investment Size: \$500,000 to \$1,500,000. Investment Types: Seed, start-up, first and second stage, and leveraged buyout. Industry Preferences:

Diversified. Geographic Preferences: No preference.

**CGW Southeast Partners**

12 Piedmont Center, Ste. 210  
Atlanta, GA 30305  
(404)816-3255  
Fax: (404)816-3258  
Website: <http://www.cgwlp.com>  
Garrison M. Kitchen, Managing Partner  
Preferred Investment Size: \$25,000,000 to \$200,000,000. Investment Types: Management buyout. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Cyberstarts**

1900 Emery St., NW  
3rd Fl.  
Atlanta, GA 30318  
(404)267-5000  
Fax: (404)267-5200  
Website: <http://www.cyberstarts.com>  
Investment Types: Seed and start-up. Industry Preferences: Internet and financial services. Geographic Preferences: Entire U.S.

**EGL Holdings, Inc.**

10 Piedmont Center, Ste. 412  
Atlanta, GA 30305  
(404)949-8300  
Fax: (404)949-8311  
Salvatore A. Massaro, Partner  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: Mezzanine, leveraged buyout, industry roll ups, recapitalization, and second stage. Industry Preferences: Diversified. Geographic Preferences: Southeast and East Coast, Midwest.

**Equity South**

1790 The Lenox Bldg.  
3399 Peachtree Rd. NE  
Atlanta, GA 30326  
(404)237-6222  
Fax: (404)261-1578  
Douglas L. Diamond, Managing Director  
Preferred Investment Size: \$2,000,000 to \$3,000,000. Investment Types: Mezzanine, leveraged buyout, recapitalization, and control block purchases. Industry Preferences: Diversified. Geographic Preferences: Northeast, Southeast, and Southwest.

**Five Paces**

3400 Peachtree Rd., Ste. 200  
Atlanta, GA 30326  
(404)439-8300

Fax: (404)439-8301  
Website: <http://www.fivepaces.com>  
Investment Types: Balanced. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Frontline Capital, Inc.**

3475 Lenox Rd., Ste. 400  
Atlanta, GA 30326  
(404)240-7280  
Fax: (404)240-7281  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: First stage. Industry Preferences: Diversified communication and computer technology, consumer products and services, distribution, electronics, business and financial services, and publishing. Geographic Preferences: S

**Fuqua Ventures LLC**

1201 W. Peachtree St. NW, Ste. 5000  
Atlanta, GA 30309  
(404)815-4500  
Fax: (404)815-4528  
Website: <http://www.fuquaventures.com>  
Investment Types: Early stage. Industry Preferences: Internet related, biotechnology, communications, and computer software and services. Geographic Preferences: Entire U.S.

**Noro-Moseley Partners**

4200 Northside Pkwy., Bldg. 9  
Atlanta, GA 30327  
(404)233-1966  
Fax: (404)239-9280  
Website: <http://www.noro-moseley.com>  
Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: Startup, first and second stage, mezzanine, leveraged buyout, special situations, and control block purchases. Industry Preferences: Diversified. Geographic Preferences: Southeast.

**Renaissance Capital Corp.**

34 Peachtree St. NW, Ste. 2230  
Atlanta, GA 30303  
(404)658-9061  
Fax: (404)658-9064  
Larry Edler  
Preferred Investment Size: \$300,000 minimum. Investment Types: Second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Southeast.

**River Capital, Inc.**

Two Midtown Plaza  
1360 Peachtree St. NE, Ste. 1430

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

Atlanta, GA 30309  
(404)873-2166  
Fax: (404)873-2158  
Jerry D. Wethington  
Preferred Investment Size: \$3,000,000  
minimum. Investment Types:  
Mezzanine, recapitalization, and  
leveraged buyout. Industry Preferences:  
Diversified. Geographic Preferences:  
Southeast, Southwest, Midwest, and  
Middle Atlantic.

**State Street Bank & Trust Co.**  
3414 Peachtree Rd. NE, Ste. 1010  
Atlanta, GA 30326  
(404)364-9500  
Fax: (404)261-4469  
Preferred Investment Size: \$10,000,000  
minimum. Investment Types: Leveraged  
buyout and special situations. Industry  
Preferences: Diversified technology.  
Geographic Preferences: National.

**UPS Strategic Enterprise Fund**  
55 Glenlake Pkwy. NE  
Atlanta, GA 30328  
(404)828-8814  
Fax: (404)828-8088  
E-mail: jacyce@ups.com  
Website: [http://www.ups.com/sef/sef\\_home](http://www.ups.com/sef/sef_home)  
Preferred Investment Size: \$1,000,000.  
Investment Types: Early and late stage.  
Industry Preferences: Diversified  
communication and computer  
technology. Geographic Preferences:  
United States and Canada.

**Wachovia**  
191 Peachtree St. NE, 26th Fl.  
Atlanta, GA 30303  
(404)332-1000  
Fax: (404)332-1392  
Website: <http://www.wachovia.com/wca>  
Preferred Investment Size: \$5,000,000 to  
\$15,000,000. Investment Types:  
Expansion, later stage, management  
buyouts, mezzanine, private placement,  
and recaps. Industry Preferences:  
Diversified. Geographic Preferences:  
Southeast.

**Brainworks Ventures**  
4243 Dunwoody Club Dr.  
Chamblee, GA 30341  
(770)239-7447  
Investment Types: Balanced and early  
and later stage. Industry Preferences:  
Telecommunications and computers.  
Geographic Preferences: Southeast.

**First Growth Capital Inc.**  
Best Western Plaza, Ste. 105  
PO Box 815  
Forsyth, GA 31029  
(912)781-7131  
Fax: (912)781-0066  
Preferred Investment Size: \$100,000 to  
\$300,000. Investment Types: Second  
stage and special situation. Industry  
Preferences: Diversified. Geographic  
Preferences: No preference.

**Financial Capital Resources, Inc.**  
21 Eastbrook Bend, Ste. 116  
Peachtree City, GA 30269  
(404)487-6650  
Preferred Investment Size: \$5,000,000  
minimum. Investment Types: Leveraged  
buyout. Industry Preferences: Machinery.  
Geographic Preferences: National.

### Hawaii

**HMS Hawaii Management Partners**  
Davies Pacific Center  
841 Bishop St., Ste. 860  
Honolulu, HI 96813  
(808)545-3755  
Fax: (808)531-2611  
Preferred Investment Size: \$500,000 to  
\$1,500,000. Investment Types: Seed,  
start-up, first stage, and leveraged  
buyout. Industry Preferences: Internet  
related, communications, and consumer  
related. Geographic Preferences: Entire  
U.S.

### Idaho

**Sun Valley Ventures**  
160 Second St.  
Ketchum, ID 83340  
(208)726-5005  
Fax: (208)726-5094  
Preferred Investment Size: \$5,000,000.  
Investment Types: Second stage,  
leveraged buyout, control-block  
purchases, and special situations.  
Industry Preferences: Diversified.  
Geographic Preferences: Entire U.S. and  
Canada.

### Illinois

**Open Prairie Ventures**  
115 N. Neil St., Ste. 209  
Champaign, IL 61820  
(217)351-7000  
Fax: (217)351-7051  
E-mail: [inquire@openprairie.com](mailto:inquire@openprairie.com)

Website: <http://www.openprairie.com>  
Dennis D. Spice, Managing Member  
Preferred Investment Size: \$250,000 to  
\$2,500,000. Investment Types: Early  
stage. Industry Preferences: Diversified  
communication and computer  
technology, electronics, and genetic  
engineering. Geographic Preferences:  
Midwest.

**ABN AMRO Private Equity**  
208 S. La Salle St., 10th Fl.  
Chicago, IL 60604  
(312)855-7079  
Fax: (312)553-6648  
Website: <http://www.abnequity.com>  
David Bogetz, Managing Director  
Preferred Investment Size: \$10,000,000  
maximum. Investment Types: Early stage  
and expansion. Industry Preferences:  
Diversified. Geographic Preferences:  
Entire U.S. and Canada.

**Alpha Capital Partners, Ltd.**  
122 S. Michigan Ave., Ste. 1700  
Chicago, IL 60603  
(312)322-9800  
Fax: (312)322-9808  
E-mail: [acp@alphacapital.com](mailto:acp@alphacapital.com)  
William J. Oberholtzer, Vice President  
Preferred Investment Size: \$2,000,000  
minimum. Investment Types: First and  
second stage, leveraged buyout, and  
special situations. Industry Preferences:  
Diversified. Geographic Preferences:  
Midwest.

**Ameritech Development Corp.**  
30 S. Wacker Dr., 37th Fl.  
Chicago, IL 60606  
(312)750-5083  
Fax: (312)609-0244  
Craig Lee, Director  
Preferred Investment Size: \$5,000,000  
minimum. Investment Types: Startup,  
first and second stage. Industry  
Preferences: Communications, computer  
related, and electronics. Geographic  
Preferences: Entire U.S.

**Apex Investment Partners**  
225 W. Washington, Ste. 1450  
Chicago, IL 60606  
(312)857-2800  
Fax: (312)857-1800  
E-mail: [apex@apexvc.com](mailto:apex@apexvc.com)  
Website: <http://www.apexvc.com>  
Preferred Investment Size: \$500,000 to  
\$15,000,000. Investment Types: Early  
stage. Industry Preferences: Diversified

communication and computer technology, consumer products and services, industrial/energy, and electronics. Geographic Preferences: Entire U.S.

**Arch Venture Partners**

8725 W. Higgins Rd., Ste. 290  
Chicago, IL 60631  
(773)380-6600  
Fax: (773)380-6606  
Website: <http://www.archventure.com>  
Steven Lazarus, Managing Director  
Preferred Investment Size: \$100,000 to \$1,000,000. Investment Types: Seed, start-up, early stage. Industry Preferences: Diversified communication and computer technology, electronics, and genetic engineering. Geographic Preferences: National.

**The Bank Funds**

208 South LaSalle St., Ste. 1680  
Chicago, IL 60604  
(312)855-6020  
Fax: (312)855-8910  
Investment Types: Control-block purchases, later stage, leveraged buyout, second stage, and special situation. Industry Preferences: Diversified. Geographic Preferences: No preference.

**Batterson Venture Partners**

303 W. Madison St., Ste. 1110  
Chicago, IL 60606-3309  
(312)269-0300  
Fax: (312)269-0021  
Website: <http://www.battersonvp.com>  
Preferred Investment Size: \$500,000 to \$3,000,000. Investment Types: Seed, startup, first and second stage. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**William Blair Capital Partners, L.L.C.**

222 W. Adams St., Ste. 1300  
Chicago, IL 60606  
(312)364-8250  
Fax: (312)236-1042  
E-mail: [privateequity@wmblair.com](mailto:privateequity@wmblair.com)  
Website: <http://www.wmblair.com>  
Maureen Naddy, Office Manager  
Preferred Investment Size: \$5,000,000 minimum. Investment Types: First and early stage, acquisition and leveraged buyout. Industry Preferences: Communications, computer related, consumer, electronics, energy/natural resources, genetic engineering, and medical/health related. Geographic

**Bluestar Ventures**

208 South LaSalle St., Ste. 1020  
Chicago, IL 60604  
(312)384-5000  
Fax: (312)384-5005  
Website: <http://www.bluestarventures.com>  
Preferred Investment Size: \$1,000,000 to \$3,000,000. Investment Types: Early, first, and second stage. Industry Preferences: Diversified. Geographic Preferences: Midwest.

**The Capital Strategy Management Co.**

233 S. Wacker Dr.  
Box 06334  
Chicago, IL 60606  
(312)444-1170  
Eric Von Bauer  
Preferred Investment Size: \$200,000 to \$50,000,000. Investment Types: Various types. Industry Preferences: Diversified communication and computer technology, medical/health, industrial/energy, consumer products and services, distribution, electronics, and utilities. Geographic Prefer

**DN Partners**

77 West Wacker Dr., Ste. 4550  
Chicago, IL 60601  
(312)332-7960  
Fax: (312)332-7979  
Investment Types: Leveraged buyout. Industry Preferences: Communications, computer related, electronics, medical/health, consumer related, industrial products, transportation, financial services, publishing, and agriculture related. Geographic Preferences: U.S.

**Dresner Capital Inc.**

29 South LaSalle St., Ste. 310  
Chicago, IL 60603  
(312)726-3600  
Fax: (312)726-7448  
John Riddle  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Leveraged buyout, mezzanine, and second stage. Industry Preferences: Diversified. Geographic Preferences: No preference.

**Eblast Ventures LLC**

11 South LaSalle St., 5th Fl.  
Chicago, IL 60603  
(312)372-2600  
Fax: (312)372-5621  
Website: <http://www.eblastventures.com>

Preferred Investment Size: \$100,000 to \$500,000. Investment Types: Early, seed, start-up, and turnaround. Industry Preferences: Diversified. Geographic Preferences: Midwest.

**Essex Woodlands Health Ventures, L.P.**

190 S. LaSalle St., Ste. 2800  
Chicago, IL 60603  
(312)444-6040  
Fax: (312)444-6034  
Website: <http://www.essexwoodlands.com>  
Marc S. Sandroff, General Partner  
Preferred Investment Size: \$1,000,000 to \$12,000,000. Investment Types: Startup, early and second stage, private placement, and mezzanine. Industry Preferences: Healthcare, biotechnology, Internet related. Geographic Preferences: No preference.

**First Analysis Venture Capital**

233 S. Wacker Dr., Ste. 9500  
Chicago, IL 60606  
(312)258-1400  
Fax: (312)258-0334  
Website: <http://www.firstanalysis.com>  
Bret Maxwell, CEO  
Preferred Investment Size: \$3,000,000 to \$15,000,000. Investment Types: Early and later stage, and expansion. Industry Preferences: Diversified. Geographic Preferences: No preference.

**Frontenac Co.**

135 S. LaSalle St., Ste.3800  
Chicago, IL 60603  
(312)368-0044  
Fax: (312)368-9520  
Website: <http://www.frontenac.com>  
Preferred Investment Size: \$500,000 minimum. Investment Types: Start-up, first and second stage, leveraged buyout, special situation, and industry roll ups. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**GTCR Golder Rauner, LLC**

6100 Sears Tower  
Chicago, IL 60606  
(312)382-2200  
Fax: (312)382-2201  
Website: <http://www.gtcr.com>  
Bruce V. Rauner  
Preferred Investment Size: \$10,000,000 minimum. Investment Types: Leveraged buyout, acquisition, expansion, management buyouts, and recapitalization. Industry Preferences:

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

Diversified. Geographic Preferences: No preference.

### **High Street Capital LLC**

311 South Wacker Dr., Ste. 4550  
Chicago, IL 60606  
(312)697-4990

Fax: (312)697-4994

Website: <http://www.highstr.com>

Preferred Investment Size: \$2,000,000 to \$10,000,000. Investment Types:

Acquisition, control-block purchases, expansion, generalist PE, leveraged and management buyouts, recaps, and special situations. Industry Preferences:

Diversified. Geographic Preferences: Entire U.S.

### **IEG Venture Management, Inc.**

70 West Madison  
Chicago, IL 60602  
(312)644-0890

Fax: (312)454-0369

Website: <http://www.iegventure.com>

Preferred Investment Size: \$100,000 to \$500,000. Investment Types: Seed, startup, first and second stage. Industry Preferences: Diversified. Geographic Preferences: Midwest.

### **JK&B Capital**

180 North Stetson, Ste. 4500  
Chicago, IL 60601  
(312)946-1200

Fax: (312)946-1103

E-mail: [gspencer@jkbcapital.com](mailto:gspencer@jkbcapital.com)

Website: <http://www.jkbcapital.com>

Preferred Investment Size: \$5,000,000 to \$20,000,000. Investment Types: Early and late stage, and expansion. Industry Preferences: Diversified. Geographic Preferences: National.

### **Kettle Partners L.P.**

350 W. Hubbard, Ste. 350  
Chicago, IL 60610  
(312)329-9300

Fax: (312)527-4519

Website: <http://www.kettlevc.com>

Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: Early, first and second stage, seed, and start-up. Industry Preferences: Internet related, communications, computer related. Geographic Preferences: Entire U.S.

### **Lake Shore Capital Partners**

20 N. Wacker Dr., Ste. 2807  
Chicago, IL 60606  
(312)803-3536

Fax: (312)803-3534

Preferred Investment Size: \$1,000,000 to \$10,000,000. Investment Types: First and second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: National.

### **LaSalle Capital Group Inc.**

70 W. Madison St., Ste. 5710  
Chicago, IL 60602  
(312)236-7041

Fax: (312)236-0720

Anthony Pesavento

Preferred Investment Size: \$1,000,000 minimum. Investment Types: Leveraged buyout and special situation. Industry Preferences: Entertainment and leisure, consumer products, industrial products, and machinery. Geographic Preferences: No preference.

### **Linc Capital, Inc.**

303 E. Wacker Pkwy., Ste. 1000  
Chicago, IL 60601  
(312)946-2670

Fax: (312)938-4290

E-mail: [bdemars@lincap.com](mailto:bdemars@lincap.com)

Martin E. Zimmerman, Chairman  
Preferred Investment Size: \$500,000 to \$2,000,000. Investment Types: Seed, start-up, early and late stage, mezzanine, research and development, and special situations. Industry Preferences: Diversified communication and computer technology, electronics, and medical/health related. Ge

### **Madison Dearborn Partners, Inc.**

3 First National Plz., Ste. 3800  
Chicago, IL 60602  
(312)895-1000

Fax: (312)895-1001

E-mail: [invest@mdcp.com](mailto:invest@mdcp.com)

Website: <http://www.mdcp.com>

Preferred Investment Size: \$20,000,000 to \$400,000,000. Investment Types: Start-up, early stage, leveraged buyout, special situations, and expansion. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

### **Mesirow Private Equity Investments Inc.**

350 N. Clark St.  
Chicago, IL 60610  
(312)595-6950

Fax: (312)595-6211

Website: [http://](http://www.meisrowfinancial.com)

[www.meisrowfinancial.com](http://www.meisrowfinancial.com)

Preferred Investment Size: \$4,000,000 to \$10,000,000. Investment Types: Second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### **Mosaix Ventures LLC**

1822 North Mohawk  
Chicago, IL 60614  
(312)274-0988

Fax: (312)274-0989

Website: [http://](http://www.mosaixventures.com)

[www.mosaixventures.com](http://www.mosaixventures.com)

Preferred Investment Size: \$500,000 to \$3,000,000. Investment Types: Early and later stage, and expansion. Industry Preferences: Medical/health related. Geographic Preferences: U.S.

### **Nesbitt Burns**

111 West Monroe St.  
Chicago, IL 60603  
(312)416-3855

Fax: (312)765-8000

Website: <http://www.harrisbank.com>

I. David Burn

Investment Types: Control-block purchases, leveraged buyout, and special situation. Industry Preferences: Diversified. Geographic Preferences: U.S. and Canada.

### **Polestar Capital, Inc.**

180 N. Michigan Ave., Ste. 1905  
Chicago, IL 60601  
(312)984-9090

Fax: (312)984-9877

E-mail: [wl@polestarvc.com](mailto:wl@polestarvc.com)

Website: <http://www.polestarvc.com>

Preferred Investment Size: \$250,000 to \$1,000,000. Investment Policies: Primarily equity. Investment Types: Start-up, first and second stage. Industry Preferences: Communications, computer related. Geographic Preferences: Entire U.S.

### **Prince Ventures (Chicago)**

10 S. Wacker Dr., Ste. 2575  
Chicago, IL 60606-7407  
(312)454-1408

Fax: (312)454-9125

Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Seed, startup, first and second stage, leveraged buyout. Industry Preferences: Genetic engineering and medical/health related. Geographic Preferences: No preference.

### **Prism Capital**

444 N. Michigan Ave.  
Chicago, IL 60611



(312)464-7900  
 Fax: (312)464-7915  
 Website: <http://www.prismfund.com>  
 Investment Types: First and second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified technology. Geographic Preferences: National.

**Third Coast Capital**

900 N. Franklin St., Ste. 700  
 Chicago, IL 60610  
 (312)337-3303  
 Fax: (312)337-2567  
 E-mail: [manic@earthlink.com](mailto:manic@earthlink.com)  
 Website: <http://www.thirdcoastcapital.com>  
 Preferred Investment Size: \$2,000,000 to \$5,000,000. Industry Preferences: Telecommunications and fiber optics. Geographic Preferences: National.

**Thoma Cressey Equity Partners**

4460 Sears Tower, 92nd Fl.  
 233 S. Wacker Dr.  
 Chicago, IL 60606  
 (312)777-4444  
 Fax: (312)777-4445  
 Website: <http://www.thomacressey.com>  
 Investment Types: Early and later stage, leveraged buyouts, and recapitalization. Industry Preferences: Diversified. Geographic Preferences: U.S. and Canada.

**Tribune Ventures**

435 N. Michigan Ave., Ste. 600  
 Chicago, IL 60611  
 (312)527-8797  
 Fax: (312)222-5993  
 Website: <http://www.tribuneventures.com>  
 Frances McCaughan  
 Preferred Investment Size: \$1,000,000 to \$10,000,000. Investment Types: Early stage, expansion, first and second stage, seed, and start-up. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Wind Point Partners (Chicago)**

676 N. Michigan Ave., Ste. 330  
 Chicago, IL 60611  
 (312)649-4000  
 Website: <http://www.wppartners.com>  
 Preferred Investment Size: \$10,000,000 to \$60,000,000. Investment Types: Later stage, leveraged buyout, acquisition, expansion, and recapitalization. Industry

Preferences: Diversified. Geographic Preferences: Midwest.

**Marquette Venture Partners**

520 Lake Cook Rd., Ste. 450  
 Deerfield, IL 60015  
 (847)940-1700  
 Fax: (847)940-1724  
 Website: <http://www.marquetteventures.com>  
 Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: Startup, first and second stage. Industry Preferences: Diversified. Geographic Preferences: Mid Atlantic, Midwest, Rocky Mountain, and West Coast.

**Duchossois Investments Limited, LLC**

845 Larch Ave.  
 Elmhurst, IL 60126  
 (630)530-6105  
 Fax: (630)993-8644  
 Website: <http://www.duchotec.com>  
 Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Early, first and second stage. Industry Preferences: Diversified. Communications and computer related. Geographic Preferences: National.

**Evanston Business Investment Corp.**

1840 Oak Ave.  
 Evanston, IL 60201  
 (847)866-1840  
 Fax: (847)866-1808  
 E-mail: [t-parkinson@nwu.com](mailto:t-parkinson@nwu.com)  
 Website: <http://www.ebic.com>  
 Preferred Investment Size: \$250,000 to \$500,000. Investment Types: Early stages. Industry Preferences: Diversified communication and computer technology, consumer products and services, medical/health, electronics, and publishing. Geographic Preferences: Chicago metropolitan area.

**Inroads Capital Partners L.P.**

1603 Orrington Ave., Ste. 2050  
 Evanston, IL 60201-3841  
 (847)864-2000  
 Fax: (847)864-9692  
 Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: Expansion and later stage. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**The Cerulean Fund/WGC Enterprises**

1701 E. Lake Ave., Ste. 170  
 Glenview, IL 60025  
 (847)657-8002

Fax: (847)657-8168  
 Walter G. Cornett, III, Managing Director  
 Preferred Investment Size: \$5,000,000 minimum. Investment Types: Seed, start-up, leveraged buyout, special situations, control block purchases, and research and development. Industry Preferences: Diversified. Geographic Preferences: Midwest.

**Ventana Financial Resources, Inc.**

249 Market Sq.  
 Lake Forest, IL 60045  
 (847)234-3434  
 Preferred Investment Size: \$5,000,000 minimum. Investment Types: Seed, start-up, first and second stage, research and development, leveraged buyout, and mezzanine. Industry Preferences: Diversified. Geographic Preferences: Midwest, Southeast, and Southwest.

**Beecken, Petty & Co.**

901 Warrenville Rd., Ste. 205  
 Lisle, IL 60532  
 (630)435-0300  
 Fax: (630)435-0370  
 E-mail: [hep@bpcompany.com](mailto:hep@bpcompany.com)  
 Website: <http://www.bpcompany.com>  
 Preferred Investment Size: \$2,000,000 to \$12,000,000. Investment Types: Early, first, second, and late stage; expansion; management buyouts; private placement; recapitalization. Industry Preferences: Communications, computer related, genetic engineering, medical and health related. G

**Allstate Private Equity**

3075 Sanders Rd., Ste. G5D  
 Northbrook, IL 60062-7127  
 (847)402-8247  
 Fax: (847)402-0880  
 Preferred Investment Size: \$5,000,000 minimum. Investment Types: Startup, first and second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**KB Partners**

1101 Skokie Blvd., Ste. 260  
 Northbrook, IL 60062-2856  
 (847)714-0444  
 Fax: (847)714-0445  
 E-mail: [keith@kbpartners.com](mailto:keith@kbpartners.com)  
 Website: <http://www.kbpartners.com>  
 Keith Bank, Managing Partner

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: Seed, startup, and early, first and second stage. Industry Preferences: Diversified. Geographic Preferences: National.

### **Transcap Associates Inc.**

900 Skokie Blvd., Ste. 210  
Northbrook, IL 60062

(847)753-9600

Fax: (847)753-9090

Ira J. Ederson

Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Mezzanine, second stage, and special situation. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### **Graystone Venture Partners, L.L.C. / Portage Venture Partners**

One Northfield Plaza, Ste. 530  
Northfield, IL 60093

(847)446-9460

Fax: (847)446-9470

Website: <http://www.portageventures.com>

Mathew B. McCall, Vice President

Preferred Investment Size: \$250,000 to \$3,000,000. Investment Types: Early stage. Industry Preferences: Diversified communication and computer technology, consumer products and services, genetic engineering, and medical/health. Geographic Preferences: National.

### **Motorola Inc.**

1303 E. Algonquin Rd.  
Schaumburg, IL 60196-1065  
(847)576-4929

Fax: (847)538-2250

Website: <http://www.mot.com/mne>

James Burke, New Business Development Manager

Investment Types: Startup, first and second stage. Industry Preferences: Diversified technology. Geographic Preferences: National.

## **Indiana**

### **Irwin Ventures LLC**

500 Washington St.  
Columbus, IN 47202  
(812)373-1434

Fax: (812)376-1709

Website: <http://www.irwinventures.com>

Preferred Investment Size: \$750,000 to \$1,250,000. Investment Types: Early and

first stage. Industry Preferences: Internet related and financial services. Geographic Preferences: Northeast and Northwest.

### **Cambridge Venture Partners**

4181 East 96th St., Ste. 200  
Indianapolis, IN 46240

(317)814-6192

Fax: (317)944-9815

Jean Wojtowicz, President

Preferred Investment Size: \$100,000 maximum. Investment Types: Second stage, mezzanine, and leveraged buyout. Industry Preferences: No preference. Geographic Preferences: Midwest, within 200 miles of office.

### **CID Equity Partners**

One American Square, Ste. 2850  
Box 82074

Indianapolis, IN 46282

(317)269-2350

Fax: (317)269-2355

Website: <http://www.cidequity.com>

Chris Gough, Associate

Preferred Investment Size: \$1,000,000 minimum. Investment Types: Start-up, early and first stage, industry rollups, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Midwest and Rocky Mountain region.

### **Gazelle Techventures**

6325 Digital Way, Ste. 460  
Indianapolis, IN 46278

(317)275-6800

Fax: (317)275-1101

Website: <http://www.gazellevc.com>

Preferred Investment Size: \$2,000,000 maximum. Investment Types: Early and later stage. Industry Preferences: Diversified. Geographic Preferences: Indiana.

### **Monument Advisors Inc.**

Bank One Center/Circle  
111 Monument Circle, Ste. 600  
Indianapolis, IN 46204-5172

(317)656-5065

Fax: (317)656-5060

Website: <http://www.monumentadv.com>

Preferred Investment Size: \$500,000 to \$7,000,000. Investment Types: Balanced, leveraged buyout, management buyouts, and mezzanine. Industry Preferences: Business services, distribution, and manufacturing. Geographic Preferences: Midwest and Southeast.

### **MWV Capital Partners**

201 N. Illinois St., Ste. 300  
Indianapolis, IN 46204

(317)237-2323

Fax: (317)237-2325

Website: <http://www.mwvcapital.com>

Garth Dickey, Managing Director

Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: Balanced, second and later stage. Industry Preferences: Diversified. Geographic Preferences: Midwest.

### **First Source Capital Corp.**

100 North Michigan St.

PO Box 1602

South Bend, IN 46601

(219)235-2180

Fax: (219)235-2227

Eugene L. Cavanaugh, Vice President

Preferred Investment Size: \$300,000 to \$500,000. Investment Types: Second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Midwest.

## **Iowa**

### **Allsop Venture Partners**

118 Third Ave. SE, Ste. 837  
Cedar Rapids, IA 52401

(319)368-6675

Fax: (319)363-9515

Preferred Investment Size: \$500,000 minimum. Investment Types: First stage, industry rollups, leveraged buyout, mezzanine, second stage, and special situation. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### **InvestAmerica Investment Advisors, Inc.**

101 2nd St. SE, Ste. 800  
Cedar Rapids, IA 52401

(319)363-8249

Fax: (319)363-9683

Kevin F. Mullane, Vice President

Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: First and second stage, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### **Pappajohn Capital Resources**

2116 Financial Center  
Des Moines, IA 50309

(515)244-5746

Fax: (515)244-2346  
 Website: <http://www.pappajohn.com>  
 Joe Dunham, President  
 Preferred Investment Size: \$500,000 to \$1,000,000. Investment Policies: Equity. Investment Types: Seed, start-up, first and second stage, leveraged buyout, and special situations. Industry Preferences: Diversified communication and computer technology, electronics, genetic engineering

**Berthel Fisher & Company Planning Inc.**

701 Tama St.  
 PO Box 609  
 Marion, IA 52302  
 (319)497-5700  
 Fax: (319)497-4244  
 Investment Types: Later stage. Industry Preferences: Diversified. Geographic Preferences: Midwest.

**Kansas**

**Enterprise Merchant Bank**

7400 West 110th St., Ste. 560  
 Overland Park, KS 66210  
 (913)327-8500  
 Fax: (913)327-8505  
 Preferred Investment Size: \$1,000,000 minimum. Investment Types: Second stage, leveraged buyout, mezzanine, and special situations. Geographic Preferences: Midwest.

**Kansas Venture Capital, Inc. (Overland Park)**

6700 Antioch Plz., Ste. 460  
 Overland Park, KS 66204  
 (913)262-7117  
 Fax: (913)262-3509  
 E-mail: [jdalton@kvc.ci](mailto:jdalton@kvc.ci)  
 John S. Dalton, President  
 Preferred Investment Size: \$1,000,000 minimum. Investment Types: First and second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Midwest.

**Child Health Investment Corp.**

6803 W. 64th St., Ste. 208  
 Shawnee Mission, KS 66202  
 (913)262-1436  
 Fax: (913)262-1575  
 Website: <http://www.chca.com>  
 Investment Types: Balanced, early stage, first stage, seed, and start-up. Industry

Preferences: Diversified. Geographic Preferences: Entire U.S.

**Kansas Technology Enterprise Corp.**

214 SW 6th, 1st Fl.  
 Topeka, KS 66603-3719  
 (785)296-5272  
 Fax: (785)296-1160  
 E-mail: [ktec@ktec.com](mailto:ktec@ktec.com)  
 Website: <http://www.ktec.com>  
 Preferred Investment Size: \$300,000. Investment Types: Seed, start-up, research and development. Industry Preferences: Diversified communication and computer technology, electronics, genetic engineering, and healthcare. Geographic Preferences: Within two hours of office.

**Kentucky**

**Kentucky Highlands Investment Corp.**

362 Old Whitley Rd.  
 London, KY 40741  
 (606)864-5175  
 Fax: (606)864-5194  
 Website: <http://www.khic.org>  
 Investment Types: Second stage, special situation, and start-up. Industry Preferences: Manufacturing. Geographic Preferences: Kentucky.

**Chrysalis Ventures, L.L.C.**

1850 National City Tower  
 Louisville, KY 40202  
 (502)583-7644  
 Fax: (502)583-7648  
 E-mail: [bobsany@chrysalisventures.com](mailto:bobsany@chrysalisventures.com)  
 Website: <http://www.chrysalisventures.com>  
 Preferred Investment Size: \$3,000,000 to \$5,000,000. Investment Types: Start-up, first and second stage. Industry Preferences: Diversified communication and computer technology. Geographic Preferences: Southeast and Midwest.

**Humana Venture Capital**

500 West Main St.  
 Louisville, KY 40202  
 (502)580-3922  
 Fax: (502)580-2051  
 E-mail: [gemont@humana.com](mailto:gemont@humana.com)  
 George Emont, Director  
 Preferred Investment Size: \$10,000,000 minimum. Investment Types: Seed, start-up, first and second stage, leveraged buyout, mezzanine, and research and development. Industry Preferences: Medical/health related, Internet and

computer related, and biotechnology. Geographic Preferences:

**Summit Capital Group, Inc.**

6510 Glenridge Park Pl., Ste. 8  
 Louisville, KY 40222  
 (502)332-2700  
 Preferred Investment Size: \$10,000,000 to \$40,000,000. Investment Types: Control-block purchases, expansion, leveraged and management buyouts. Industry Preferences: Diversified. Geographic Preferences: Southeast and Southwest.

**Louisiana**

**Bank One Equity Investors, Inc.**

451 Florida St.  
 Baton Rouge, LA 70801  
 (504)332-4421  
 Fax: (504)332-7377  
 Michael P. Kriby  
 Preferred Investment Size: \$8,000,000 minimum. Investment Types: First and second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Southeast and Southwest.

**Advantage Capital Partners**

LLE Tower  
 909 Poydras St., Ste. 2230  
 New Orleans, LA 70112  
 (504)522-4850  
 Fax: (504)522-4950  
 Website: <http://www.advantagecap.com>  
 Steven T. Stull, President  
 Preferred Investment Size: \$1,000,000 to \$10,000,000. Investment Types: Seed, start-up, early and second stage, and mezzanine. Industry Preferences: Diversified. Geographic Preferences: North and Southeast, and Midwest.

**Maine**

**CEI Ventures / Coastal Ventures LP**

2 Portland Fish Pier, Ste. 201  
 Portland, ME 04101  
 (207)772-5356  
 Fax: (207)772-5503  
 Website: <http://www.ceiventures.com>  
 Investment Types: No preference. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Commwealth Bioventures, Inc.**

4 Milk St.  
 Portland, ME 04101  
 (207)780-0904  
 Fax: (207)780-0913

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

E-mail: [cbi4milk@aol.com](mailto:cbi4milk@aol.com)  
Investment Types: Seed. Industry Preferences: Biotechnology based start-ups. Geographic Preferences: No preference.

### Maryland

#### Annapolis Ventures LLC

151 West St., Ste. 302  
Annapolis, MD 21401  
(443)482-9555  
Fax: (443)482-9565  
Website: <http://www.annapolisventures.com>  
Preferred Investment Size: \$2,000,000 to \$5,000,000. Investment Types: Later stage. Industry Preferences: Diversified. Geographic Preferences: Midwest, Northeast, and Southeast.

#### Delmag Ventures

220 Wardour Dr.  
Annapolis, MD 21401  
(410)267-8196  
Fax: (410)267-8017  
Website: <http://www.delmagventures.com>  
Preferred Investment Size: \$250,000 to \$1,000,000. Investment Types: Early stage and seed. Industry Preferences: Diversified. Geographic Preferences: Mid Atlantic.

#### Abell Venture Fund

111 S. Calvert St., Ste. 2300  
Baltimore, MD 21202  
(410)547-1300  
Fax: (410)539-6579  
Website: <http://www.abell.org>  
Investment Types: Early stage, expansion, first and second stage, and private placement. Industry Preferences: Internet related, electronics, communications, and medical/health related. Geographic Preferences: Maryland.

#### ABS Ventures (Baltimore)

1 South St., Ste. 2150  
Baltimore, MD 21202  
(410)895-3895  
Fax: (410)895-3899  
Website: <http://www.absventures.com>  
Preferred Investment Size: \$500,000 maximum. Investment Types: Startup, first and second stage, and mezzanine. Industry Preferences: Communications, computer related, genetic engineering, and medical/health related. Geographic Preferences: Entire U.S.

#### Anthem Capital, L.P.

16 S. Calvert St., Ste. 800  
Baltimore, MD 21202-1305  
(410)625-1510  
Fax: (410)625-1735  
Website: <http://www.anthemcapital.com>  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Early and later stage, mezzanine, and special situations. Industry Preferences: Diversified. Geographic Preferences: Middle Atlantic.

#### Catalyst Ventures

1119 St. Paul St.  
Baltimore, MD 21202  
(410)244-0123  
Fax: (410)752-7721  
Preferred Investment Size: \$500,000 maximum. Investment Policies: Equity. Investment Types: Research and development, and early stage. Industry Preferences: Data communications, biotechnology, and medical related. Geographic Preferences: Middle Atlantic.

#### Maryland Venture Capital Trust

217 E. Redwood St., Ste. 2200  
Baltimore, MD 21202  
(410)767-6361  
Fax: (410)333-6931  
E-mail: [rblank@mdbusiness.state.md.us](mailto:rblank@mdbusiness.state.md.us)  
Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: Seed, startup, first and second stage. Industry Preferences: Diversified. Geographic Preferences: Maryland.

#### New Enterprise Associates (Baltimore)

1119 St. Paul St.  
Baltimore, MD 21202  
(410)244-0115  
Fax: (410)752-7721  
Website: <http://www.nea.com>  
Frank A. Bonsal, Jr., Founding Partner  
Preferred Investment Size: \$100,000 minimum. Investment Types: Seed, startup, first and second stage, and mezzanine. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

#### T. Rowe Price Threshold Partnerships

100 E. Pratt St., 8th Fl.  
Baltimore, MD 21202  
(410)345-2000  
Fax: (410)345-2800  
Terral Jordan  
Preferred Investment Size: \$3,000,000 to \$5,000,000. Investment Types:

Mezzanine and special situations. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

#### Spring Capital Partners

16 W. Madison St.  
Baltimore, MD 21201  
(410)685-8000  
Fax: (410)727-1436  
E-mail: [mailbox@springcap.com](mailto:mailbox@springcap.com)  
Robert M. Stewart  
Preferred Investment Size: \$2,000,000 minimum. Investment Types: Second stage, acquisition, industry rollups, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Mid-Atlantic.

#### Arete Corporation

3 Bethesda Metro Ctr., Ste. 770  
Bethesda, MD 20814  
(301)657-6268  
Fax: (301)657-6254  
Website: <http://www.aretemicrogen.com>  
Jill Wilmoth  
Investment Types: Seed, start-up, first stage, and research and development. Industry Preferences: Alternative energy. Geographic Preferences: Entire U.S. and Canada.

#### Embryon Capital

7903 Sleaford Place  
Bethesda, MD 20814  
(301)656-6837  
Fax: (301)656-8056  
Preferred Investment Size: \$300,000 to \$1,000,000. Investment Types: Diversified. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

#### Potomac Ventures

7920 Norfolk Ave., Ste. 1100  
Bethesda, MD 20814  
(301)215-9240  
Website: <http://www.potomacventures.com>  
Preferred Investment Size: \$400,000 to \$1,000,000. Investment Types: Early stage. Industry Preferences: Internet related. Geographic Preferences: Mid Atlantic.

#### Toucan Capital Corp.

3 Bethesda Metro Center, Ste. 700  
Bethesda, MD 20814  
(301)961-1970  
Fax: (301)961-1969  
Website: <http://www.toucancapital.com>

Preferred Investment Size: \$1,000,000 to \$1,000,000. Investment Types: Early stage, seed, and start-up. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Kinetic Ventures LLC**

2 Wisconsin Cir., Ste. 620  
Chevy Chase, MD 20815  
(301)652-8066  
Fax: (301)652-8310  
Website: <http://www.kineticventures.com>  
Investment Types: Startup, first stage, second stage, and leveraged buyout. Industry Preferences: Diversified technology. Geographic Preferences: National.

**Boulder Ventures Ltd.**

4750 Owings Mills Blvd.  
Owings Mills, MD 21117  
(410)998-3114  
Fax: (410)356-5492  
Website: <http://www.boulderventures.com>  
Preferred Investment Size: \$2,000,000 to \$5,000,000. Investment Types: Early stage, expansion, first stage, and start-up. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Grotech Capital Group**

9690 Deereco Rd., Ste. 800  
Timonium, MD 21093  
(410)560-2000  
Fax: (410)560-1910  
Website: <http://www.grotech.com>  
Frank A. Adams, President and CEO  
Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: First and second stage, start-up, mezzanine, leveraged buyouts, and special situations. Industry Preferences: Diversified. Geographic Preferences: Southeast and Middle Atlantic.

**Massachusetts**

**Adams, Harkness & Hill, Inc.**

60 State St.  
Boston, MA 02109  
(617)371-3900  
Tim McMahan, Managing Director  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: Second stage, balanced, mezzanine, and special situation. Industry Preferences: Computer, consumer, electronics, business services, industrial products and

equipment, and medical. Geographic Preferences: Northeast.

**Advent International**

75 State St., 29th Fl.  
Boston, MA 02109  
(617)951-9400  
Fax: (617)951-0566  
Website: <http://www.adventinternational.com>  
Will Schmidt, Managing Director  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: Seed, first and second stage, mezzanine, leveraged buyout, special situations, research and development, and acquisitions. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

**American Research and Development**

30 Federal St.  
Boston, MA 02110-2508  
(617)423-7500  
Fax: (617)423-9655  
Maureen A. White, Administrative Manager  
Preferred Investment Size: \$100,000 minimum. Investment Types: Seed, startup, first and second stage. Industry Preferences: Diversified technology. Geographic Preferences: Northeast.

**Ascent Venture Partners**

255 State St., 5th Fl.  
Boston, MA 02109  
(617)270-9400  
Fax: (617)270-9401  
E-mail: [info@ascentvp.com](mailto:info@ascentvp.com)  
Website: <http://www.ascentvp.com>  
Leigh E. Michl, Managing Director  
Investment Types: First stage and acquisition. Industry Preferences: Diversified. Geographic Preferences: Northeast.

**Atlas Venture**

222 Berkeley St.  
Boston, MA 02116  
(617)488-2200  
Fax: (617)859-9292  
Website: <http://www.atlasventure.com>  
Preferred Investment Size: \$500,000 to \$20,000,000. Investment Types: Seed, start-up, research and development, first and second stage, mezzanine, and balanced. Industry Preferences: Communications, computer, genetic engineering, electronics, medical and health related. Geographic Pr

**Axxon Capital**

28 State St., 37th Fl.  
Boston, MA 02109  
(617)722-0980  
Fax: (617)557-6014  
Website: <http://www.axxoncapital.com>  
Preferred Investment Size: \$300,000 to \$2,500,000. Investment Types: Balanced. Industry Preferences: Communications and media. Geographic Preferences: Northeast.

**BancBoston Capital/BancBoston Ventures**

175 Federal St., 10th Fl.  
Boston, MA 02110  
(617)434-2509  
Fax: (617)434-6175  
Website: <http://www.bancbostoncapital.com>  
Frederick M. Fritz, President  
Preferred Investment Size: \$1,000,000 to \$100,000,000. Investment Types: Seed, early stage, acquisition, recaps, later stage, management buyouts, expansion, and mezzanine. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Eastern Canada.

**Boston Capital Ventures**

Old City Hall  
45 School St.  
Boston, MA 02108  
(617)227-6550  
Fax: (617)227-3847  
E-mail: [info@bcv.com](mailto:info@bcv.com)  
Website: <http://www.bcv.com>  
Alexander Wilmerding  
Preferred Investment Size: \$250,000 to \$8,000,000. Investment Types: Startup, first and second stage, recaps, and leveraged buyouts. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Boston Financial & Equity Corp.**

20 Overland St.  
PO Box 15071  
Boston, MA 02215  
(617)267-2900  
Fax: (617)437-7601  
E-mail: [debbie@bfec.com](mailto:debbie@bfec.com)  
Deborah J. Monosson, Senior Vice President  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Seed, start-up, first and second stage, leveraged buyout, mezzanine, and research and development. Industry Preferences:

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

Diversified. Geographic Preferences: National.

### **Boston Millennia Partners**

30 Rowes Wharf  
Boston, MA 02110  
(617)428-5150  
Fax: (617)428-5160  
Website: <http://www.millenniapartners.com>

Dana Callow, Managing General Partner  
Preferred Investment Size: \$5,000,000 to \$25,000,000. Investment Policies: Equity. Investment Types: First and second stage, start-up, leveraged buyout, and mezzanine. Industry Preferences: Communication, computer related, consumer services, electronics, genetic engineering, medical.

### **Bristol Investment Trust**

842A Beacon St.  
Boston, MA 02215-3199  
(617)566-5212  
Fax: (617)267-0932

E-mail: [bernardberkman@prodigy.net](mailto:bernardberkman@prodigy.net)  
Preferred Investment Size: \$100,000 minimum. Investment Policies: Equity. Investment Types: First and second stage, and mezzanine. Industry Preferences: Restaurants, retailing, consumer distribution, medical/health, and real estate. Geographic Preferences: Northeast.

### **Brook Venture Management LLC**

50 Federal St., 5th Fl.  
Boston, MA 02110  
(617)451-8989  
Fax: (617)451-2369  
Website: <http://www.brookventure.com>  
Preferred Investment Size: \$500,000 to \$2,500,000. Investment Types: Early and first stage. Industry Preferences: Diversified. Geographic Preferences: Northeast.

### **Burr, Egan, Deleage, and Co. (Boston)**

200 Clarendon St., Ste. 3800  
Boston, MA 02116  
(617)262-7770  
Fax: (617)262-9779  
Preferred Investment Size: \$2,000,000. Investment Types: No preference. Industry Preferences: Communications, computer, and medical/health related. Geographic Preferences: Entire U.S.

### **Cambridge/Samsung Partners**

One Exeter Plaza  
Ninth Fl.

Boston, MA 02116  
(617)262-4440  
Fax: (617)262-5562  
Aashish Kalra, Associate  
Preferred Investment Size: \$100,000 minimum. Investment Policies: Equity. Investment Types: Early stage. Industry Preferences: Diversified. Geographic Preferences: National.

### **Chestnut Street Partners, Inc.**

75 State St., Ste. 2500  
Boston, MA 02109  
(617)345-7220  
Fax: (617)345-7201  
E-mail: [chestnut@chestnutp.com](mailto:chestnut@chestnutp.com)  
Drew Zalkind, Senior Vice President  
Preferred Investment Size: \$100,000 to \$1,000,000. Investment Types: Seed, research and development, startup, and first stage. Industry Preferences: Diversified. Geographic Preferences: No preference.

### **Claffin Capital Management, Inc.**

10 Liberty Sq., Ste. 300  
Boston, MA 02109  
(617)426-6505  
Fax: (617)482-0016  
Website: <http://www.claffincapital.com>  
William Wilcoxson, General Partner  
Preferred Investment Size: \$100,000 minimum. Investment Types: Seed, startup, and first stage. Industry Preferences: Diversified. Geographic Preferences: Northeast.

### **Copley Venture Partners**

99 Summer St., Ste. 1720  
Boston, MA 02110  
(617)737-1253  
Fax: (617)439-0699  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: First and second stage, and start-up. Industry Preferences: Diversified. Geographic Preferences: No preference.

### **Corning Capital / Corning Technology Ventures**

121 High Street, Ste. 400  
Boston, MA 02110  
(617)338-2656  
Fax: (617)261-3864  
Website: <http://www.corningventures.com>  
Preferred Investment Size: \$100,000 to \$500,000. Investment Policies: Equity. Investment Types: Early stage. Industry

Preferences: Diversified technology. Geographic Preferences: Northeast.

### **Downer & Co.**

211 Congress St.  
Boston, MA 02110  
(617)482-6200  
Fax: (617)482-6201  
E-mail: [cdowner@downer.com](mailto:cdowner@downer.com)  
Website: <http://www.downer.com>  
Charles W. Downer  
Preferred Investment Size: \$300,000 to \$500,000. Investment Types: Start-up, first and second stage, and mezzanine. Industry Preferences: Diversified. Geographic Preferences: Northeastern U.S. and Canada.

### **Fidelity Ventures**

82 Devonshire St.  
Boston, MA 02109  
(617)563-6370  
Fax: (617)476-9023  
Website: <http://www.fidelityventures.com>  
Neal Yanofsky, Vice President  
Preferred Investment Size: \$1,000,000 to \$10,000,000. Investment Types: Startup, first and second stage, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Northeast.

### **Greylock Management Corp. (Boston)**

1 Federal St.  
Boston, MA 02110-2065  
(617)423-5525  
Fax: (617)482-0059  
Chris Surowiec  
Preferred Investment Size: \$250,000 minimum. Investment Types: Seed, startup, first and early stage, and expansion. Industry Preferences: Diversified. Geographic Preferences: No preference.

### **Gryphon Ventures**

222 Berkeley St., Ste.1600  
Boston, MA 02116  
(617)267-9191  
Fax: (617)267-4293  
E-mail: [all@gryphoninc.com](mailto:all@gryphoninc.com)  
Andrew J. Atkinson, Vice President  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: Startup, first stage, second stage. Industry Preferences: Energy/natural resources, genetic engineering, and industrial products and equipment. Geographic Preferences: National.

**Halpern, Denny & Co.**

500 Boylston St.  
Boston, MA 02116  
(617)536-6602  
Fax: (617)536-8535  
David P. Malm, Partner  
Preferred Investment Size: \$5,000,000 to \$40,000,000. Investment Types: First stage, second stage, control-black purchases, and leveraged buyouts. Industry Preferences: Consumer related, Internet and computer related, communications, industrial/energy, and medical/health. Geographic

**Harbourvest Partners, LLC**

1 Financial Center, 44th Fl.  
Boston, MA 02111  
(617)348-3707  
Fax: (617)350-0305  
Website: <http://www.hvpllc.com>  
Kevin Delbridge, Managing Partner  
Preferred Investment Size: \$5,000,000 minimum. Investment Types: All types. Industry Preferences: Diversified. Geographic Preferences: No preference.

**Highland Capital Partners**

2 International Pl.  
Boston, MA 02110  
(617)981-1500  
Fax: (617)531-1550  
E-mail: [info@hcp.com](mailto:info@hcp.com)  
Website: <http://www.hcp.com>  
Keith Benjamin, General Partner  
Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Seed, startup, and early, first and second stage. Industry Preferences: Communications, computer and Internet related, genetic engineering, and medical/health related. Geographic Preferences: Entire U.S. and Canada.

**Lee Munder Venture Partners**

John Hancock Tower T-53  
200 Clarendon St.  
Boston, MA 02103  
(617)380-5600  
Fax: (617)380-5601  
Website: <http://www.leemunder.com>  
Investment Types: Early, first, second, and later stage; expansion; mezzanine; seed; start-up; and special situation. Industry Preferences: Diversified. Geographic Preferences: East Coast, Mid Atlantic, Northeast, and Southeast.

**M/C Venture Partners**

75 State St., Ste. 2500

Boston, MA 02109  
(617)345-7200  
Fax: (617)345-7201  
Website: <http://www.mcventurepartners.com>  
Matthew J. Rubins  
Preferred Investment Size: \$5,000,000 to \$20,000,000. Investment Types: Early stage. Industry Preferences: Communications, computer software and services, Internet related. Geographic Preferences: Entire U.S. and Canada.

**Massachusetts Capital Resources Co.**

420 Boylston St.  
Boston, MA 02116  
(617)536-3900  
Fax: (617)536-7930  
William J. Torpey, Jr., President  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Policies: Equity. Investment Types: Second stage, leveraged buyout, and mezzanine. Industry Preferences: No preference. Geographic Preferences: Northeast.

**Massachusetts Technology Development Corp. (MTDC)**

148 State St.  
Boston, MA 02109  
(617)723-4920  
Fax: (617)723-5983  
E-mail: [jhodgman@mtdc.com](mailto:jhodgman@mtdc.com)  
Website: <http://www.mtdc.com>  
John F. Hodgman, President  
Preferred Investment Size: \$200,000 to \$1,000,000. Investment Types: Early, seed, and startup. Industry Preferences: Diversified. Geographic Preferences: Massachusetts.

**New England Partners**

One Boston Place, Ste. 2100  
Boston, MA 02108  
(617)624-8400  
Fax: (617)624-8999  
Website: <http://www.nepartners.com>  
Christopher P. Young  
Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: Balanced, early, and first and second stage. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**North Hill Ventures**

Ten Post Office Square  
11th Fl.  
Boston, MA 02109  
(617)788-2112  
Fax: (617)788-2152

Website: <http://www.northhillventures.com>  
Preferred Investment Size: \$1,500,000 to \$7,000,000. Investment Types: Balanced, expansion, and later and second stage. Industry Preferences: Communications, computer software, Internet related, consumer and retail related, business services, and financial services. Geographic Prefer

**OneLiberty Ventures**

150 Cambridge Park Dr.  
Boston, MA 02140  
(617)492-7280  
Fax: (617)492-7290  
Website: <http://www.oneliberty.com>  
Stephen J. McCullen, General Partner  
Preferred Investment Size: \$1,000,000 to \$8,000,000. Investment Policies: Equity. Investment Types: Early and late stage. Industry Preferences: Diversified technology. Geographic Preferences: Northeast.

**Schroder Ventures**

Life Sciences  
60 State St., Ste. 3650  
Boston, MA 02109  
(617)367-8100  
Fax: (617)367-1590  
Website: <http://www.shroderventures.com>  
Preferred Investment Size: \$250,000 minimum. Investment Types: Balanced, first stage, leveraged buyout, mezzanine, second stage, special situation, and start-up. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

**Shawmut Capital Partners**

75 Federal St., 18th Fl.  
Boston, MA 02110  
(617)368-4900  
Fax: (617)368-4910  
Website: <http://www.shawmutcapital.com>  
Daniel Doyle, Managing Director  
Preferred Investment Size: \$5,000,000 minimum. Investment Types: Startup, first stage, second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Financial services and applications. Geographic Preferences: Entire U.S. and Canada.

**Solstice Capital LLC**

15 Broad St., 3rd Fl.  
Boston, MA 02109

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

(617)523-7733  
Fax: (617)523-5827  
E-mail: [solticecapital@solcap.com](mailto:solticecapital@solcap.com)  
Henry Newman, Partner  
Preferred Investment Size: \$250,000 to \$1,000,000. Investment Types: Early and seed. Industry Preferences: Diversified. Geographic Preferences: Northeast, Rocky Mountain, Southwest, West Coast.

### **Spectrum Equity Investors**

One International Pl., 29th Fl.  
Boston, MA 02110  
(617)464-4600  
Fax: (617)464-4601  
Website: <http://www.spectrumequity.com>  
William Collatos, Managing General Partner  
Preferred Investment Size: \$5,000,000 minimum. Investment Types: Balanced. Industry Preferences: Communications and computer related. Geographic Preferences: U.S. and Canada.

### **Spray Venture Partners**

One Walnut St.  
Boston, MA 02108  
(617)305-4140  
Fax: (617)305-4144  
Website: <http://www.sprayventure.com>  
Preferred Investment Size: \$50,000 to \$4,000,000. Investment Policies: Equity. Investment Types: Seed, start-up, first and second stage, and research and development. Industry Preferences: Medical and health related, and genetic engineering. Geographic Preferences: National.

### **The Still River Fund**

100 Federal St., 29th Fl.  
Boston, MA 02110  
(617)348-2327  
Fax: (617)348-2371  
Website: <http://www.stillriverfund.com>  
Preferred Investment Size: \$300,000 to \$4,000,000. Investment Types: Early stage, expansion, first and second stage, seed, and start-up. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### **Summit Partners**

600 Atlantic Ave., Ste. 2800  
Boston, MA 02210-2227  
(617)824-1000  
Fax: (617)824-1159  
Website: <http://www.summitpartners.com>

Christopher W. Sheeline  
Preferred Investment Size: \$1,500,000 minimum. Investment Types: First and second stage, mezzanine, leveraged buyout, special situations, and control block purchases. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

### **TA Associates, Inc. (Boston)**

High Street Tower  
125 High St., Ste. 2500  
Boston, MA 02110  
(617)574-6700  
Fax: (617)574-6728  
Website: <http://www.ta.com>  
Brian Conway, Managing Director  
Preferred Investment Size: \$60,000,000 maximum. Investment Types: Leveraged buyout, special situations, control block purchases. Industry Preferences: Diversified. Geographic Preferences: No preference.

### **TVM Techno Venture Management**

101 Arch St., Ste. 1950  
Boston, MA 02110  
(617)345-9320  
Fax: (617)345-9377  
E-mail: [info@tvmvc.com](mailto:info@tvmvc.com)  
Website: <http://www.tvmvc.com>  
Helmut Schuehler, Partner  
Investment Types: Seed, start-up, first and early stage. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### **UNC Ventures**

64 Burough St.  
Boston, MA 02130-4017  
(617)482-7070  
Fax: (617)522-2176  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Leveraged buyout, mezzanine, and second stage. Industry Preferences: Radio and television broadcasting, environmental related, and financial services. Geographic Preferences: Entire U.S.

### **Venture Investment Management Company (VIMAC)**

177 Milk St.  
Boston, MA 02190-3410  
(617)292-3300  
Fax: (617)292-7979  
E-mail: [bzeisig@vimac.com](mailto:bzeisig@vimac.com)  
Website: <http://www.vimac.com>  
Preferred Investment Size: \$1,000,000 to \$7,000,000. Investment Types: Seed,

startup, first and second stage. Industry Preferences: Diversified technology. Geographic Preferences: Northeast U.S. and Eastern Canada.

### **MDT Advisers, Inc.**

125 Cambridge Park Dr.  
Cambridge, MA 02140-2314  
(617)234-2200  
Fax: (617)234-2210  
Website: <http://www.mdta.com>  
Michael E.A. O'Malley  
Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Early stage and expansion. Industry Preferences: Diversified. Geographic Preferences: Northeast.

### **TTC Ventures**

One Main St., 6th Fl.  
Cambridge, MA 02142  
(617)528-3137  
Fax: (617)577-1715  
E-mail: [info@ttcventures.com](mailto:info@ttcventures.com)  
Investment Types: Seed, startup, first stage, second stage, and mezzanine. Industry Preferences: Computer related. Geographic Preferences: National.

### **Zero Stage Capital Co. Inc.**

101 Main St., 17th Fl.  
Cambridge, MA 02142  
(617)876-5355  
Fax: (617)876-1248  
Website: <http://www.zerostage.com>  
Paul Kelley, President  
Preferred Investment Size: \$10,000 to \$15,000,000. Investment Types: Early and later stage. Industry Preferences: Diversified technology. Geographic Preferences: Entire U.S.

### **Atlantic Capital**

164 Cushing Hwy.  
Cohasset, MA 02025  
(617)383-9449  
Fax: (617)383-6040  
E-mail: [info@atlanticcap.com](mailto:info@atlanticcap.com)  
Website: <http://www.atlanticcap.com>  
Preferred Investment Size: \$300,000 to \$500,000. Investment Types: Startup and first stage. Industry Preferences: Diversified. Geographic Preferences: National.

### **Seacoast Capital Partners**

55 Ferncroft Rd.  
Danvers, MA 01923  
(978)750-1300  
Fax: (978)750-1301  
E-mail: [gdeli@seacoastcapital.com](mailto:gdeli@seacoastcapital.com)



Website: <http://www.seacoastcapital.com>  
 Gregory A. Hulecki  
 Preferred Investment Size: \$3,000,000 minimum. Investment Policies: Loans and equity investments. Investment Types: Second stage, industry rollups, leveraged buyout, mezzanine, and special situations. Industry Preferences: Diversified. Geographic Preferences: National.

**Sage Management Group**

44 South Street  
 PO Box 2026  
 East Dennis, MA 02641  
 (508)385-7172  
 Fax: (508)385-7272  
 E-mail: [sagemgt@capecod.net](mailto:sagemgt@capecod.net)  
 Charles Bauer  
 Preferred Investment Size: \$500,000 to \$1,000,000. Investment Policies: Equity. Investment Types: First and second stage, leveraged buyout, mezzanine, and special situations. Industry Preferences: Diversified technology. Geographic Preferences: National.

**Applied Technology**

1 Cranberry Hill  
 Lexington, MA 02421-7397  
 (617)862-8622  
 Fax: (617)862-8367  
 Ellie McCormack, Analyst  
 Preferred Investment Size: \$100,000 to \$2,000,000. Investment Types: Seed, startup, first and second stage, leveraged buyout, and research and development. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Royalty Capital Management**

5 Downing Rd.  
 Lexington, MA 02421-6918  
 (781)861-8490  
 Preferred Investment Size: \$100,000 to \$300,000. Investment Types: Startup, first stage, second stage, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Northeast.

**Argo Global Capital**

210 Broadway, Ste. 101  
 Lynnfield, MA 01940  
 (781)592-5250  
 Fax: (781)592-5230  
 Website: <http://www.gsmcapital.com>  
 Investment Types: Balanced and expansion. Industry Preferences: Communications, computer, and

Internet related. Geographic Preferences: No preference.

**Industry Ventures**

6 Bayne Lane  
 Newburyport, MA 01950  
 (978)499-7606  
 Fax: (978)499-0686  
 Website: <http://www.industryventures.com>  
 Preferred Investment Size: \$250,000 to \$2,000,000. Investment Types: Early, first, and second stage; seed, start-up. Industry Preferences: Wireless communications, computer software, Internet related, retail, and media. Geographic Preferences: Mid Atlantic, Northeast, West Coast.

**Softbank Capital Partners**

10 Langley Rd., Ste. 202  
 Newton Center, MA 02459  
 (617)928-9300  
 Fax: (617)928-9305  
 E-mail: [clax@bvc.com](mailto:clax@bvc.com)  
 Gary Rieschel  
 Investment Types: Seed, startup, first stage, second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Communications and Internet. Geographic Preferences: Entire U.S. and Canada.

**Advanced Technology Ventures (Boston)**

281 Winter St., Ste. 350  
 Waltham, MA 02451  
 (781)290-0707  
 Fax: (781)684-0045  
 E-mail: [info@atvcapital.com](mailto:info@atvcapital.com)  
 Website: <http://www.atvcapital.com>  
 Preferred Investment Size: \$15,000,000 to \$35,000,000. Investment Types: Startup, first stage, second stage, and balanced. Industry Preferences: Diversified. Geographic Preferences: No preference.

**Castile Ventures**

890 Winter St., Ste. 140  
 Waltham, MA 02451  
 (781)890-0060  
 Fax: (781)890-0065  
 Website: <http://www.castileventures.com>  
 Preferred Investment Size: \$100,000 to \$15,000,000. Investment Types: Early, first, and second stage; seed; and start-up. Industry Preferences: Communications and media, and Internet related. Geographic Preferences: Mid Atlantic, Northeast, and Southeast.

**Charles River Ventures**

1000 Winter St., Ste. 3300  
 Waltham, MA 02451  
 (781)487-7060  
 Fax: (781)487-7065  
 Website: <http://www.crv.com>  
 Richard M. Burnes, Jr., General Partner  
 Preferred Investment Size: \$1,000,000 to \$20,000,000. Investment Types: Seed, startup, first and second stage. Industry Preferences: Diversified. Geographic Preferences: No preference.

**Comdisco Venture Group (Waltham)**

Totton Pond Office Center  
 400-1 Totten Pond Rd.  
 Waltham, MA 02451  
 (617)672-0250  
 Fax: (617)398-8099  
 Preferred Investment Size: \$300,000 to \$20,000,000. Investment Types: Seed, startup, first and second stage. Industry Preferences: Diversified. Geographic Preferences: National.

**Marconi Ventures**

890 Winter St., Ste. 310  
 Waltham, MA 02451  
 (781)839-7177  
 Fax: (781)522-7477  
 Website: <http://www.marconi.com>  
 Preferred Investment Size: \$1,000,000 to \$10,000,000. Investment Types: Balanced; first, second, and later stage; and start-up. Industry Preferences: Diversified. Geographic Preferences: U.S. and Canada.

**Matrix Partners**

Bay Colony Corporate Center  
 1000 Winter St., Ste.4500  
 Waltham, MA 02451  
 (781)890-2244  
 Fax: (781)890-2288  
 Website: <http://www.matrixpartners.com>  
 Andrew Marcuvitz, General Partner  
 Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Startup, first and second stage, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**North Bridge Venture Partners**

950 Winter St. Ste. 4600  
 Waltham, MA 02451  
 (781)290-0004  
 Fax: (781)290-0999  
 E-mail: [eta@nbvp.com](mailto:eta@nbvp.com)

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

Preferred Investment Size: \$2,000,000 to \$3,000,000. Investment Types: Seed, research and development, startup, first and second stage. Industry Preferences: Communications, computer related, medical/health, and electronics. Geographic Preferences: Entire U.S. and Canada.

### **Polaris Venture Partners**

Bay Colony Corporate Ctr.  
1000 Winter St., Ste. 3500  
Waltham, MA 02451  
(781)290-0770  
Fax: (781)290-0880  
E-mail: [partners@polarisventures.com](mailto:partners@polarisventures.com)  
Website: <http://www.polarisventures.com>

Michael Hirschland  
Preferred Investment Size: \$250,000 to \$15,000,000. Investment Types: Seed, startup, first and second stages. Industry Preferences: Information technology, medical and health related. Geographic Preferences: National.

### **Seaflower Ventures**

Bay Colony Corporate Ctr.  
1000 Winter St. Ste. 1000  
Waltham, MA 02451  
(781)466-9552  
Fax: (781)466-9553  
E-mail: [moot@seaflower.com](mailto:moot@seaflower.com)  
Website: <http://www.seaflower.com>  
Alexander Moot, Partner  
Investment Types: Seed, research and development, startup, first and second stage, recaps, and strategic alliances. Industry Preferences: Diversified technology. Geographic Preferences: Eastern U.S. and Midwest.

### **Ampersand Ventures**

55 William St., Ste. 240  
Wellesley, MA 02481  
(617)239-0700  
Fax: (617)239-0824  
E-mail: [info@ampersandventures.com](mailto:info@ampersandventures.com)  
Website: <http://www.ampersandventures.com>

Paul C. Zigman, Partner  
Preferred Investment Size: \$5,000,000 to \$15,000,000. Investment Types: All types. Industry Preferences: Diversified. Geographic Preferences: No preference.

### **Battery Ventures (Boston)**

20 William St., Ste. 200  
Wellesley, MA 02481  
(781)577-1000

Fax: (781)577-1001  
Website: <http://www.battery.com>  
David A. Hartwig  
Preferred Investment Size: \$3,000,000 to \$35,000,000. Investment Types: Seed, startup, first and second stage, mezzanine, and leveraged buyout. Industry Preferences: Communications, computer, computer and communications distribution. Geographic Preferences: No preference.

### **Commonwealth Capital Ventures, L.P.**

20 William St., Ste.225  
Wellesley, MA 02481  
(781)237-7373  
Fax: (781)235-8627  
Website: <http://www.ccvlp.com>  
Preferred Investment Size: \$500,000 to \$5,000,000. Investment Policies: Equity. Investment Types: Seed, start-up, first stage, leveraged buyout, mezzanine, and special situation. Industry Preferences: Diversified communication and computer technology, consumer products and services,

### **Fowler, Anthony & Company**

20 Walnut St.  
Wellesley, MA 02481  
(781)237-4201  
Fax: (781)237-7718  
Preferred Investment Size: \$4,000,000 to \$5,000,000. Investment Types: All types. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

### **Gemini Investors**

20 William St.  
Wellesley, MA 02481  
(781)237-7001  
Fax: (781)237-7233  
C. Redington Barrett, III, Managing Director  
Investment Types: Second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: National.

### **Grove Street Advisors Inc.**

20 William St., Ste. 230  
Wellesley, MA 02481  
(781)263-6100  
Fax: (781)263-6101  
Website: <http://www.grovestreetadvisors.com>  
Preferred Investment Size: \$1,000,000 to \$7,500,000. Investment Types: First stage,

mezzanine, second stage, special situation, and start-up. Industry Preferences: Diversified. Geographic Preferences: U.S.

### **Mees Pierson Investeringsmaat B.V.**

20 William St., Ste. 210  
Wellesley, MA 02482  
(781)239-7600  
Fax: (781)239-0377  
Dennis P. Cameron  
Investment Types: First and second stage, and start-up. Industry Preferences: Diversified technology. Geographic Preferences: Entire U.S. and Canada.

### **Norwest Equity Partners**

40 William St., Ste. 305  
Wellesley, MA 02481-3902  
(781)237-5870  
Fax: (781)237-6270  
Website: <http://www.norwestvp.com>  
Charles B. Lennin  
Preferred Investment Size: \$1,000,000 to \$25,000,000. Investment Types: Seed, early and later stage, and expansion. Industry Preferences: Diversified. Geographic Preferences: National.

### **Bessemer Venture Partners (Wellesley Hills)**

83 Walnut St.  
Wellesley Hills, MA 02481  
(781)237-6050  
Fax: (781)235-7576  
E-mail: [travis@bvpny.com](mailto:travis@bvpny.com)  
Website: <http://www.bvp.com>  
Preferred Investment Size: \$100,000 to \$15,000,000. Investment Types: Seed, start-up, early stage, first and second stage, and expansion. Industry Preferences: Communications, computer related, consumer products, distribution, and electronics. Geographic Preferences: National.

### **Venture Capital Fund of New England**

20 Walnut St., Ste. 120  
Wellesley Hills, MA 02481-2175  
(781)239-8262  
Fax: (781)239-8263  
E-mail: [kjdvfcne3@aol.com](mailto:kjdvfcne3@aol.com)  
Kevin J. Dougherty, General Partner  
Preferred Investment Size: \$750,000 to \$3,000,000. Investment Types: Startup, first and second stage. Industry Preferences: Diversified. Geographic Preferences: Northeast.

### **Prism Venture Partners**

100 Lowder Brook Dr., Ste. 2500

Westwood, MA 02090  
(781)302-4000  
Fax: (781)302-4040  
E-mail: [dwbaum@prismventure.com](mailto:dwbaum@prismventure.com)  
Preferred Investment Size: \$2,000,000 to \$10,000,000. Investment Types: Startup, first stage, second stage, and mezzanine. Industry Preferences: Communications, computer and Internet related, electronic components and instrumentation, medical and health. Geographic Preferences: U.S.

**Palmer Partners LP**

200 Unicorn Park Dr.  
Woburn, MA 01801  
(781)933-5445  
Fax: (781)933-0698  
John Shane  
Preferred Investment Size: \$250,000 to \$1,000,000. Investment Types: Startup, first and second stage, and special situations. Industry Preferences: Communications, computer, energy/natural resources, industrial, education, finance, and publishing. Geographic Preferences: Northeast, S

**Michigan**

**Arbor Partners, L.L.C.**

130 South First St.  
Ann Arbor, MI 48104  
(734)668-9000  
Fax: (734)669-4195  
Website: <http://www.arborpartners.com>  
Preferred Investment Size: \$250,000 minimum. Investment Policies: Equity. Investment Types: Early and expansion. Industry Preferences: Diversified technology. Geographic Preferences: Midwest.

**EDF Ventures**

425 N. Main St.  
Ann Arbor, MI 48104  
(734)663-3213  
Fax: (734)663-7358  
E-mail: [edf@edfvc.com](mailto:edf@edfvc.com)  
Website: <http://www.edfvc.com>  
Mary Campbell, Partner  
Preferred Investment Size: \$500,000 to \$10,000,000. Investment Types: Seed, startup, first stage, second stage, expansion, and research and development. Industry Preferences: Diversified technology. Geographic Preferences: Midwest.

**White Pines Management, L.L.C.**

2401 Plymouth Rd., Ste. B  
Ann Arbor, MI 48105  
(734)747-9401  
Fax: (734)747-9704  
E-mail: [ibund@whitepines.com](mailto:ibund@whitepines.com)  
Website: <http://www.whitepines.com>  
Preferred Investment Size: \$1,000,000 to \$4,000,000. Investment Types: Second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Southeast and Midwest.

**Wellmax, Inc.**

3541 Bendway Blvd., Ste. 100  
Bloomfield Hills, MI 48301  
(248)646-3554  
Fax: (248)646-6220  
Preferred Investment Size: \$100,000 to \$1,000,000. Investment Policies: Equity. Investment Types: Start-up, early and late stage, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Midwest, Southeast.

**Venture Funding, Ltd.**

Fisher Bldg.  
3011 West Grand Blvd., Ste. 321  
Detroit, MI 48202  
(313)871-3606  
Fax: (313)873-4935  
Monis Schuster, Vice President  
Preferred Investment Size: \$1,000,000 minimum. Investment Policies: Equity. Investment Types: Startup, seed, leveraged buyout, research and development, and special situations. Industry Preferences: Diversified. Geographic Preferences: National.

**Investcare Partners L.P. / GMA Capital LLC**

32330 W. Twelve Mile Rd.  
Farmington Hills, MI 48334  
(248)489-9000  
Fax: (248)489-8819  
E-mail: [gma@gmacapital.com](mailto:gma@gmacapital.com)  
Website: <http://www.gmacapital.com>  
Malcolm Moss, Managing Director  
Investment Types: Second stage and leveraged buyout. Industry Preferences: Medical and health related. Geographic Preferences: National.

**Liberty Bidco Investment Corp.**

30833 Northwestern Highway, Ste. 211  
Farmington Hills, MI 48334  
(248)626-6070

Fax: (248)626-6072  
James Zabriskie, Vice President  
Preferred Investment Size: \$500,000 minimum. Investment Types: Second stage, leveraged buyout, mezzanine, and special situations. Industry Preferences: Diversified. Geographic Preferences: Midwestern U.S. and Ontario, Canada.

**Seaflower Ventures**

5170 Nicholson Rd.  
PO Box 474  
Fowlerville, MI 48836  
(517)223-3335  
Fax: (517)223-3337  
E-mail: [gibbons@seaflower.com](mailto:gibbons@seaflower.com)  
Website: <http://www.seaflower.com>  
M. Christine Gibbons, Partner  
Investment Types: Seed, research and development, startup, recaps, strategic alliances, first and second stage. Industry Preferences: Genetic engineering, industrial products and equipment, medical and health related. Geographic Preferences: Midwest, Northeast, and Mid Atlantic.

**Ralph Wilson Equity Fund LLC**

15400 E. Jefferson Ave.  
Gross Pointe Park, MI 48230  
(313)821-9122  
Fax: (313)821-9101  
Website: <http://www.RalphWilsonEquityFund.com>  
J. Skip Simms, President  
Preferred Investment Size: \$200,000 to \$1,000,000. Investment Types: Balanced, early stage, expansion, and first and second stage. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Minnesota**

**Development Corp. of Austin**

1900 Eighth Ave., NW  
Austin, MN 55912  
(507)433-0346  
Fax: (507)433-0361  
E-mail: [dca@smig.net](mailto:dca@smig.net)  
Website: <http://www.spamtownusa.com>  
Preferred Investment Size: \$100,000. Investment Types: Startup, seed, and first stage. Industry Preferences: Diversified. Geographic Preferences: No preference.

**Northeast Ventures Corp.**

802 Alworth Bldg.  
Duluth, MN 55802  
(218)722-9915

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

Fax: (218)722-9871  
Greg Sandbulte, President  
Preferred Investment Size: \$100,000 to \$500,000. Investment Policies: Equity.  
Investment Types: Startup, early and late stage, mezzanine, leveraged buyout, and research and development. Industry Preferences: No preference. Geographic Preferences: Midwest.

### **Medical Innovation Partners, Inc.**

6450 City West Pkwy.  
Eden Prairie, MN 55344-3245  
(612)828-9616  
Fax: (612)828-9596  
Mark B. Knudson, Ph.D., Managing Partner  
Preferred Investment Size: \$100,000 to \$5,000,000. Investment Types: Seed, startup, and first stage. Industry Preferences: Medical technology and healthcare, and communications. Geographic Preferences: Northwest and Midwest.

### **St. Paul Venture Capital, Inc.**

10400 Vicking Dr., Ste. 550  
Eden Prairie, MN 55344  
(612)995-7474  
Fax: (612)995-7475  
Website: <http://www.stpaulvc.com>  
Preferred Investment Size: \$500,000 minimum. Investment Types: Early stage. Industry Preferences: Diversified. Geographic Preferences: California, Massachusetts, and Minnesota.

### **Cherry Tree Investments, Inc.**

7601 France Ave. S, Ste. 150  
Edina, MN 55435  
(612)893-9012  
Fax: (612)893-9036  
Website: <http://www.cherrytree.com>  
Sandy Trump  
Preferred Investment Size: \$100,000 minimum. Investment Types: Balanced and early second stage. Industry Preferences: Diversified. Geographic Preferences: Midwest.

### **Shared Ventures, Inc.**

6550 York Ave. S  
Edina, MN 55435  
(612)925-3411  
Howard Weiner  
Preferred Investment Size: \$100,000 to \$300,000. Investment Types: First and second stage, start-up, leveraged buyout, control-block purchases, and special situations. Industry Preferences:

Consumer, electronics, distribution, energy/natural resources, industrial products and equipme

### **Sherpa Partners LLC**

5050 Lincoln Dr., Ste. 490  
Edina, MN 55436  
(952)942-1070  
Fax: (952)942-1071  
Website: <http://www.sherpapartners.com>  
Preferred Investment Size: \$250,000 to \$5,000,000. Investment Types: Early stage. Industry Preferences: Telecommunications, computer software, and Internet related. Geographic Preferences: Midwest.

### **Affinity Capital Management**

901 Marquette Ave., Ste. 1810  
Minneapolis, MN 55402  
(612)252-9900  
Fax: (612)252-9911  
Website: <http://www.affinitycapital.com>  
Edson W. Spencer  
Preferred Investment Size: \$250,000 to \$1,100,000. Investment Types: Seed, startup, first and second stage. Industry Preferences: Medical/Health related, Internet and computer related. Geographic Preferences: Midwest.

### **Artesian Capital**

1700 Foshay Tower  
821 Marquette Ave.  
Minneapolis, MN 55402  
(612)334-5600  
Fax: (612)334-5601  
E-mail: [artesian@artesian.com](mailto:artesian@artesian.com)  
Frank B. Bennett, President  
Preferred Investment Size: \$300,000 to \$500,000. Investment Types: Seed, research and development, leveraged buyout, and startup. Industry Preferences: Diversified. Geographic Preferences: Midwest.

### **Coral Ventures**

60 S. 6th St., Ste. 3510  
Minneapolis, MN 55402  
(612)335-8666  
Fax: (612)335-8668  
Website: <http://www.coralventures.com>  
Preferred Investment Size: \$1,000,000 to \$11,000,000. Investment Types: Seed, startup, first and second stage. Industry Preferences: Diversified technology. Geographic Preferences: No preference.

### **Crescendo Venture Management, L.L.C.**

800 LaSalle Ave., Ste. 2250

Minneapolis, MN 55402  
(612)607-2800  
Fax: (612)607-2801  
Website: <http://www.crescendoventures.com>  
Jeffrey R. Tollefson, Partner  
Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: Startup, seed, early and late stage. Industry Preferences: Diversified information technology. Geographic Preferences: U.S. and Canada.

### **Gideon Hixon Venture**

1900 Foshay Tower  
821 Marquette Ave.  
Minneapolis, MN 55402  
(612)904-2314  
Fax: (612)204-0913  
E-mail: [bkwhitney@gideonhixon.com](mailto:bkwhitney@gideonhixon.com)  
Preferred Investment Size: \$300,000 to \$500,000. Investment Policies: Equity. Investment Types: Startup, seed, early and late stage. Industry Preferences: Diversified communication and computer technology, medical/health, and electronics. Geographic Preferences: West Coast.

### **Norwest Equity Partners**

3600 IDS Center  
80 S. 8th St.  
Minneapolis, MN 55402  
(612)215-1600  
Fax: (612)215-1601  
Website: <http://www.norwestvp.com>  
Charles B. Lennin, Partner  
Preferred Investment Size: \$1,000,000 to \$25,000,000. Investment Policies: Equity. Investment Types: Seed, expansion, early and later stage. Industry Preferences: Diversified. Geographic Preferences: National.

### **Oak Investment Partners (Minneapolis)**

4550 Norwest Center  
90 S. 7th St.  
Minneapolis, MN 55402  
(612)339-9322  
Fax: (612)337-8017  
Website: <http://www.oakinv.com>  
Preferred Investment Size: \$250,000 to \$5,000,000. Investment Types: Startup, first stage, second and late stage, leveraged buyout, control-block purchases, open market, and special situations. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Pathfinder Venture Capital Funds (Minneapolis)**

7300 Metro Blvd., Ste. 585  
 Minneapolis, MN 55439  
 (612)835-1121  
 Fax: (612)835-8389  
 E-mail: jahrens620@aol.com  
 Jack K. Ahrens, II, Investment Officer  
 Preferred Investment Size: \$2,000,000 minimum. Investment Types: Seed, startup, first and second stage, mezzanine, leveraged buyouts, and special situations. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

**U.S. Bancorp Piper Jaffray Ventures, Inc.**

800 Nicollet Mall, Ste. 800  
 Minneapolis, MN 55402  
 (612)303-5686  
 Fax: (612)303-1350  
 Website: <http://www.paperjaffreyventures.com>  
 Preferred Investment Size: \$250,000 minimum. Investment Types: Early and late stage, and mezzanine. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**The Food Fund, Ltd. Partnership**

5720 Smatana Dr., Ste. 300  
 Minnetonka, MN 55343  
 (612)939-3950  
 Fax: (612)939-8106  
 John Trucano, Managing General Partner  
 Preferred Investment Size: \$800,000 minimum. Investment Types: Startup, first and second stage, leveraged buyout, and special situations. Industry Preferences: Consumer related, industrial and energy, and electronics. Geographic Preferences: Entire U.S.

**Mayo Medical Ventures**

200 First St. SW  
 Rochester, MN 55905  
 (507)266-4586  
 Fax: (507)284-5410  
 Website: <http://www.mayo.edu>  
 Preferred Investment Size: \$1,000,000 minimum. Investment Types: Early stage. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Missouri**

**Bankers Capital Corp.**

3100 Gillham Rd.

Kansas City, MO 64109  
 (816)531-1600  
 Fax: (816)531-1334  
 Lee Glasnapp, Vice President  
 Preferred Investment Size: \$100,000 minimum. Investment Types: Leveraged buyout. Industry Preferences: Consumer product and electronics distribution, and industrial equipment and machinery. Geographic Preferences: Midwest.

**Capital for Business, Inc. (Kansas City)**

1000 Walnut St., 18th Fl.  
 Kansas City, MO 64106  
 (816)234-2357  
 Fax: (816)234-2952  
 Website: <http://www.capitalforbusiness.com>  
 Hollis A. Huels  
 Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Expansion, leveraged and management buyouts, and later stage. Industry Preferences: Diversified. Geographic Preferences: Midwest.

**De Vries & Co. Inc.**

800 West 47th St.  
 Kansas City, MO 64112  
 (816)756-0055  
 Fax: (816)756-0061  
 Preferred Investment Size: \$500,000 minimum. Investment Types: Acquisition, expansion, later stage, leveraged and management buyout, mezzanine, private placement, recaps, and second stage. Industry Preferences: Diversified. Geographic Preferences: No preference.

**InvestAmerica Venture Group Inc. (Kansas City)**

Commerce Tower  
 911 Main St., Ste. 2424  
 Kansas City, MO 64105  
 (816)842-0114  
 Fax: (816)471-7339  
 Kevin F. Mullane, Vice President  
 Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: First and second stage, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Kansas City Equity Partners**

233 W. 47th St.  
 Kansas City, MO 64112  
 (816)960-1771  
 Fax: (816)960-1777

Website: <http://www.kcep.com>  
 Preferred Investment Size: \$2,000,000 to \$8,000,000. Investment Types: Start-up, early stage, expansion, and joint ventures. Industry Preferences: Diversified. Geographic Preferences: Midwest.

**Bome Investors, Inc.**

8000 Maryland Ave., Ste. 1190  
 St. Louis, MO 63105  
 (314)721-5707  
 Fax: (314)721-5135  
 Website: <http://www.gatewayventures.com>  
 Gregory R. Johnson  
 Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Startup, early and late stage. Industry Preferences: Diversified. Geographic Preferences: Midwest.

**Capital for Business, Inc. (St. Louis)**

11 S. Meramac St., Ste. 1430  
 St. Louis, MO 63105  
 (314)746-7427  
 Fax: (314)746-8739  
 Website: <http://www.capitalforbusiness.com>  
 Hollis A. Huels  
 Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Expansion, leveraged and management buyouts, and later stage. Industry Preferences: Diversified. Geographic Preferences: Midwest.

**Crown Capital Corp.**

540 Maryville Centre Dr., Ste. 120  
 Saint Louis, MO 63141  
 (314)576-1201  
 Fax: (314)576-1525  
 Website: <http://www.crown-cap.com>  
 Investment Types: Control-block purchases, first stage, leveraged buyout, mezzanine, second stage, and special situation. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

**Gateway Associates L.P.**

8000 Maryland Ave., Ste. 1190  
 St. Louis, MO 63105  
 (314)721-5707  
 Fax: (314)721-5135  
 John S. McCarthy, Managing General Partner  
 Preferred Investment Size: \$1,000,000 minimum. Investment Types: Start-up, second stage, mezzanine, leveraged

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

buyout, special situations, control block purchases. Industry Preferences: Communications, computer related, electronics, and hospital and other institutional management. Geo

### **Harbison Corp.**

8112 Maryland Ave., Ste. 250  
Saint Louis, MO 63105  
(314)727-8200  
Fax: (314)727-0249

Keith Harbison

Preferred Investment Size: \$500,000 minimum. Investment Types: Control-block purchases, leveraged buyout, and special situation. Industry Preferences: Diversified. Geographic Preferences: Mid Atlantic and Southeast; Ontario and Quebec, Canada.

## **Nebraska**

### **Heartland Capital Fund, Ltd.**

PO Box 642117  
Omaha, NE 68154  
(402)778-5124  
Fax: (402)445-2370  
Website: [http://](http://www.heartlandcapitalfund.com)

[www.heartlandcapitalfund.com](http://www.heartlandcapitalfund.com)

John G. Gustafson, Vice President

Preferred Investment Size: \$500,000 to \$3,000,000. Investment Policies: Equity. Investment Types: First and second stage, and expansion. Industry Preferences: Diversified technology. Geographic Preferences: Southwest and Midwest.

### **Odin Capital Group**

1625 Farnam St., Ste. 700  
Omaha, NE 68102  
(402)346-6200  
Fax: (402)342-9311

Website: <http://www.odincapital.com>  
Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: Early, first, and second stage, and expansion. Industry Preferences: Internet related and financial services. Geographic Preferences: U.S.

## **Nevada**

### **Edge Capital Investment Co. LLC**

1350 E. Flamingo Rd., Ste. 3000  
Las Vegas, NV 89119  
(702)438-3343

E-mail: [info@edgecapital.net](mailto:info@edgecapital.net)

Website: <http://www.edgecapital.net>  
Preferred Investment Size: \$500,000 to \$15,000,000. Investment Types: Seed,

startup, first stage, second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified technology. Geographic Preferences: U.S. and Canada.

### **The Benefit Capital Companies Inc.**

PO Box 542  
Logandale, NV 89021  
(702)398-3222  
Fax: (702)398-3700

Robert Smiley

Preferred Investment Size: \$2,500,000 minimum. Investment Types: Leveraged buyout and mezzanine. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### **Millennium Three Venture Group LLC**

6880 South McCarran Blvd., Ste. A-11  
Reno, NV 89509  
(775)954-2020  
Fax: (775)954-2023

Website: <http://www.m3vg.com>

Preferred Investment Size: \$500,000 to \$2,000,000. Investment Types: Early stage, expansion, first stage, mezzanine, second stage, and seed. Industry Preferences: Diversified. Geographic Preferences: West Coast.

## **New Jersey**

### **Alan I. Goldman & Associates**

497 Ridgewood Ave.  
Glen Ridge, NJ 07028  
(973)857-5680

Fax: (973)509-8856

Alan Goldman

Preferred Investment Size: \$500,000 minimum. Investment Types: Control-block purchases, leveraged buyout, mezzanine, second stage, and special situation. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

### **CS Capital Partners LLC**

328 Second St., Ste. 200  
Lakewood, NJ 08701  
(732)901-1111  
Fax: (212)202-5071

Website: <http://www.cs-capital.com>

Preferred Investment Size: \$500,000 to \$3,000,000. Investment Types: Distressed debt, early stage, expansion, first and second stage, and turnaround. Industry Preferences: Internet and computer related, communications, and medical/

health related. Geographic Preferences: Entire U.S. a

### **Edison Venture Fund**

1009 Lenox Dr., Ste. 4  
Lawrenceville, NJ 08648  
(609)896-1900  
Fax: (609)896-0066

E-mail: [info@edisonventure.com](mailto:info@edisonventure.com)

Website: <http://www.edisonventure.com>

John H. Martinson, Managing Partner  
Preferred Investment Size: \$1,000,000 to \$6,000,000. Investment Types: Early and later stage, expansion, and management buyouts. Industry Preferences: Diversified. Geographic Preferences: Northeast and Middle Atlantic.

### **Tappan Zee Capital Corp. (New Jersey)**

201 Lower Notch Rd.  
PO Box 416  
Little Falls, NJ 07424  
(973)256-8280

Fax: (973)256-2841

Jeffrey Birnberg, President

Preferred Investment Size: \$100,000 to \$250,000. Investment Types: Leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: No preference.

### **The CIT Group/Venture Capital, Inc.**

650 CIT Dr.  
Livingston, NJ 07039  
(973)740-5429  
Fax: (973)740-5555

Website: <http://www.cit.com>

Preferred Investment Size: \$3,000,000 minimum. Investment Types: First and second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### **Capital Express, L.L.C.**

1100 Valleybrook Ave.  
Lyndhurst, NJ 07071  
(201)438-8228

Fax: (201)438-5131

E-mail: [niles@capitalexpress.com](mailto:niles@capitalexpress.com)

Website: <http://www.capitalexpress.com>

Niles Cohen  
Preferred Investment Size: \$300,000 to \$500,000. Investment Policies: Equity. Investment Types: Start-up, first and second stage, and recaps. Industry Preferences: Internet and consumer related, and publishing. Geographic Preferences: East Coast.

**Westford Technology Ventures, L.P.**

17 Academy St.  
Newark, NJ 07102  
(973)624-2131  
Fax: (973)624-2008  
Preferred Investment Size: \$300,000 to \$500,000. Investment Types: Startup, first and second stage. Industry Preferences: Diversified communication and computer technology, electronics, industrial products and equipment. Geographic Preferences: No preference.

**Accel Partners**

1 Palmer Sq.  
Princeton, NJ 08542  
(609)683-4500  
Fax: (609)683-4880  
Website: <http://www.accel.com>  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: Seed, start-up and early stage. Industry Preferences: Diversified. Geographic Preferences: National.

**Cardinal Partners**

221 Nassau St.  
Princeton, NJ 08542  
(609)924-6452  
Fax: (609)683-0174  
Website: <http://www.cardinalhealthpartners.com>  
Lisa Skeete Tatum, Associate  
Preferred Investment Size: \$1,000,000 to \$8,000,000. Investment Types: Seed, startup, first and second stage. Industry Preferences: Diversified. Geographic Preferences: U.S. and Canada.

**Domain Associates L.L.C.**

One Palmer Sq., Ste. 515  
Princeton, NJ 08542  
(609)683-5656  
Fax: (609)683-9789  
Website: <http://www.domainvc.com>  
Preferred Investment Size: \$1,000,000 to \$20,000,000. Investment Types: Seed, start-up, first and second stage, balanced, expansion, mezzanine, private placement, research and development, and late stage. Industry Preferences: Electronic components and instrumentation, genetic engine

**Johnston Associates, Inc.**

181 Cherry Valley Rd.  
Princeton, NJ 08540  
(609)924-3131  
Fax: (609)683-7524  
E-mail: [jaincorp@aol.com](mailto:jaincorp@aol.com)

Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Start-up and early stage. Industry Preferences: Science and healthcare industry. Geographic Preferences: Northeast.

**Kemper Ventures**

Princeton Forrestal Village  
155 Village Blvd.  
Princeton, NJ 08540  
(609)936-3035  
Fax: (609)936-3051  
Richard Secchia, Partner  
Investment Types: Seed, research and development, startup, first and second stage. Industry Preferences: Computer related, medical and health related, financial services. Geographic Preferences: National.

**Penny Lane Parnters**

One Palmer Sq., Ste. 309  
Princeton, NJ 08542  
(609)497-4646  
Fax: (609)497-0611  
Preferred Investment Size: \$1,000,000. Investment Types: Recaps, second stage, and leveraged buyouts. Industry Preferences: Computer related, genetic engineering, medical/health related, and electronics. Geographic Preferences: Eastern U.S.

**Early Stage Enterprises L.P.**

995 Route 518  
Skillman, NJ 08558  
(609)921-8896  
Fax: (609)921-8703  
Website: <http://www.esesc.com>  
Ronald R. Hahn, Managing Director  
Preferred Investment Size: \$250,000 to \$1,000,000. Investment Types: Seed, start-up, and early stage. Industry Preferences: Diversified. Geographic Preferences: Mid Atlantic.

**MBW Management Inc.**

1 Springfield Ave.  
Summit, NJ 07901  
(908)273-4060  
Fax: (908)273-4430  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: First stage, leveraged buyout, second stage, special situation, and start-up. Industry Preferences: Diversified. Geographic Preferences: No preference.

**BCI Advisors, Inc.**

Glenpointe Center W.

Teaneck, NJ 07666  
(201)836-3900  
Fax: (201)836-6368  
E-mail: [info@bciadvisors.com](mailto:info@bciadvisors.com)  
Website: <http://www.bcipartners.com>  
Thomas J. Cusick, General Partner  
Preferred Investment Size: \$5,000,000 to \$25,000,000. Investment Types: Expansion. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Demuth, Folger & Wetherill / DFW Capital Partners**

Glenpointe Center E., 5th Fl.  
300 Frank W. Burr Blvd.  
Teaneck, NJ 07666  
(201)836-2233  
Fax: (201)836-5666  
Website: <http://www.dfwcapital.com>  
Donald F. DeMuth, General Partner  
Preferred Investment Size: \$500,000 minimum. Investment Policies: Equity. Investment Types: Acquisition, control-block purchases, later stage, leveraged buyout, management buyout, recaps, and special situations. Industry Preferences: Healthcare, computer, communication, diversified.

**First Princeton Capital Corp.**

189 Berdan Ave., No. 131  
Wayne, NJ 07470-3233  
(973)278-3233  
Fax: (973)278-4290  
Website: <http://www.lytellcatt.net>  
Michael Lytell  
Preferred Investment Size: \$200,000 minimum. Investment Types: First and second stage, mezzanine, recaps, control-block purchases, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Northeast and East Coast.

**Edelson Technology Partners**

300 Tice Blvd.  
Woodcliff Lake, NJ 07675  
(201)930-9898  
Fax: (201)930-8899  
Website: <http://www.edelontech.com>  
Harry Edelson, Managing Partner  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Seed, startup, first and second stage, leveraged buyout, and mezzanine. Industry Preferences: Diversified. Geographic Preferences: No preference.

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

### New Mexico

#### **Bruce F. Glaspell & Associates**

10400 Academy Rd. NE, Ste. 313  
Albuquerque, NM 87111  
(505)292-4505  
Fax: (505)292-4258  
Bruce Glaspell  
Preferred Investment Size: \$100,000 to \$5,000,000. Investment Types: Seed, startup, first stage, second stage, late stage, private placement, and expansion. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

#### **High Desert Ventures, Inc.**

6101 Imparata St. NE, Ste. 1721  
Albuquerque, NM 87111  
(505)797-3330  
Fax: (505)338-5147  
E-mail: zilenziger@aol.com  
Preferred Investment Size: \$500,000 to \$2,500,000. Investment Types: Startup and early stage. Industry Preferences: Diversified. Geographic Preferences: Northeast and Southwest.

#### **New Business Capital Fund, Ltd.**

5805 Torreon NE  
Albuquerque, NM 87109  
(505)822-8445  
Preferred Investment Size: \$100,000.  
Investment Policies: Equity. Investment Types: Seed, startup, and first stage. Industry Preferences: Diversified. Geographic Preferences: No preference.

#### **SBC Ventures**

10400 Academy Rd. NE, Ste. 313  
Albuquerque, NM 87111  
(505)292-4505  
Fax: (505)292-4528  
Viviana Cloninger, General Partner  
Preferred Investment Size: \$300,000 to \$3,000,000. Investment Types: Seed, research and development, startup, and first stage. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

#### **Technology Ventures Corp.**

1155 University Blvd. SE  
Albuquerque, NM 87106  
(505)246-2882  
Fax: (505)246-2891  
Beverly Bendicksen  
Investment Types: Seed, startup, first and second stage. Industry Preferences:

Diversified. Geographic Preferences: Southwest.

### New York

#### **New York State Science & Technology Foundation**

#### **Small Business Technology Investment Fund**

99 Washington Ave., Ste. 1731  
Albany, NY 12210  
(518)473-9741  
Fax: (518)473-6876  
E-mail: jvanwie@empire.state.ny.us  
Preferred Investment Size: \$100,000 to \$300,000. Investment Types: Seed, startup, first and second stage. Industry Preferences: Diversified technology. Geographic Preferences: Northeast.

#### **Rand Capital Corp.**

2200 Rand Bldg.  
Buffalo, NY 14203  
(716)853-0802  
Fax: (716)854-8480  
Website: <http://www.randcapital.com>  
Allen F. Grum, President and CEO  
Preferred Investment Size: \$25,000 to \$500,000. Investment Types: Second stage. Industry Preferences: Diversified. Geographic Preferences: Northeast and Ontario, Canada.

#### **Seed Capital Partners**

620 Main St.  
Buffalo, NY 14202  
(716)845-7520  
Fax: (716)845-7539  
Website: <http://www.seedcp.com>  
Investment Types: Early stage. Industry Preferences: Diversified technology, communications, and other products. Geographic Preferences: Northeast.

#### **Coleman Venture Group**

5909 Northern Blvd.  
PO Box 224  
East Norwich, NY 11732  
(516)626-3642  
Fax: (516)626-9722  
Preferred Investment Size: \$100,000 to \$1,000,000. Investment Types: First stage, recaps, seed, start-up, and special situation. Industry Preferences: Electronics and consumer products. Geographic Preferences: Northeast and West Coast, and Canada.

#### **Vega Capital Corp.**

45 Knollwood Rd.

Elmsford, NY 10523  
(914)345-9500  
Fax: (914)345-9505  
Ronald Linden  
Preferred Investment Size: \$300,000 minimum. Investment Types: Second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Northeast, Southeast, and Middle Atlantic.

#### **Herbert Young Securities, Inc.**

98 Cuttermill Rd.  
Great Neck, NY 11021  
(516)487-8300  
Fax: (516)487-8319  
Herbert D. Levine, President  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: First and second stage, leveraged buyout, mezzanine, and special situation. Industry Preferences: Diversified communications and computer technology, consumer products and services, electronics, genetic engineering, health care.

#### **Sterling/Carl Marks Capital, Inc.**

175 Great Neck Rd., Ste. 408  
Great Neck, NY 11021  
(516)482-7374  
Fax: (516)487-0781  
E-mail: sterclmar@aol.com  
Website: <http://www.sterlingcarlmarks.com>  
Preferred Investment Size: \$1,000,000 to \$2,000,000. Investment Types: Second stage, expansion, management buyouts, and mezzanine. Industry Preferences: Consumer related; distribution of electronics equipment, food and industrial products; and industrial equipment and machinery. Geographic Preferences: Northeast.

#### **Impex Venture Management Co.**

PO Box 1570  
Green Island, NY 12183  
(518)271-8008  
Fax: (518)271-9101  
Jay Banker  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: First stage, leveraged buyout, second stage, special situation, and start-up. Industry Preferences: Diversified. Geographic Preferences: Mid Atlantic and Northeast, and Quebec, Canada.



**Corporate Venture Partners L.P.**

200 Sunset Park  
Ithaca, NY 14850  
(607)257-6323  
Fax: (607)257-6128  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: First stage.  
Industry Preferences: Diversified.  
Geographic Preferences: Northeast.

**Arthur P. Gould & Co.**

One Wilshire Dr.  
Lake Success, NY 11020  
(516)773-3000  
Fax: (516)773-3289  
Andrew Gould, Vice President  
Preferred Investment Size: \$5,000,000 minimum. Investment Types: Seed, research and development, startup, first stage, second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: National.

**Dauphin Capital Partners**

108 Forest Ave.  
Locust Valley, NY 11560  
(516)759-3339  
Fax: (516)759-3322  
Website: <http://www.dauphincapital.com>  
Preferred Investment Size: \$1,000,000 to \$3,000,000. Investment Types: Balanced; and early, first, second, and later stage.  
Industry Preferences: Diversified technology, education, and business services. Geographic Preferences: Entire U.S.

**550 Digital Media Ventures**

555 Madison Ave., 10th Fl.  
New York, NY 10022  
Website: <http://www.550dmv.com>  
Investment Types: Early stage. Industry Preferences: Entertainment and leisure, and media. Geographic Preferences: Entire U.S.

**Aberlyn Capital Management Co., Inc.**

500 Fifth Ave.  
New York, NY 10110  
(212)391-7750  
Fax: (212)391-7762  
Lawrence Hoffman, Chairman and CEO  
Preferred Investment Size: \$25,000,000 minimum. Investment Types: Startup, first and second stage, leveraged buyout, and special situation. Industry Preferences: Diversified computer technology, food and beverage products, genetic engineering, and healthcare.  
Geographic Preferences:

**Adler & Company**

342 Madison Ave., Ste. 807  
New York, NY 10173  
(212)599-2535  
Fax: (212)599-2526  
Jay Nickse, Treasurer & Chief Financial Officer  
Investment Types: Startup, first and second stage, leveraged buyout, and control-block purchases. Industry Preferences: Diversified. Geographic Preferences: National.

**Alimansky Capital Group, Inc.**

605 Madison Ave., Ste. 300  
New York, NY 10022-1901  
(212)832-7300  
Fax: (212)832-7338  
Howard Duby, Managing Director  
Preferred Investment Size: \$2,000,000.  
Investment Types: First stage, second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

**Allegra Partners**

515 Madison Ave., 29th Fl.  
New York, NY 10022  
(212)826-9080  
Fax: (212)759-2561  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: First stage, leveraged buyout, recaps, second stage, and special situation. Industry Preferences: Communications, computer related, and consumer related.  
Geographic Preferences: Mid Atlantic, and Eastern and Western U.S.

**The Argentum Group**

The Chrysler Bldg.  
405 Lexington Ave.  
New York, NY 10174  
(212)949-6262  
Fax: (212)949-8294  
Website: <http://www.argentumgroup.com>  
Walter H. Barandiaran, Managing Dir.  
Preferred Investment Size: \$10,000,000 minimum. Investment Types: Second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Axavision Inc.**

14 Wall St., 26th Fl.  
New York, NY 10005  
(212)619-4000

Fax: (212)619-7202  
Preferred Investment Size: \$100,000 to \$300,000. Investment Types: Seed and start-up. Industry Preferences: Computer services and software, Internet related, and financial services. Geographic Preferences: No preference.

**Bedford Capital Corp.**

18 East 48th St., Ste. 1800  
New York, NY 10017  
(212)688-5700  
Fax: (212)754-4699  
E-mail: [info@bedfordnyc.com](mailto:info@bedfordnyc.com)  
Website: <http://www.bedfordnyc.com>  
Nathan Bernstein  
Preferred Investment Size: \$100,000 to \$300,000. Investment Types: First and second stage, industry rollups, recaps, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Midwest.

**Bloom & Co.**

950 Third Ave.  
New York, NY 10022  
(212)838-1858  
Fax: (212)838-1843  
Jack S. Bloom, President  
Preferred Investment Size: \$3,000,000 minimum. Investment Types: Startup, first and second stage, control-block purchases, leveraged buyout, mezzanine, and special situation. Industry Preferences: No preference. Geographic Preferences: No preference.

**Bristol Capital Management**

300 Park Ave., 17th Fl.  
New York, NY 10022  
(212)572-6306  
Fax: (212)705-4292  
Investment Types: Leveraged buyout, mezzanine, second stage, and special situation. Industry Preferences: Communications, computer related, electronics, medical/health related, entertainment and leisure, retail, food/beverage, consumer services, machinery, and publishing. Geographic

**Citicorp Venture Capital Ltd. (New York City)**

399 Park Ave., 14th Fl.  
Zone 4  
New York, NY 10043  
(212)559-1127  
Fax: (212)888-2940  
Preferred Investment Size: \$5,000,000.  
Investment Types: Leveraged buyout,

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

second stage, and special situations.  
Industry Preferences: Diversified.  
Geographic Preferences: No preference.

### **CM Equity Partners**

135 E. 57th St.  
New York, NY 10022  
(212)909-8428  
Fax: (212)980-2630  
Preferred Investment Size: \$2,000,000 minimum. Investment Types: First and second stage, start-up, mezzanine, leveraged buyout, special situations, and industry rollups. Industry Preferences: Diversified. Geographic Preferences: No preference.

### **Cohen & Co., L.L.C.**

800 Third Ave.  
New York, NY 10022  
(212)317-2250  
Fax: (212)317-2255  
E-mail: ncohen@aol.com  
Neil L. Cohen, President  
Preferred Investment Size: \$10,000,000 minimum. Investment Types: Startup, seed, early and late stage, mezzanine, leveraged buyout, control-block purchases, and special situations. Industry Preferences: Communications, consumer, distribution, electronics, energy, and healthcare. Geog

### **Cornerstone Equity Investors, L.L.C.**

717 5th Ave., Ste. 1100  
New York, NY 10022  
(212)753-0901  
Fax: (212)826-6798  
Website: <http://www.cornerstone-equity.com>  
Mark Rossi, Senior Managing Director  
Preferred Investment Size: \$50,000,000 maximum. Investment Types: Leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: No preference.

### **CW Group, Inc.**

1041 3rd Ave., 2nd fl.  
New York, NY 10021  
(212)308-5266  
Fax: (212)644-0354  
Website: <http://www.cwventures.com>  
Christopher Fenimore  
Preferred Investment Size: \$100,000 to \$5,000,000. Investment Types: Seed, research and development, startup, first and second stage, leveraged buyout, special situations, and control block purchases. Industry Preferences:

Specialize in the medical/health business and biotechnology.

### **DH Blair Investment Banking Corp.**

44 Wall St., 2nd Fl.  
New York, NY 10005  
(212)495-5000  
Fax: (212)269-1438  
J. Morton Davis, Chairman  
Preferred Investment Size: \$100,000.  
Investment Types: Research and development, startup, first stage, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: No preference.

### **Dresdner Kleinwort Capital**

75 Wall St.  
New York, NY 10005  
(212)429-3131  
Fax: (212)429-3139  
Website: <http://www.dresdnerkb.com>  
Richard Wolf, Partner  
Preferred Investment Size: \$5,000,000 minimum. Investment Types: Early and second stage, expansion, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: National.

### **East River Ventures, L.P.**

645 Madison Ave., 22nd Fl.  
New York, NY 10022  
(212)644-2322  
Fax: (212)644-5498  
Montague H. Hackett  
Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Early and late stage, and mezzanine. Industry Preferences: Diversified communication and computer technology, consumer services, and medical. Geographic Preferences: National.

### **Easton Hunt Capital Partners**

641 Lexington Ave., 21st Fl.  
New York, NY 10017  
(212)702-0950  
Fax: (212)702-0952  
Website: <http://www.eastoncapital.com>  
Investment Types: First stage, mezzanine, and special situations. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### **Elk Associates Funding Corp.**

747 3rd Ave., Ste. 4C  
New York, NY 10017  
(212)355-2449  
Fax: (212)759-3338  
Gary C. Granoff, Pres.

Preferred Investment Size: \$100,000 to \$300,000. Investment Types: Second stage and leveraged buyout. Industry Preferences: Radio and TV, consumer franchise businesses, hotel and resort areas, and transportation. Geographic Preferences: Southeast and Midwest.

### **EOS Partners, L.P.**

320 Park Ave., 22nd Fl.  
New York, NY 10022  
(212)832-5800  
Fax: (212)832-5815  
E-mail: [mfirst@eospartners.com](mailto:mfirst@eospartners.com)  
Website: <http://www.eospartners.com>  
Mark L. First, Managing Director  
Preferred Investment Size: \$3,000,000.  
Investment Policies: Equity and equity-oriented debt. Investment Types: Industry rollups, leveraged buyout, mezzanine, second stage, and special situation. Industry Preferences: Diversified. Geographic Preferences: Entire United States and Canada

### **Euclid Partners**

45 Rockefeller Plaza, Ste. 3240  
New York, NY 10111  
(212)218-6880  
Fax: (212)218-6877  
E-mail: [graham@euclidpartners.com](mailto:graham@euclidpartners.com)  
Website: <http://www.euclidpartners.com>  
Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Startup, first and second stage. Industry Preferences: Internet related, computer software and services, genetic engineering, and medical/health related. Geographic Preferences: No preference.

### **Evergreen Capital Partners, Inc.**

150 East 58th St.  
New York, NY 10155  
(212)813-0758  
Fax: (212)813-0754  
E-mail: [rysmith@evergreencapital.com](mailto:rysmith@evergreencapital.com)  
Preferred Investment Size: \$1,000,000 to \$300,000,000. Investment Types: No preference. Industry Preferences: Diversified. Geographic Preferences: National.

### **Exeter Capital L.P.**

10 E. 53rd St.  
New York, NY 10022  
(212)872-1172  
Fax: (212)872-1198  
E-mail: [exeter@usa.net](mailto:exeter@usa.net)  
Karen J. Watai, Partner

Preferred Investment Size: \$1,000,000 minimum. Investment Policies: Loans and equity investments. Investment Types: Leveraged buyout, mezzanine, second stage, and special situation. Industry Preferences: Diversified. Geographic Preferences: National.

**Financial Technology Research Corp.**

518 Broadway  
Penthouse  
New York, NY 10012  
(212)625-9100  
Fax: (212)431-0300  
E-mail: fintek@financier.com  
Neal Bruckman, President  
Preferred Investment Size: \$300,000 to \$500,000. Investment Types: Seed, research and development, startup, first stage, second stage, and special situations. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

**4C Ventures**

237 Park Ave., Ste. 801  
New York, NY 10017  
(212)692-3680  
Fax: (212)692-3685  
Website: <http://www.4cventures.com>  
Ted Hobart, Partner  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Seed, research and development, startup, first and second stage. Industry Preferences: Communications, computer related, and consumer. Geographic Preferences: Entire U.S. and Canada.

**Fusient Ventures**

99 Park Ave., 20th Fl.  
New York, NY 10016  
(212)972-8999  
Fax: (212)972-9876  
E-mail: info@fusient.com  
Website: <http://www.fusient.com>  
Preferred Investment Size: \$500,000 to \$3,000,000. Investment Types: Early and first stage, and seed. Industry Preferences: Internet, entertainment and leisure, and media. Geographic Preferences: U.S.

**Generation Capital Partners**

551 Fifth Ave., Ste. 3100  
New York, NY 10176  
(212)450-8507  
Fax: (212)450-8550  
Website: <http://www.genpartners.com>  
Preferred Investment Size: \$5,000,000. Investment Types: Startup, early and late

stage, and leveraged buyout. Industry Preferences: Diversified communications and computer technology, consumer products and services, and industrial products and equipment. Geographic Preferences: Unite

**Golub Associates, Inc.**

555 Madison Ave.  
New York, NY 10022  
(212)750-6060  
Fax: (212)750-5505  
Evelyn Mordechai, Vice President  
Preferred Investment Size: \$1,000,000 to \$10,000,000. Investment Types: Second stage, mezzanine, leveraged buyout, recaps, and special situations. Industry Preferences: Diversified. Geographic Preferences: Eastern U.S.

**Hambro America Biosciences Inc.**

650 Madison Ave., 21st Floor  
New York, NY 10022  
(212)223-7400  
Fax: (212)223-0305  
Preferred Investment Size: \$2,500,000 to \$5,000,000. Investment Types: First and second stage, and special situations. Industry Preferences: Genetic engineering, chemicals and materials, and medical/health related. Geographic Preferences: Entire U.S.

**Hanover Capital Corp.**

505 Park Ave., 15th Fl.  
New York, NY 10022  
(212)755-1222  
Fax: (212)935-1787  
Michael Wainstein  
Preferred Investment Size: \$300,000 minimum. Investment Types: Leveraged buyout, mezzanine, and second stage. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Harvest Partners, Inc.**

280 Park Ave, 33rd Fl.  
New York, NY 10017  
(212)559-6300  
Fax: (212)812-0100  
Website: <http://www.harvpart.com>  
Harvey Mallement  
Preferred Investment Size: \$15,000,000 to \$100,000,000. Investment Types: Acquisition, leveraged buyout, management buyouts, private placements, special situations, and turnaround. Industry Preferences: Consumer products and services,

communications, distribution, fiberoptics, and me

**Holding Capital Group, Inc.**

10 E. 53rd St., 30th Fl.  
New York, NY 10022  
(212)486-6670  
Fax: (212)486-0843  
James W. Donaghy, President  
Preferred Investment Size: \$5,000,000. Investment Types: Leveraged buyout. Industry Preferences: No preference. Geographic Preferences: Entire U.S.

**Hudson Venture Partners**

660 Madison Ave., 14th Fl.  
New York, NY 10021-8405  
(212)644-9797  
Fax: (212)644-7430  
Website: <http://www.hudsonptr.com>  
Marilyn Adler  
Preferred Investment Size: \$500,000 to \$2,800,000. Investment Types: Seed, start-up, first and early stages, and expansion. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**IBJS Capital Corp.**

1 State St., 9th Fl.  
New York, NY 10004  
(212)858-2018  
Fax: (212)858-2768  
George Zombeck, Chief Operating Officer  
Preferred Investment Size: \$2,000,000. Investment Types: Mezzanine, leveraged buyout, and special situations. Industry Preferences: Consumer products and services, and chemicals and materials. Geographic Preferences: Entire U.S.

**InterEquity Capital Partners, L.P.**

220 5th Ave.  
New York, NY 10001  
(212)779-2022  
Fax: (212)779-2103  
Website: <http://www.interequity-capital.com>  
Preferred Investment Size: \$1,000,000 to \$3,000,000. Investment Types: First and second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**The Jordan Edmiston Group Inc.**

150 East 52nd St., 18th Fl.  
New York, NY 10022  
(212)754-0710  
Fax: (212)754-0337

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

Scott Peters

Preferred Investment Size: \$1,000,000.  
Investment Types: Leveraged buyout, mezzanine, second stage, and special situation. Industry Preferences: Publishing. Geographic Preferences: No preference.

### **Josephberg, Grosz and Co., Inc.**

633 3rd Ave., 13th Fl.  
New York, NY 10017  
(212)974-9926  
Fax: (212)397-5832  
Richard Josephberg  
Preferred Investment Size: \$1,000,000 to \$30,000,000. Investment Types: Many types including seed, research and development, startup, first and second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### **J.P. Morgan Capital Corp.**

60 Wall St.  
New York, NY 10260-0060  
(212)648-9000  
Fax: (212)648-5002  
Website: <http://www.jpmmorgan.com>  
Lincoln E. Frank, Chief Operating Officer  
Preferred Investment Size: \$10,000,000 to \$20,000,000. Investment Types: Second stage and special situations. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

### **The Lambda Funds**

380 Lexington Ave., 54th Fl.  
New York, NY 10168  
(212)682-3454  
Fax: (212)682-9231  
Preferred Investment Size: \$200,000 to \$500,000. Investment Types: Early stage, expansion, first and second stage, and management buyout. Industry Preferences: Diversified. Geographic Preferences: Mid Atlantic, Northeast, and West Coast.

### **Lepercq Capital Management Inc.**

1675 Broadway  
New York, NY 10019  
(212)698-0795  
Fax: (212)262-0155  
Michael J. Connelly  
Preferred Investment Size: \$1,000,000 to \$10,000,000. Investment Types: Control-block purchases, leveraged buyout, and second stage. Industry Preferences:

Diversified. Geographic Preferences: No preference.

### **Loeb Partners Corp.**

61 Broadway, Ste. 2400  
New York, NY 10006  
(212)483-7000  
Fax: (212)574-2001  
Preferred Investment Size: \$100,000.  
Investment Types: Early stage, acquisition, expansion, leveraged and management buyout. Industry Preferences: Diversified. Geographic Preferences: National.

### **Madison Investment Partners**

660 Madison Ave.  
New York, NY 10021  
(212)223-2600  
Fax: (212)223-8208  
Preferred Investment Size: \$5,000,000.  
Investment Types: Second stage, leveraged buyout, and industry roll ups. Industry Preferences: Diversified. Geographic Preferences: National.

### **MC Capital Inc.**

520 Madison Ave., 16th Fl.  
New York, NY 10022  
(212)644-0841  
Fax: (212)644-2926  
Shunichi Maeda  
Preferred Investment Size: \$1,000,000 to \$30,000,000. Investment Types: Acquisition, expansion, first stage, fund of funds, generalist PE, joint ventures, later stage, leveraged buyout, private placement, second stage, special situation, and turnaround. Industry Preferences: Communic

### **McCown, De Leeuw and Co. (New York)**

65 E. 55th St., 36th Fl.  
New York, NY 10022  
(212)355-5500  
Fax: (212)355-6283  
Website: <http://www.mdcpartners.com>  
Christopher Crosby, Principal  
Preferred Investment Size: \$40,000,000 minimum. Investment Types: Leveraged buyout and special situations. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### **Morgan Stanley Venture Partners**

1221 Avenue of the Americas, 33rd Fl.  
New York, NY 10020  
(212)762-7900  
Fax: (212)762-8424  
E-mail: [msventures@ms.com](mailto:msventures@ms.com)

Website: <http://www.msvp.com>  
Preferred Investment Size: \$2,000,000.  
Investment Types: Second stage, mezzanine, leveraged buyout, and industry roll ups. Industry Preferences: Diversified technology. Geographic Preferences: Entire U.S. and Canada.

### **Nazem and Co.**

645 Madison Ave., 12th Fl.  
New York, NY 10022  
(212)371-7900  
Fax: (212)371-2150  
E-mail: [nazem@msn.com](mailto:nazem@msn.com)  
Fred F. Nazem, Managing General Partner  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: Seed, startup, first and second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: No preference.

### **Needham Capital Management, L.L.C.**

445 Park Ave.  
New York, NY 10022  
(212)371-8300  
Fax: (212)705-0299  
Website: <http://www.needhamco.com>  
Joseph Abramoff  
Preferred Investment Size: \$1,000,000 to \$10,000,000. Investment Policies: Equity. Investment Types: Expansion, later stage, leveraged buyout, management buyout, and mezzanine. Industry Preferences: Diversified technology. Geographic Preferences: National.

### **Norwood Venture Corp.**

1430 Broadway, Ste. 1607  
New York, NY 10018  
(212)869-5075  
Fax: (212)869-5331  
E-mail: [nvc@mail.idt.net](mailto:nvc@mail.idt.net)  
Website: <http://www.norven.com>  
Mark Littell  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: National.

### **Noveltek Venture Corp.**

521 Fifth Ave., Ste. 1700  
New York, NY 10175  
(212)286-1963  
Preferred Investment Size: \$1,000,000 minimum. Investment Types:

Control-block purchases, first stage, mezzanine, second stage, special situation, and start-up. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

**Paribas Principal, Inc.**

787 7th Ave.  
New York, NY 10019  
(212)841-2005  
Fax: (212)841-3558  
Gary Binning  
Preferred Investment Size: \$50,000,000.  
Investment Types: Leveraged buyout, special situations, and control block purchases. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Patricof & Co. Ventures, Inc. (New York)**

445 Park Ave.  
New York, NY 10022  
(212)753-6300  
Fax: (212)319-6155  
Website: <http://www.patricof.com>  
Preferred Investment Size: \$500,000 minimum. Investment Types: Seed, startup, first and second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: No preference.

**The Platinum Group, Inc.**

350 Fifth Ave, Ste. 7113  
New York, NY 10118  
(212)736-4300  
Fax: (212)736-6086  
Website: <http://www.platinumgroup.com>  
Michael Grant, Analyst  
Investment Types: Startup, first stage, second stage, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: National.

**Pomona Capital**

780 Third Ave., 28th Fl.  
New York, NY 10017  
(212)593-3639  
Fax: (212)593-3987  
Website: <http://www.pomonacapital.com>  
Karen Macleod  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: Various investment types. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Prospect Street Ventures**

10 East 40th St., 44th Fl.

New York, NY 10016  
(212)448-0702  
Fax: (212)448-9652  
E-mail: [wkohler@prospectstreet.com](mailto:wkohler@prospectstreet.com)  
Website: <http://www.prospectstreet.com>  
Edward Ryeom, Vice President  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: First and second stage, start-up, control-block purchases, recaps, and special situations. Industry Preferences: Internet related, computer software and services, computer hardware, and communications. Geographic Prefer

**Regent Capital Management**

505 Park Ave., Ste. 1700  
New York, NY 10022  
(212)735-9900  
Fax: (212)735-9908  
E-mail: [ninamcle@aol.com](mailto:ninamcle@aol.com)  
Richard Hochman, Managing Director  
Preferred Investment Size: \$3,500,000 minimum. Investment Types: Second stage, mezzanine, and leveraged buyout. Industry Preferences: Communications, consumer products and services. Geographic Preferences: National.

**Rothschild Ventures, Inc.**

1251 Avenue of the Americas, 51st Fl.  
New York, NY 10020  
(212)403-3500  
Fax: (212)403-3652  
Website: <http://www.nmrothschild.com>  
Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Seed, research and development, startup, first and second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

**Sandler Capital Management**

767 Fifth Ave., 45th Fl.  
New York, NY 10153  
(212)754-8100  
Fax: (212)826-0280  
Preferred Investment Size: \$20,000,000 minimum. Investment Policies: Equity. Investment Types: Seed, start-up, first and second stage, control-block purchases, leveraged buyout, mezzanine, research and development, and special situation. Industry Preferences: Diversified communicatio

**Siguler Guff & Company**

630 Fifth Ave., 16th Fl.  
New York, NY 10111

(212)332-5100  
Fax: (212)332-5120  
Maria Boyazny, Associate  
Investment Types: Startup, first stage, second stage, control-block purchases, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: National.

**Spencer Trask Ventures Inc.**

535 Madison Ave.  
New York, NY 10022  
(212)355-5565  
Fax: (212)751-3362  
Website: <http://www.spencertrask.com>  
A. Emerson Martin, II, Senior Managing Director  
Preferred Investment Size: \$3,000,000 minimum. Investment Types: Startup, first stage, second stage, and special situations. Industry Preferences: Diversified. Geographic Preferences: National.

**Sprout Group (New York City)**

277 Park Ave.  
New York, NY 10172  
(212)892-3600  
Fax: (212)892-3444  
E-mail: [info@sproutgroup.com](mailto:info@sproutgroup.com)  
Website: <http://www.sproutgroup.com>  
Patrick J. Boroian, General Partner  
Preferred Investment Size: \$5,000,000 to \$50,000,000. Investment Types: Seed, startup, first and second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified technology. Geographic Preferences: Entire U.S.

**US Trust Private Equity**

114 W.47th St.  
New York, NY 10036  
(212)852-3949  
Fax: (212)852-3759  
Website: <http://www.ustrust.com/privateequity>  
Jim Ruler  
Preferred Investment Size: \$5,000,000 minimum. Investment Types: Early, first stage, and second stage. Industry Preferences: Diversified. Geographic Preferences: National.

**Vencon Management Inc.**

301 West 53rd St., Ste. 10F  
New York, NY 10019  
(212)581-8787  
Fax: (212)397-4126

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

Website: <http://www.venconinc.com>  
Ingrid Yang  
Preferred Investment Size: \$500,000 to \$10,000,000. Investment Types: First and second stage, leveraged buyout, seed, special situation, and start-up. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

### **Venrock Associates**

30 Rockefeller Plaza, Ste. 5508  
New York, NY 10112  
(212)649-5600  
Fax: (212)649-5788  
Website: <http://www.venrock.com>  
Preferred Investment Size: \$500,000 minimum. Investment Types: Seed, research and development, startup, first and second stages. Industry Preferences: Diversified. Geographic Preferences: National.

### **Venture Capital Fund of America, Inc.**

509 Madison Ave., Ste. 812  
New York, NY 10022  
(212)838-5577  
Fax: (212)838-7614  
E-mail: [mail@vcfa.com](mailto:mail@vcfa.com)  
Website: <http://www.vcfa.com>  
Dayton T. Carr, General Partner  
Preferred Investment Size: \$500,000 to \$100,000,000. Investment Types: Secondary partnership interests. Industry Preferences: Does not consider tax shelters, real estate, or direct investments in companies. Geographic Preferences: Entire U.S.

### **Venture Opportunities Corp.**

150 E. 58th St.  
New York, NY 10155  
(212)832-3737  
Fax: (212)980-6603  
E-mail: [jerryvoc@aol.com](mailto:jerryvoc@aol.com)  
Jerry March  
Preferred Investment Size: \$2,000,000 minimum. Investment Types: Startup, first and second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### **Warburg Pincus Ventures, Inc.**

466 Lexington Ave., 11th Fl.  
New York, NY 10017  
(212)878-9309  
Fax: (212)878-9200  
Website: <http://www.warburgpincus.com>  
Preferred Investment Size: \$1,000,000 to \$500,000,000. Investment Types: Many

types including seed, startup, first and second stage, mezzanine, leveraged buyouts, private placements, recaps, and special situations. Industry Preferences: Diversified. Geographic Preferences: U.S. and C

### **Wasserstein, Perella & Co. Inc.**

31 W. 52nd St., 27th Fl.  
New York, NY 10019  
(212)702-5691  
Fax: (212)969-7879  
Perry W. Steiner  
Investment Types: Leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: National.

### **Welsh, Carson, Anderson, & Stowe**

320 Park Ave., Ste. 2500  
New York, NY 10022-6815  
(212)893-9500  
Fax: (212)893-9575  
Patrick J. Welsh, General Partner  
Preferred Investment Size: \$25,000,000 minimum. Investment Types: Leveraged buyout and special situations. Industry Preferences: Computer related and medical/health related. Geographic Preferences: Entire U.S.

### **Whitney and Co. (New York)**

630 Fifth Ave. Ste. 3225  
New York, NY 10111  
(212)332-2400  
Fax: (212)332-2422  
Website: <http://www.jhwhitney.com>  
Preferred Investment Size: \$1,000,000. Investment Types: Leveraged buyout and expansion. Industry Preferences: Diversified technology. Geographic Preferences: No preference.

### **Winthrop Ventures**

74 Trinity Place, Ste. 600  
New York, NY 10006  
(212)422-0100  
Cyrus Brown  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: Startup, early and late stage, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: National.

### **The Pittsford Group**

8 Lodge Pole Rd.  
Pittsford, NY 14534  
(716)223-3523  
Preferred Investment Size: \$100,000 to \$300,000. Investment Types: Startup, first and second stage, and control-block

purchases. Industry Preferences: Diversified technology. Geographic Preferences: Eastern U.S. and Canada.

### **Genesee Funding**

70 Linden Oaks, 3rd Fl.  
Rochester, NY 14625  
(716)383-5550  
Fax: (716)383-5305  
Preferred Investment Size: \$200,000. Investment Types: Second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Northeast.

### **Gabelli Multimedia Partners**

One Corporate Center  
Rye, NY 10580  
(914)921-5395  
Fax: (914)921-5031  
E-mail: [fsonmer@gabelli.com](mailto:fsonmer@gabelli.com)  
Preferred Investment Size: \$250,000 to \$500,000. Investment Policies: Equity. Investment Types: Seed, startup, first and second stage. Industry Preferences: Diversified communications. Geographic Preferences: Northeast.

### **Stamford Financial**

108 Main St.  
Stamford, NY 12167  
(607)652-3311  
Fax: (607)652-6301  
Website: <http://www.stamfordfinancial.com>  
Alexander C. Brosda  
Preferred Investment Size: \$1,000,000 to \$2,500,000. Investment Types: Expansion and mezzanine. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### **Northwood Ventures LLC**

485 Underhill Blvd., Ste. 205  
Syosset, NY 11791  
(516)364-5544  
Fax: (516)364-0879  
E-mail: [northwood@northwood.com](mailto:northwood@northwood.com)  
Website: <http://www.northwoodventures.com>  
Paul Homer, Associate  
Preferred Investment Size: \$1,000,000 to \$10,000,000. Investment Types: First and second stage, acquisition, expansion, leveraged buyout, private placement, special situations, and industry roll ups. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

**Exponential Business Development Co.**

216 Walton St.  
Syracuse, NY 13202-1227  
(315)474-4500  
Fax: (315)474-4682  
E-mail: dirksonn@aol.com  
Website: <http://www.exponential-ny.com>  
Dirk E. Sonneborn, Partner  
Preferred Investment Size: \$100,000 to \$600,000. Investment Types: Early and first stage. Industry Preferences: No preference. Geographic Preferences: New York.

**Onondaga Venture Capital Fund Inc.**

714 State Tower Bldg.  
Syracuse, NY 13202  
(315)478-0157  
Fax: (315)478-0158  
Irving Schwartz  
Preferred Investment Size: \$100,000 to \$250,000. Investment Types: Expansion, later stage, and mezzanine. Industry Preferences: Diversified. Geographic Preferences: Mid Atlantic and Northeast.

**Bessemer Venture Partners (Westbury)**

1400 Old Country Rd., Ste. 109  
Westbury, NY 11590  
(516)997-2300  
Fax: (516)997-2371  
E-mail: bob@bvpny.com  
Website: <http://www.bvp.com>  
Investment Types: Seed, research and development, start-up, first stages, leveraged buyout, special situations, and expansion. Industry Preferences: Communications, computer related, consumer products, distribution, and electronics. Geographic Preferences: Entire U.S.

**Ovation Capital Partners**

120 Bloomingdale Rd., 4th Fl.  
White Plains, NY 10605  
(914)258-0011  
Fax: (914)684-0848  
Website: <http://www.ovationcapital.com>  
Preferred Investment Size: \$500,000 to \$4,000,000. Investment Types: Early stage. Industry Preferences: Internet related. Geographic Preferences: Northeast.

**North Carolina**

**Carolinas Capital Investment Corp.**

1408 Biltmore Dr.  
Charlotte, NC 28207  
(704)375-3888

Fax: (704)375-6226  
E-mail: ed@carolinacapital.com  
Edward Goode

Preferred Investment Size: \$200,000 to \$1,000,000. Investment Types: Seed, research and development, leveraged buyout, startup, first and second stages. Industry Preferences: Communications, electronic components and instrumentation. Geographic Preferences: No preference.

**First Union Capital Partners**

1st Union Center, 12th Fl.  
301 S. College St.  
Charlotte, NC 28288-0732  
(704)383-0000  
Fax: (704)374-6711  
Website: <http://www.fucp.com>  
L. Watts Hamrick, III, Partner  
Preferred Investment Size: \$5,000,000 minimum. Investment Types: Seed, start-up, first and second stage, mezzanine, expansion, leveraged buyout, special situations, and control block purchases. Industry Preferences: Diversified. Geographic Preferences: No preference.

**Frontier Capital LLC**

525 North Tryon St., Ste. 1700  
Charlotte, NC 28202  
(704)414-2880  
Fax: (704)414-2881  
Website: <http://www.frontierfunds.com>  
Preferred Investment Size: \$500,000 to \$3,000,000. Investment Types: Early stage and expansion. Industry Preferences: Telecommunications, computer related, electronics, and energy. Geographic Preferences: Mid Atlantic and Southeast.

**Kitty Hawk Capital**

2700 Coltsgate Rd., Ste. 202  
Charlotte, NC 28211  
(704)362-3909  
Fax: (704)362-2774  
Website: <http://www.kittyhawkcapital.com>  
Stephen W. Buchanan, General Partner  
Preferred Investment Size: \$1,000,000 to \$7,000,000. Investment Types: Expansion, first and early stage. Industry Preferences: Diversified. Geographic Preferences: Southeast.

**Piedmont Venture Partners**

One Morrocroft Centre  
6805 Morisson Blvd., Ste. 380  
Charlotte, NC 28211  
(704)731-5200

Fax: (704)365-9733  
Website: <http://www.piedmontvp.com>  
Preferred Investment Size: \$250,000 to \$5,000,000. Investment Types: Early stage. Industry Preferences: Diversified. Geographic Preferences: Southeast.

**Ruddick Investment Co.**

1800 Two First Union Center  
Charlotte, NC 28282  
(704)372-5404  
Fax: (704)372-6409  
Richard N. Brigden, Vice President  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: First and second stage, and mezzanine. Industry Preferences: Diversified. Geographic Preferences: Southeast.

**The Shelton Companies Inc.**

3600 One First Union Center  
301 S. College St.  
Charlotte, NC 28202  
(704)348-2200  
Fax: (704)348-2260  
Preferred Investment Size: \$1,000,000 to \$10,000,000. Investment Types: Control-block purchases, leveraged buyouts, recaps, and second stage. Industry Preferences: Diversified. Geographic Preferences: Mid Atlantic, Midwest, Southeast, and Southwest.

**Wakefield Group**

1110 E. Morehead St.  
PO Box 36329  
Charlotte, NC 28236  
(704)372-0355  
Fax: (704)372-8216  
Website: <http://www.wakefieldgroup.com>  
Anna Nelson, Partner  
Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: Early stage. Industry Preferences: Diversified. Geographic Preferences: Southeast.

**Aurora Funds, Inc.**

2525 Meridian Pkwy., Ste. 220  
Durham, NC 27713  
(919)484-0400  
Fax: (919)484-0444  
Website: <http://www.aurorafunds.com>  
Preferred Investment Size: \$250,000 to \$1,500,000. Investment Types: Startup, seed, early and first stage. Industry Preferences: Diversified. Geographic Preferences: Eastern United States.

**Intersouth Partners**

3211 Shannon Rd., Ste. 610

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

Durham, NC 27707  
(919)493-6640  
Fax: (919)493-6649  
E-mail: info@intersouth.com  
Website: <http://www.intersouth.com>  
Jonathan Perl  
Preferred Investment Size: \$2,000,000 to \$10,000,000. Investment Types: Seed, startup, first and early stages. Industry Preferences: Diversified. Geographic Preferences: Southeast and Southwest.

### Geneva Merchant Banking Partners

PO Box 21962  
Greensboro, NC 27420  
(336)275-7002  
Fax: (336)275-9155  
Website: <http://www.genevamerchantbank.com>  
Preferred Investment Size: \$1,000,000 to \$7,000,000. Investment Types: Balanced, distressed debt, expansion, leveraged and management buyout, mezzanine, second stage, and special situation. Industry Preferences: Diversified. Geographic Preferences: Mid Atlantic, Midwest, and Southeast.

### The North Carolina Enterprise Fund, L.P.

3600 Glenwood Ave., Ste. 107  
Raleigh, NC 27612  
(919)781-2691  
Fax: (919)783-9195  
Website: <http://www.ncef.com>  
Charles T. Closson, President and CEO  
Preferred Investment Size: \$2,000,000 minimum. Investment Policies: Equity. Investment Types: Startup, first stage, and mezzanine. Industry Preferences: Diversified. Geographic Preferences: North Carolina and Southeast.

## Ohio

### Senmend Medical Ventures

4445 Lake Forest Dr., Ste. 600  
Cincinnati, OH 45242  
(513)563-3264  
Fax: (513)563-3261  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Second stage and mezzanine. Industry Preferences: Genetic engineering, medical and health related. Geographic Preferences: National.

### The Walnut Group

312 Walnut St., Ste. 1151  
Cincinnati, OH 45202

(513)651-3300  
Fax: (513)929-4441  
Website: <http://www.thewalnutgroup.com>  
Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Balanced. Geographic Preferences: Northeast.

### Brantley Venture Partners

20600 Chagrin Blvd., Ste. 1150  
Cleveland, OH 44122  
(216)283-4800  
Fax: (216)283-5324  
Kevin J. Cook, Associate  
Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: Industry rollups, seed, start-up, and first stage. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### Clarion Capital Corp.

1801 E. 9th St., Ste. 1120  
Cleveland, OH 44114  
(216)687-1096  
Fax: (216)694-3545  
Preferred Investment Size: \$250,000 to \$500,000. Investment Types: Early, first and second stage. Industry Preferences: Diversified. Geographic Preferences: East Coast, Midwest, and West Coast.

### Crystal Internet Venture Fund, L.P.

1120 Chester Ave., Ste. 418  
Cleveland, OH 44114  
(216)263-5515  
Fax: (216)263-5518  
E-mail: [jf@crystalventure.com](mailto:jf@crystalventure.com)  
Website: <http://www.crystalventure.com>  
Daniel Kellog, Partner  
Preferred Investment Size: \$1,000,000 to \$6,000,000. Investment Policies: Equity. Investment Types: Balanced and early stage. Industry Preferences: Diversified communications and computer technology. Geographic Preferences: National.

### Key Equity Capital Corp.

127 Public Sq., 28th Fl.  
Cleveland, OH 44114  
(216)689-3000  
Fax: (216)689-3204  
Website: <http://www.keybank.com>  
Cindy J. Babitt  
Preferred Investment Size: \$1,000,000 minimum. Investment Policies: Willing to make equity investments. Investment Types: Expansion, industry rollups, leveraged buyout, second stage, and special situation. Industry Preferences:

Diversified. Geographic Preferences: National.

### Morgenthaler Ventures

Terminal Tower  
50 Public Square, Ste. 2700  
Cleveland, OH 44113  
(216)416-7500  
Fax: (216)416-7501  
Website: <http://www.morgenthaler.com>  
Robert C. Belles, Jr., General Partner  
Preferred Investment Size: \$500,000 minimum. Investment Types: Startup, first and second stage, acquisition, leveraged and management buyout, special situations, and expansion. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Ontario, Canada.

### National City Equity Partners Inc.

1965 E. 6th St.  
Cleveland, OH 44114  
(216)575-2491  
Fax: (216)575-9965  
E-mail: [nccap@aol.com](mailto:nccap@aol.com)  
Website: <http://www.nccapital.com>  
Carl E. Baldassarre, Managing Director  
Preferred Investment Size: \$1,000,000 to \$20,000,000. Investment Types: Second stage, mezzanine, leveraged buyout, special situations, recaps, management buyouts, and expansion. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### Primus Venture Partners, Inc.

5900 LanderBrook Dr., Ste. 2000  
Cleveland, OH 44124-4020  
(440)684-7300  
Fax: (440)684-7342  
E-mail: [info@primusventure.com](mailto:info@primusventure.com)  
Website: <http://www.primusventure.com>  
Jeffrey J. Milius, Investment Manager  
Preferred Investment Size: \$5,000,000 minimum. Investment Types: Early stage, startup, expansion and balanced. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### Banc One Capital Partners (Columbus)

150 East Gay St., 24th Fl.  
Columbus, OH 43215  
(614)217-1100  
Fax: (614)217-1217  
Suzanne B. Kriscunas, Managing Director  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: Later stage, leveraged buyout, mezzanine,



industry rollups, and special situations.  
Industry Preferences: Diversified.  
Geographic Preferences: Entire U.S.

**Battelle Venture Partners**

505 King Ave.  
Columbus, OH 43201  
(614)424-7005  
Fax: (614)424-4874  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Startup, first and second stage. Industry Preferences: Energy/natural resources, industrial products and equipment. Geographic Preferences: National.

**Ohio Partners**

62 E. Board St., 3rd Fl.  
Columbus, OH 43215  
(614)621-1210  
Fax: (614)621-1240  
E-mail: mcox@ohiopartners.com  
Investment Types: Startup, first and second stage. Industry Preferences: Computer related. Geographic Preferences: Western U.S. and Midwest.

**Capital Technology Group, L.L.C.**

400 Metro Place North, Ste. 300  
Dublin, OH 43017  
(614)792-6066  
Fax: (614)792-6036  
E-mail: info@capitaltech.com  
Website: <http://www.capitaltech.com>  
Preferred Investment Size: \$250,000 to \$1,000,000. Investment Types: Seed, early and start-up. Industry Preferences: Diversified electronics, alternative energy, and Internet related. Geographic Preferences: National.

**Northwest Ohio Venture Fund**

4159 Holland-Sylvania R., Ste. 202  
Toledo, OH 43623  
(419)824-8144  
Fax: (419)882-2035  
E-mail: bwalsh@novf.com  
Barry P. Walsh, Managing Partner  
Preferred Investment Size: \$250,000 minimum. Investment Types: Seed, early and late stage, leveraged buyout, mezzanine, research and development. Industry Preferences: Diversified. Geographic Preferences: Midwest.

**Oklahoma**

**Moore & Associates**

1000 W. Wilshire Blvd., Ste. 370  
Oklahoma City, OK 73116  
(405)842-3660

Fax: (405)842-3763  
Preferred Investment Size: \$500,000 minimum. Investment Types: Startup, first and second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified technology. Geographic Preferences: National.

**Chisholm Private Capital Partners**

100 West 5th St., Ste. 805  
Tulsa, OK 74103  
(918)584-0440  
Fax: (918)584-0441  
Website: <http://www.chisholmvc.com>  
James Bode, General Partner  
Preferred Investment Size: \$1,000,000 to \$4,000,000. Investment Types: Startup, early and late stage. Industry Preferences: Diversified communications and computer, consumer products and retailing, electronics, alternative energy, and medical. Geographic Preferences: Entire U.S.

**Davis, Tuttle Venture Partners (Tulsa)**

320 S. Boston, Ste. 1000  
Tulsa, OK 74103-3703  
(918)584-7272  
Fax: (918)582-3404  
Website: <http://www.davistuttle.com>  
Preferred Investment Size: \$5,000,000 minimum. Investment Types: First and second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Southwest.

**RBC Ventures**

2627 E. 21st St.  
Tulsa, OK 74114  
(918)744-5607  
Fax: (918)743-8630  
K.Y. Vargas, Vice President  
Preferred Investment Size: \$2,000,000 minimum. Investment Policies: Equity. Investment Types: Control-block purchases, leveraged buyout, mezzanine, second stage, and special situations. Industry Preferences: Diversified transportation. Geographic Preferences: Southwest.

**Oregon**

**Utah Ventures II LP**

10700 SW Beaverton-Hillsdale Hwy., Ste. 548  
Beaverton, OR 97005  
(503)574-4125  
E-mail: adishlip@uven.com

Website: <http://www.uven.com>  
Preferred Investment Size: \$1,000,000 to \$7,000,000. Investment Types: Early stages. Industry Preferences: Diversified technology. Geographic Preferences: Northwest and Rocky Mountains.

**Orien Ventures**

14523 SW Westlake Dr.  
Lake Oswego, OR 97035  
(503)699-1680  
Fax: (503)699-1681  
Anthony Miadich, Managing General Partner  
Preferred Investment Size: \$500,000 minimum. Investment Types: Start-up, seed, early and first stage. Industry Preferences: Diversified technology. Geographic Preferences: No preference.

**OVP Venture Partners (Lake Oswego)**

340 Oswego Pointe Dr., Ste. 200  
Lake Oswego, OR 97034  
(503)697-8766  
Fax: (503)697-8863  
E-mail: info@ovp.com  
Website: <http://www.ovp.com>  
Preferred Investment Size: \$1,000,000 to \$10,000,000. Investment Types: Seed, startup, and early stage. Industry Preferences: Communications, computer and Internet related, electronics, genetic engineering, and medical health related. Geographic Preferences: Western U.S. and Western

**Oregon Resource and Technology Development Fund**

4370 NE Halsey St., Ste. 233  
Portland, OR 97213-1566  
(503)282-4462  
Fax: (503)282-2976  
Preferred Investment Size: \$100,000 to \$300,000. Investment Types: Seed, start-up, research and development. Industry Preferences: Biotechnology, electronics, computer software and services, and medical/health related. Geographic Preferences: West Coast.

**Shaw Venture Partners**

400 SW 6th Ave., Ste. 1100  
Portland, OR 97204-1636  
(503)228-4884  
Fax: (503)227-2471  
Website: <http://www.shawventures.com>  
Preferred Investment Size: \$250,000 to \$3,000,000. Investment Types: Seed, startup, first and second stage, leveraged buyout, and special situations. Industry

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

Preferences: Diversified. Geographic Preferences: Northwest.

### Pennsylvania

#### Mid-Atlantic Venture Funds

125 Goodman Dr.  
Bethlehem, PA 18015  
(610)865-6550  
Fax: (610)865-6427  
Website: <http://www.mavf.com>  
Thomas A. Smith  
Preferred Investment Size: \$500,000 to \$8,000,000. Investment Types: Seed, research and development, first and second stage, leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Middle Atlantic and Northeast.

#### Newspring Ventures

100 W. Elm St., Ste. 101  
Conshohocken, PA 19428  
(610)567-2380  
Fax: (610)567-2388  
Website: <http://www.newsprintventures.com>  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: Early stage and expansion. Industry Preferences: Communications, computer related, medical products, industrial products, and business services. Geographic Preferences: Mid Atlantic.

#### Patricof & Co. Ventures, Inc.

455 S. Gulph Rd., Ste. 410  
King of Prussia, PA 19406  
(610)265-0286  
Fax: (610)265-4959  
Website: <http://www.patricof.com>  
Preferred Investment Size: \$500,000 minimum. Investment Types: Seed, startup, first and second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: No preference.

#### Loyalhanna Venture Fund

527 Cedar Way, Ste. 104  
Oakmont, PA 15139  
(412)820-7035  
Fax: (412)820-7036  
James H. Knowles, Jr.  
Preferred Investment Size: \$300,000 to \$1,000,000. Investment Types: First and second stage, and leveraged buyout. Industry Preferences: No preference. Geographic Preferences: Entire U.S.

#### Innovest Group Inc.

2000 Market St., Ste. 1400  
Philadelphia, PA 19103  
(215)564-3960  
Fax: (215)569-3272  
Richard Woosnam  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: First stage, leveraged buyout, recaps, second stage, special situation, and start-up. Industry Preferences: Diversified. Geographic Preferences: Mid Atlantic, Midwest, Northeast, and Southeast.

#### Keystone Venture Capital Management Co.

1601 Market St., Ste. 2500  
Philadelphia, PA 19103  
(215)241-1200  
Fax: (215)241-1211  
Website: <http://www.keystonevc.com>  
Peter Ligeti  
Preferred Investment Size: \$2,000,000 to \$5,000,000. Investment Types: First and second stage, balanced, and expansion. Industry Preferences: Diversified. Geographic Preferences: Middle Atlantic.

#### Liberty Venture Partners

2005 Market St., Ste. 200  
Philadelphia, PA 19103  
(215)282-4484  
Fax: (215)282-4485  
E-mail: [info@libertyvp.com](mailto:info@libertyvp.com)  
Website: <http://www.libertyvp.com>  
Thomas Morse  
Preferred Investment Size: \$3,000,000 to \$7,000,000. Investment Types: Early stage and expansion. Industry Preferences: Diversified technology. Geographic Preferences: National.

#### Penn Janney Fund, Inc.

1801 Market St., 11th Fl.  
Philadelphia, PA 19103  
(215)665-4447  
Fax: (215)557-0820  
William Rulon-Miller  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: Second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Northeast, West Coast, and Middle Atlantic.

#### Philadelphia Ventures, Inc.

The Bellevue  
200 S. Broad St.  
Philadelphia, PA 19102

(215)732-4445  
Fax: (215)732-4644  
Walter M. Aikman, Managing Director  
Preferred Investment Size: \$500,000 maximum. Investment Types: Startup, first and second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified technology. Geographic Preferences: Entire U.S.

#### Birchmere Ventures Inc.

2000 Technology Dr.  
Pittsburgh, PA 15219-3109  
(412)803-8000  
Fax: (412)687-8139  
Website: <http://www.birchmerevc.com>  
Investment Types: Early stage, expansion, first and later stage, and start-up. Industry Preferences: Diversified. Geographic Preferences: Mid Atlantic.

#### CEO Venture Fund

2000 Technology Dr., Ste. 160  
Pittsburgh, PA 15219-3109  
(412)687-3451  
Fax: (412)687-8139  
E-mail: [ceofund@aol.com](mailto:ceofund@aol.com)  
Website: <http://www.ceoventurefund.com>  
Ned Renzi, General Partner  
Preferred Investment Size: \$1,000,000 to \$2,000,000. Investment Types: Startup, first stage, second stage, leveraged buyout, and special situations. Industry Preferences: Diversified technology. Geographic Preferences: Middle Atlantic states.

#### Innovation Works Inc.

2000 Technology Dr., Ste. 250  
Pittsburgh, PA 15219  
(412)681-1520  
Fax: (412)681-2625  
Website: <http://www.innovationworks.org>  
Preferred Investment Size: \$100,000 to \$500,000. Investment Types: Early and first stage, seed, and start-up. Industry Preferences: Diversified technology. Geographic Preferences: Pennsylvania.

#### Keystone Minority Capital Fund L.P.

1801 Centre Ave., Ste. 201  
Williams Sq.  
Pittsburgh, PA 15219  
(412)338-2230  
Fax: (412)338-2224  
Earl Hord, General Partner  
Preferred Investment Size: \$500,000 minimum. Investment Types: Startup,

first stage, second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Middle Atlantic states.

**Mellon Ventures, Inc.**

One Mellon Bank Ctr., Rm. 3500  
Pittsburgh, PA 15258  
(412)236-3594  
Fax: (412)236-3593  
Website: <http://www.mellonventures.com>  
Preferred Investment Size: \$2,000,000 to \$25,000,000. Investment Types: Mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: National.

**Pennsylvania Growth Fund**

5850 Ellsworth Ave., Ste. 303  
Pittsburgh, PA 15232  
(412)661-1000  
Fax: (412)361-0676  
Barry Lhormer, Partner  
Preferred Investment Size: \$500,000 minimum. Investment Types: Leveraged buyout, mezzanine, second stage, and special situation. Industry Preferences: Diversified. Geographic Preferences: Middle Atlantic, Midwest, Northeast, and Southeast.

**Point Venture Partners**

The Century Bldg.  
130 Seventh St., 7th Fl.  
Pittsburgh, PA 15222  
(412)261-1966  
Fax: (412)261-1718  
Kent Engelmeier, General Partner  
Preferred Investment Size: \$2,000,000. Investment Types: Startup, first stage, second stage, mezzanine, recaps, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Eastern and Midwestern U.S.

**Cross Atlantic Capital Partners**

5 Radnor Corporate Center, Ste. 555  
Radnor, PA 19087  
(610)995-2650  
Fax: (610)971-2062  
Website: <http://www.xacp.com>  
Preferred Investment Size: \$1,000,000 to \$10,000,000. Investment Types: Balanced, early stage, expansion, seed, and start-up. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Meridian Venture Partners (Radnor)**

The Radnor Court Bldg., Ste. 140  
259 Radnor-Chester Rd.  
Radnor, PA 19087  
(610)254-2999  
Fax: (610)254-2996  
E-mail: [mvp@ix.netcom.com](mailto:mvp@ix.netcom.com)  
Kenneth E. Jones  
Preferred Investment Size: \$1,000,000 to \$2,000,000. Investment Types: Second stage, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**TDH**

919 Conestoga Rd., Bldg. 1, Ste. 301  
Rosemont, PA 19010  
(610)526-9970  
Fax: (610)526-9971  
J.B. Doherty, Managing General Partner  
Preferred Investment Size: \$1,500,000 minimum. Investment Types: Startup, first and second stage, mezzanine, recaps, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Eastern U.S. and Midwest.

**Adams Capital Management**

500 Blackburn Ave.  
Sewickley, PA 15143  
(412)749-9454  
Fax: (412)749-9459  
Website: <http://www.acm.com>  
Joel Adams, General Partner  
Investment Types: Early and first stages. Industry Preferences: Diversified technology. Geographic Preferences: National.

**S.R. One, Ltd.**

Four Tower Bridge  
200 Barr Harbor Dr., Ste. 250  
W. Conshohocken, PA 19428  
(610)567-1000  
Fax: (610)567-1039  
Barbara Dalton, Vice President  
Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Start-up, first and second stage, and late stage. Industry Preferences: Healthcare and genetic engineering, and computer software and services. Geographic Preferences: No preference.

**Greater Philadelphia Venture Capital Corp.**

351 East Conestoga Rd.  
Wayne, PA 19087  
(610)688-6829

Fax: (610)254-8958  
Fred Choate, Manager  
Preferred Investment Size: \$100,000 to \$300,000. Investment Types: First and second stage, leveraged buyout, mezzanine, and special situations. Industry Preferences: Diversified. Geographic Preferences: Middle Atlantic.

**PA Early Stage**

435 Devon Park Dr., Bldg. 500, Ste. 510  
Wayne, PA 19087  
(610)293-4075  
Fax: (610)254-4240  
Website: <http://www.paearylstage.com>  
Preferred Investment Size: \$100,000 to \$10,000,000. Investment Types: Early, first, and second stage; seed; and start-up. Industry Preferences: Diversified. Geographic Preferences: Mid Atlantic.

**The Sandhurst Venture Fund, L.P.**

351 E. Constoga Rd.  
Wayne, PA 19087  
(610)254-8900  
Fax: (610)254-8958  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Second stage, recaps, and leveraged buyout. Industry Preferences: Computer stores, disposable medical/health related, and industrial products. Geographic Preferences: East Coast and Middle Atlantic.

**TL Ventures**

700 Bldg.  
435 Devon Park Dr.  
Wayne, PA 19087-1990  
(610)975-3765  
Fax: (610)254-4210  
Website: <http://www.tlventures.com>  
Pam Strisofsky,  
[pstrisofsky@tlventures.com](mailto:pstrisofsky@tlventures.com)  
Preferred Investment Size: \$2,000,000 minimum. Investment Types: Seed and early stage. Industry Preferences: Diversified technology. Geographic Preferences: National.

**Rockhill Ventures, Inc.**

100 Front St., Ste. 1350  
West Conshohocken, PA 19428  
(610)940-0300  
Fax: (610)940-0301  
E-mail: [chuck@rockhillventures.com](mailto:chuck@rockhillventures.com)  
Preferred Investment Size: \$1,000,000 to \$2,000,000. Investment Types: Seed, research and development, startup, first and second stage, leveraged buyout, and

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

recaps. Industry Preferences: Genetic engineering and medical/health related. Geographic Preferences: Eastern U.S.

### Puerto Rico

#### Advent-Morro Equity Partners

Banco Popular Bldg.  
206 Tetuan St., Ste. 903  
San Juan, PR 00902  
(787)725-5285  
Fax: (787)721-1735  
Cyril L. Meduna, General Partner  
Preferred Investment Size: \$500,000 to \$3,000,000. Investment Types: No preference. Industry Preferences: Diversified. Geographic Preferences: Puerto Rico.

#### North America Investment Corp.

Mercantil Plaza, Ste. 813  
PO Box 191831  
San Juan, PR 00919  
(787)754-6178  
Fax: (787)754-6181  
Marcelino D. Pastrana-Torres, President  
Preferred Investment Size: \$25,000 to \$250,000. Investment Types: Early stage and expansion. Industry Preferences: Consumer products and retailing, consumer distribution, industrial equipment, therapeutic equipment, real estate, and business services. Geographic Preferences: Puerto R

### Rhode Island

#### Manchester Humphreys, Inc.

40 Westminster St., Ste. 900  
Providence, RI 02903  
(401)454-0400  
Fax: (401)454-0403  
Preferred Investment Size: \$500,000 minimum. Investment Types: Leveraged and management buyouts. Industry Preferences: Diversified. Geographic Preferences: National.

#### Navis Partners

50 Kennedy Plaza, 12th Fl.  
Providence, RI 02903  
(401)278-6770  
Fax: (401)278-6387  
Website: <http://www.navispartners.com>  
Rory B. Smith, General Partner  
Preferred Investment Size: \$20,000,000 to \$75,000,000. Investment Policies: Equity. Investment Types: Acquisition, early and later stage, leveraged and management buyouts, recaps, and expansion. Industry

Preferences: Diversified. Geographic Preferences: U.S. and Canada.

### South Carolina

#### Capital Insights, L.L.C.

PO Box 27162  
Greenville, SC 29616-2162  
(864)242-6832  
Fax: (864)242-6755  
E-mail: [jwarner@capitalinsights.com](mailto:jwarner@capitalinsights.com)  
Website: <http://www.capitalinsights.com>  
Preferred Investment Size: \$500,000 to \$5,000,000. Investment Policies: Equity. Investment Types: Early and late stage. Industry Preferences: Communications and consumer-related services. Geographic Preferences: Southeast.

#### Transamerica Mezzanine Financing

7 N. Laurens St., Ste. 603  
Greenville, SC 29601  
(864)232-6198  
Fax: (864)241-4444  
J. Phillip Falls, Investment Officer  
Investment Types: Seed, startup, first stage, second stage, and mezzanine. Industry Preferences: Diversified technology. Geographic Preferences: Southeast.

### Tennessee

#### Valley Capital Corp.

Krystal Bldg.  
100 W. Martin Luther King Blvd., Ste. 212  
Chattanooga, TN 37402  
(423)265-1557  
Fax: (423)265-1588  
Faye Robinson  
Preferred Investment Size: \$200,000 minimum. Investment Types: Second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Southeast.

#### Coleman Swenson Booth Inc.

237 2nd Ave. S  
Franklin, TN 37064-2649  
(615)791-9462  
Fax: (615)791-9636  
Website: <http://www.colemanswenson.com>  
Larry H. Coleman, Ph.D., Managing Partner  
Preferred Investment Size: \$1,000,000 to \$7,000,000. Investment Types: Seed, startup, first and second stage, and mezzanine. Industry Preferences:

Diversified. Geographic Preferences: No preference.

#### Capital Services & Resources, Inc.

5159 Wheelis Dr., Ste. 106  
Memphis, TN 38117  
(901)761-2156  
Fax: (907)767-0060  
Charles Y. Bancroft, Treasurer  
Preferred Investment Size: \$300,000 minimum. Investment Policies: Equity. Investment Types: Second stage, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: United States and Canada.

#### Paradigm Capital Partners LLC

6410 Poplar Ave., Ste. 395  
Memphis, TN 38119  
(901)682-6060  
Fax: (901)328-3061  
Preferred Investment Size: \$500,000 to \$6,000,000. Investment Types: First and second stage, and seed. Industry Preferences: Diversified. Geographic Preferences: Southeast.

#### SSM Ventures

845 Crossover Ln., Ste. 140  
Memphis, TN 38117  
(901)767-1131  
Fax: (901)767-1135  
Website: <http://www.ssmventures.com>  
R. Wilson Orr, III  
Preferred Investment Size: \$2,000,000 to \$10,000,000. Investment Types: Startup, leveraged buyout, and expansion. Industry Preferences: Diversified. Geographic Preferences: Southeast and Southwest U.S.

#### Capital Across America L.P.

501 Union St., Ste. 201  
Nashville, TN 37219  
(615)254-1414  
Fax: (615)254-1856  
Website: <http://www.capitalacrossamerica.com>  
Investment Types: Balanced. Industry Preferences: Diversified; women/minority-owned businesses. Geographic Preferences: Entire U.S.

#### Equitas L.P.

2000 Glen Echo Rd., Ste. 101  
PO Box 158838  
Nashville, TN 37215-8838  
(615)383-8673  
Fax: (615)383-8693

Preferred Investment Size: \$500,000.  
Investment Types: Second stage, leveraged buyout, mezzanine, recaps, and special situation. Industry Preferences: Diversified. Geographic Preferences: Southeast and Midwest.

**Massey Burch Capital Corp.**

One Burton Hills Blvd., Ste. 350  
Nashville, TN 37215  
(615)665-3221  
Fax: (615)665-3240  
E-mail: [tc Walton@masseyburch.com](mailto:tc Walton@masseyburch.com)  
Website: <http://www.masseyburch.com>  
Lucious E. Burch, IV, Partner  
Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: Seed, startup, early and first stage. Industry Preferences: Communication and computer related. Geographic Preferences: Southeast.

**Nelson Capital Corp.**

3401 West End Ave., Ste. 300  
Nashville, TN 37203  
(615)292-8787  
Fax: (615)385-3150  
Preferred Investment Size: \$500,000 minimum. Investment Types: First and second stage, leveraged buyout, and mezzanine. Industry Preferences: Diversified. Geographic Preferences: Southeast.

**Texas**

**Phillips-Smith Specialty Retail Group**

5080 Spectrum Dr., Ste. 805 W  
Addison, TX 75001  
(972)387-0725  
Fax: (972)458-2560  
E-mail: [pssrg@aol.com](mailto:pssrg@aol.com)  
Website: <http://www.phillips-smith.com>  
G. Michael Machens, General Partner  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: Seed, startup, first and second stage, mezzanine, and leveraged buyout. Industry Preferences: Retail and Internet related. Geographic Preferences: Entire U.S.

**Austin Ventures, L.P.**

701 Brazos St., Ste. 1400  
Austin, TX 78701  
(512)485-1900  
Fax: (512)476-3952  
E-mail: [info@ausven.com](mailto:info@ausven.com)  
Website: <http://www.austinventures.com>  
Joseph C. Aragona, General Partner

Preferred Investment Size: \$1,000,000 to \$15,000,000. Investment Types: Seed, startup, first and second stage, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Southwest and Texas.

**The Capital Network**

3925 West Braker Lane, Ste. 406  
Austin, TX 78759-5321  
(512)305-0826  
Fax: (512)305-0836  
Preferred Investment Size: \$100,000 to \$500,000. Investment Types: Seed, early and late stage, leveraged buyout, mezzanine, research and development, and special situations. Industry Preferences: Diversified. Geographic Preferences: United States and Canada.

**Techxas Ventures LLC**

5000 Plaza on the Lake  
Austin, TX 78746  
(512)343-0118  
Fax: (512)343-1879  
E-mail: [bruce@techxas.com](mailto:bruce@techxas.com)  
Website: <http://www.techxas.com>  
Bruce Ezell, General Partner  
Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Seed, startup, first stage, second stage, balanced, joint ventures, and special situations. Industry Preferences: Diversified technology. Geographic Preferences: Texas.

**Alliance Financial of Houston**

218 Heather Ln.  
Conroe, TX 77385-9013  
(936)447-3300  
Fax: (936)447-4222  
Preferred Investment Size: \$300,000 to \$500,000. Investment Types: Second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Sales, distribution, and manufacturing. Geographic Preferences: Gulf states.

**Amerimark Capital Corp.**

1111 W. Mockingbird, Ste. 1111  
Dallas, TX 75247  
(214)638-7878  
Fax: (214)638-7612  
E-mail: [amerimark@amcapital.com](mailto:amerimark@amcapital.com)  
Website: <http://www.amcapital.com>  
Preferred Investment Size: \$500,000 minimum. Investment Types: Second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: National.

**AMT Venture Partners / AMT Capital Ltd.**

5220 Spring Valley Rd., Ste. 600  
Dallas, TX 75240  
(214)905-9757  
Fax: (214)905-9761  
Website: <http://www.amtcapital.com>  
Preferred Investment Size: \$100,000 to \$500,000. Investment Types: First and second stages, and expansion. Industry Preferences: Industrial products and equipment, electronic components and instruments. Geographic Preferences: National.

**Arkoma Venture Partners**

5950 Berkshire Lane, Ste. 1400  
Dallas, TX 75225  
(214)739-3515  
Fax: (214)739-3572  
E-mail: [joelf@arkomavp.com](mailto:joelf@arkomavp.com)  
Joel Fontenot, Executive Vice President  
Preferred Investment Size: \$250,000 to \$2,500,000. Investment Policies: Equity. Investment Types: Seed, start-up, early and second stage, and expansion. Industry Preferences: Communications, computer, and electronics. Geographic Preferences: Southwest.

**Capital Southwest Corp.**

12900 Preston Rd., Ste. 700  
Dallas, TX 75230  
(972)233-8242  
Fax: (972)233-7362  
Website: <http://www.capitalsouthwest.com>  
Howard Thomas, Investment Associate  
Preferred Investment Size: \$1,000,000 to \$6,000,000. Investment Types: First and second stage, leveraged buyout, acquisition, expansion, management buyout, and late stage. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**Dali, Hook Partners**

One Lincoln Center, Ste. 1550  
5400 LBJ Freeway  
Dallas, TX 75240  
(972)991-5457  
Fax: (972)991-5458  
E-mail: [dhook@hookpartners.com](mailto:dhook@hookpartners.com)  
Website: <http://www.hookpartners.com>  
David J. Hook  
Preferred Investment Size: \$100,000 to \$5,000,000. Investment Types: Balanced, first, and second stage. Industry Preferences: Diversified. Geographic Preferences: Southwest and West Coast.

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

### **HO2 Partners**

Two Galleria Tower  
13455 Noel Rd., Ste. 1670  
Dallas, TX 75240  
(972)702-1144  
Fax: (972)702-8234  
Website: <http://www.ho2.com>  
Preferred Investment Size: \$750,000 to \$3,000,000. Investment Types: First and second stage, and seed. Industry Preferences: Diversified technology. Geographic Preferences: Texas.

### **Interwest Partners (Dallas)**

2 Galleria Tower  
13455 Noel Rd., Ste. 1670  
Dallas, TX 75240  
(972)392-7279  
Fax: (972)490-6348  
Website: <http://www.interwest.com>  
Preferred Investment Size: \$2,000,000 to \$25,000,000. Investment Types: Seed, research and development, startup, first and second stage, expansion, and special situations. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

### **Kahala Investments, Inc.**

8214 Westchester Dr., Ste. 715  
Dallas, TX 75225  
(214)987-0077  
Fax: (214)987-2332  
Lee R. Slaughter, Jr., President  
Preferred Investment Size: \$10,000,000 minimum. Investment Types: Mezzanine, leveraged buyout, special situations, control block purchases, and industry roll ups. Industry Preferences: Diversified. Geographic Preferences: Southeast and Southwest.

### **MESBIC Ventures Holding Co.**

2435 North Central Expressway, Ste. 200  
Dallas, TX 75080  
(972)991-1597  
Fax: (972)991-4770  
Website: <http://www.mvhc.com>  
Jeff Schaefer  
Preferred Investment Size: \$1,000,000 minimum. Investment Policies: Loans and/or equity. Investment Types: Leveraged buyout, mezzanine, and second stage. Industry Preferences: Diversified. Geographic Preferences: Southeast and Southwest.

### **North Texas MESBIC, Inc.**

9500 Forest Lane, Ste. 430  
Dallas, TX 75243

(214)221-3565  
Fax: (214)221-3566  
Preferred Investment Size: \$300,000 minimum. Investment Types: Second stage, mezzanine, and leveraged buyout. Industry Preferences: Consumer food and beverage products, restaurants, retailing, consumer and food distribution. Geographic Preferences: Southwest.

### **Richard Jaffe & Company, Inc.**

7318 Royal Cir.  
Dallas, TX 75230  
(214)265-9397  
Fax: (214)739-1845  
E-mail: [rjaffe@pssi.net](mailto:rjaffe@pssi.net)  
Richard R. Jaffe, President  
Preferred Investment Size: \$100,000 to \$300,000. Investment Types: Startup, first stage, leveraged buyouts, and special situations. Industry Preferences: Diversified. Geographic Preferences: Southwest.

### **Sevin Rosen Management Co.**

13455 Noel Rd., Ste. 1670  
Dallas, TX 75240  
(972)702-1100  
Fax: (972)702-1103  
E-mail: [info@srfunds.com](mailto:info@srfunds.com)  
Website: <http://www.srfunds.com>  
John V. Jagers, Partner  
Preferred Investment Size: \$500,000 minimum. Investment Types: Start-up, early and first stage. Industry Preferences: Diversified technology. Geographic Preferences: Entire U.S.

### **Stratford Capital Partners, L.P.**

300 Crescent Ct., Ste. 500  
Dallas, TX 75201  
(214)740-7377  
Fax: (214)720-7393  
E-mail: [stratcap@hmtf.com](mailto:stratcap@hmtf.com)  
Michael D. Brown, Managing Partner  
Preferred Investment Size: \$1,000,000 minimum. Investment Policies: Equity, sub debt with equity. Investment Types: Expansion, later stage, acquisition, leveraged and management buyout, mezzanine, and recaps. Industry Preferences: Diversified. Geographic Preferences: National.

### **Sunwestern Investment Group**

12221 Merit Dr., Ste. 935  
Dallas, TX 75251  
(972)239-5650  
Fax: (972)701-0024

Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Second stage, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Southwest and West Coast.

### **Wingate Partners**

750 N. St. Paul St., Ste. 1200  
Dallas, TX 75201  
(214)720-1313  
Fax: (214)871-8799  
Preferred Investment Size: \$20,000,000 minimum. Investment Types: Leveraged buyout and control block purchases. Industry Preferences: Diversified. Geographic Preferences: Entire U.S. and Canada.

### **Buena Venture Associates**

201 Main St., 32nd Fl.  
Fort Worth, TX 76102  
(817)339-7400  
Fax: (817)390-8408  
Website: <http://www.buenaventure.com>  
Preferred Investment Size: \$1,000,000 to \$50,000,000. Investment Types: Early, first and second stage; seed; and start-up. Industry Preferences: Diversified technology, and health services. Geographic Preferences: Entire U.S.

### **The Catalyst Group**

3 Riverway, Ste. 770  
Houston, TX 77056  
(713)623-8133  
Fax: (713)623-0473  
E-mail: [herman@thecatalystgroup.net](mailto:herman@thecatalystgroup.net)  
Website: <http://www.thecatalystgroup.net>  
Rick Herman, Partner  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: Second stage, mezzanine, leveraged buyout, and control block purchases. Industry Preferences: Diversified. Geographic Preferences: No preference.

### **Cureton & Co., Inc.**

1100 Louisiana, Ste. 3250  
Houston, TX 77002  
(713)658-9806  
Fax: (713)658-0476  
Stewart Cureton, Jr., President  
Preferred Investment Size: \$10,000,000 minimum. Investment Types: First and second stage, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Southwest.

**Davis, Tuttle Venture Partners (Dallas)**

8 Greenway Plaza, Ste. 1020  
Houston, TX 77046  
(713)993-0440  
Fax: (713)621-2297  
Website: <http://www.davistuttle.com>  
Phillip Tuttle, Partner  
Preferred Investment Size: \$5,000,000 minimum. Investment Types: First and second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Southwest.

**Houston Partners**

401 Louisiana, 8th Fl.  
Houston, TX 77002  
(713)222-8600  
Fax: (713)222-8932  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Start-up, first and second stage, and expansion. Industry Preferences: Diversified industry preference. Geographic Preferences: Entire U.S.

**Southwest Venture Group**

10878 Westheimer, Ste. 178  
Houston, TX 77042  
(713)827-8947  
(713)461-1470  
David M. Klausmeyer, Partner  
Preferred Investment Size: \$50,000,000 minimum. Investment Types: Diversified. Industry Preferences: Diversified. Geographic Preferences: U.S. and Canada.

**Triad Ventures**

**AM Fund**

4600 Post Oak Place, Ste. 100  
Houston, TX 77027  
(713)627-9111  
Fax: (713)627-9119  
David Mueller  
Preferred Investment Size: \$800,000 maximum. Investment Types: First and second stage, and mezzanine. Industry Preferences: Medical, consumer, computer-related. Geographic Preferences: Southwest and Texas.

**Ventex Management, Inc.**

3417 Milam St.  
Houston, TX 77002-9531  
(713)659-7870  
Fax: (713)659-7855  
Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: Second

stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Southwest.

**MBA Venture Group**

1004 Olde Town Rd., Ste. 102  
Irving, TX 75061  
(972)986-6703  
John Mason  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: First stage, leveraged buyout, mezzanine, research and development, second stage, seed, start-up. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.

**First Capital Group Management Co.**

750 East Mulberry St., Ste. 305  
PO Box 15616  
San Antonio, TX 78212  
(210)736-4233  
Fax: (210)736-5449  
Jeffrey P. Blanchard, Managing Partner  
Preferred Investment Size: \$1,000,000 minimum. Investment Types: First and second stage, mezzanine, leveraged buyout, and special situations. Industry Preferences: Diversified. Geographic Preferences: Southwest.

**The Southwest Venture Partnerships**

16414 San Pedro, Ste. 345  
San Antonio, TX 78232  
(210)402-1200  
Fax: (210)402-1221  
E-mail: [swvp@aol.com](mailto:swvp@aol.com)  
Preferred Investment Size: \$500,000 to \$5,000,000. Investment Types: Startup, first and second stage, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Southwest.

**Medtech International Inc.**

1742 Carriageway  
Sugarland, TX 77478  
(713)980-8474  
Fax: (713)980-6343  
Dave Banker  
Preferred Investment Size: \$100,000 to \$500,000. Investment Types: First stage, leveraged buyout, mezzanine, research and development, second stage, seed, special situation, and start-up. Industry Preferences: Diversified. Geographic Preferences: No preference.

**Utah**

**First Security Business Investment Corp.**

15 East 100 South, Ste. 100  
Salt Lake City, UT 84111  
(801)246-5737  
Fax: (801)246-5740  
Preferred Investment Size: \$300,000 to \$800,000. Investment Policies: Loans and/or equity. Investment Types: Leveraged buyout, mezzanine, and second stage. Industry Preferences: Diversified. Geographic Preferences: West Coast, Rocky Mountains.

**Utah Ventures II, L.P.**

423 Wakara Way, Ste. 206  
Salt Lake City, UT 84108  
(801)583-5922  
Fax: (801)583-4105  
Website: <http://www.uven.com>  
James C. Dreyfous, Managing General Partner  
Preferred Investment Size: \$1,000,000 to \$7,000,000. Investment Types: Early stage. Industry Preferences: Diversified technology. Geographic Preferences: Northwest and Rocky Mountain region.

**Wasatch Venture Corp.**

1 S. Main St., Ste. 1400  
Salt Lake City, UT 84133  
(801)524-8939  
Fax: (801)524-8941  
E-mail: [mail@wasatchvc.com](mailto:mail@wasatchvc.com)  
Todd Stevens, Manager  
Preferred Investment Size: \$500,000 to \$2,000,000. Investment Policies: Equity and debt. Investment Types: Early stage. Industry Preferences: High technology. Geographic Preferences: Western U.S.

**Vermont**

**North Atlantic Capital Corp.**

76 Saint Paul St., Ste. 600  
Burlington, VT 05401  
(802)658-7820  
Fax: (802)658-5757  
Website: <http://www.northatlanticcapital.com>  
Preferred Investment Size: \$1,500,000 minimum. Investment Types: First and second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified technology. Geographic Preferences: Northeast.

## ORGANIZATIONS, AGENCIES, & CONSULTANTS

### **Green Mountain Advisors Inc.**

PO Box 1230  
Quechee, VT 05059  
(802)296-7800  
Fax: (802)296-6012  
Website: <http://www.gmtcap.com>  
Michael Sweatman, President  
Preferred Investment Size: \$100,000 to \$500,000. Investment Types: Second stage, expansion, and mezzanine.  
Industry Preferences: Technology, communications. Geographic Preferences: Entire U.S.

### **Virginia**

#### **Oxford Financial Services Corp.**

Alexandria, VA 22314  
(703)519-4900  
Fax: (703)519-4910  
E-mail: [oxford133@aol.com](mailto:oxford133@aol.com)  
J. Alden Philbrick  
Preferred Investment Size: \$1,000,000.  
Investment Types: Seed, research and development, startup, first stage, second stage, and mezzanine. Industry Preferences: Diversified technology. Geographic Preferences: National.

#### **Continental SBIC**

4141 N. Henderson Rd.  
Arlington, VA 22203  
(703)527-5200  
Fax: (703)527-3700  
Michael W. Jones, Senior Vice President  
Preferred Investment Size: \$300,000 to \$5,000,000. Investment Types: No preference. Industry Preferences: Diversified. Geographic Preferences: Northeast, Southeast, Middle Atlantic, and Central Canada.

#### **Novak Biddle Venture Partners**

1750 Tysons Blvd., Ste. 1190  
McLean, VA 22102  
(703)847-3770  
Fax: (703)847-3771  
E-mail: [roger@novakbiddle.com](mailto:roger@novakbiddle.com)  
Website: <http://www.novakbiddle.com>  
Roger Novak, General Partner  
Preferred Investment Size: \$1,000,000 to \$5,000,000. Investment Types: Seed and early stage. Industry Preferences: Communications and computer related. Geographic Preferences: Eastern U.S.

#### **Spacevest**

11911 Freedom Dr., Ste. 500  
Reston, VA 20190  
(703)904-9800

Fax: (703)904-0571  
E-mail: [spacevest@spacevest.com](mailto:spacevest@spacevest.com)  
Website: <http://www.spacevest.com>  
Roger P. Widing, Managing Director  
Preferred Investment Size: \$250,000 to \$10,000,000. Investment Policies: Equity. Investment Types: Early and late stage, expansion, and mezzanine. Industry Preferences: Diversified. Geographic Preferences: U.S. and Canada.

#### **Virginia Capital**

1801 Libbie Ave., Ste. 201  
Richmond, VA 23226  
(804)648-4802  
Fax: (804)648-4809  
E-mail: [webmaster@vacapital.com](mailto:webmaster@vacapital.com)  
Website: <http://www.vacapital.com>  
Thomas E. Deardorff, Vice President  
Investment Types: Acquisition, balanced, expansion, and leveraged and management buyouts. Industry Preferences: Communications, consumer, medical and health related. Geographic Preferences: Mid Atlantic.

#### **Calvert Social Venture Partners**

402 Maple Ave. W  
Vienna, VA 22180  
(703)255-4930  
Fax: (703)255-4931  
E-mail: [calven2000@aol.com](mailto:calven2000@aol.com)  
John May, Managing General Partner  
Preferred Investment Size: \$100,000 to \$700,000. Investment Types: First stages. Industry Preferences: Diversified. Geographic Preferences: Middle Atlantic states.

#### **Fairfax Partners**

8000 Towers Crescent Dr., Ste. 940  
Vienna, VA 22182  
(703)847-9486  
Fax: (703)847-0911  
E-mail: [bgouldley@fairfaxpartners.com](mailto:bgouldley@fairfaxpartners.com)  
Bruce K. Gouldley, Managing Director  
Investment Types: Startup, first stage, second stage, and leveraged buyout. Industry Preferences: Computer related, Medical and health related. Geographic Preferences: Middle Atlantic States.

#### **Global Internet Ventures**

8150 Leesburg Pike, Ste. 1210  
Vienna, VA 22182  
(703)442-3300  
Fax: (703)442-3388  
Website: <http://www.givinc.com>  
Preferred Investment Size: \$500,000 to \$3,000,000. Investment Types: Early stage. Industry Preferences:

Communications, computer, and Internet related. Geographic Preferences: Entire U.S.

#### **Walnut Capital Corp. (Vienna)**

8000 Towers Crescent Dr., Ste. 1070  
Vienna, VA 22182  
(703)448-3771  
Fax: (703)448-7751  
Preferred Investment Size: \$300,000 to \$500,000. Investment Types: Startup, first and second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: No preference.

### **Washington**

#### **Encompass Ventures**

777 108th Ave. NE, Ste. 2300  
Bellevue, WA 98004  
(425)486-3900  
Fax: (425)486-3901  
E-mail: [info@evpartners.com](mailto:info@evpartners.com)  
Website: <http://www.encompassventures.com>  
Preferred Investment Size: \$300,000 to \$3,000,000. Investment Types: Research and development, startup, first and second stages. Industry Preferences: Computer related, medical and health related. Geographic Preferences: Western U.S. and Canada.

#### **Fluke Venture Partners**

11400 SE Sixth St., Ste. 230  
Bellevue, WA 98004  
(425)453-4590  
Fax: (425)453-4675  
E-mail: [gabelin@flukeventures.com](mailto:gabelin@flukeventures.com)  
Website: <http://www.flukeventures.com>  
Dennis Weston, Managing Director  
Preferred Investment Size: \$250,000 to \$2,500,000. Investment Types: Startup, seed, first stage, second stage, expansion, and mezzanine. Industry Preferences: Diversified. Geographic Preferences: Northwest.

#### **Pacific Northwest Partners SBIC, L.P.**

15352 SE 53rd St.  
Bellevue, WA 98006  
(425)455-9967  
Fax: (425)455-9404  
Preferred Investment Size: \$500,000 minimum. Investment Policies: Private equity investments. Investment Types: Seed, start-up, and early and first stage. Industry Preferences: Diversified. Geographic Preferences: Entire U.S.



**Materia Venture Associates, L.P.**

3435 Carillon Pointe  
Kirkland, WA 98033-7354  
(425)822-4100  
Fax: (425)827-4086  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Startup, first and second stage, and mezzanine. Industry Preferences: Advanced industrial products and equipment. Geographic Preferences: Entire U.S.

**OVP Venture Partners (Kirkland)**

2420 Carillon Pt.  
Kirkland, WA 98033  
(425)889-9192  
Fax: (425)889-0152  
E-mail: info@ovp.com  
Website: <http://www.ovp.com>  
Preferred Investment Size: \$1,000,000 to \$10,000,000. Investment Types: Seed, startup, early stage. Industry Preferences: Diversified technology. Geographic Preferences: Western U.S. and Canada.

**Digital Partners**

999 3rd Ave., Ste. 1610  
Seattle, WA 98104  
(206)405-3607  
Fax: (206)405-3617  
Website: <http://www.digitalpartners.com>  
Preferred Investment Size: \$250,000 to \$3,000,000. Investment Types: Early, first and second stage, and seed. Industry Preferences: Diversified technology. Geographic Preferences: Northwest and Western Canada.

**Frazier & Company**

601 Union St., Ste. 3300  
Seattle, WA 98101  
(206)621-7200  
Fax: (206)621-1848  
E-mail: jon@frazierco.com  
Jon Gilbert, General Partner  
Preferred Investment Size: \$2,000,000 to \$3,000,000. Investment Types: No preference. Industry Preferences: Diversified. Geographic Preferences: National.

**Kirlan Venture Capital, Inc.**

221 First Ave. W, Ste. 108  
Seattle, WA 98119-4223  
(206)281-8610  
Fax: (206)285-3451  
E-mail: bill@kirlanventure.com  
Website: <http://www.kirlanventure.com>  
Preferred Investment Size: \$300,000 to \$500,000. Investment Types: First stage, second stage, and mezzanine. Industry

Preferences: Diversified technology. Geographic Preferences: Western U.S. and Canada.

**Phoenix Partners**

1000 2nd Ave., Ste. 3600  
Seattle, WA 98104  
(206)624-8968  
Fax: (206)624-1907  
E-mail: djohnsto@interserv.com  
William B. Horne, Chief Financial Officer  
Preferred Investment Size: \$2,000,000 to \$3,000,000. Investment Types: Seed, research and development, startup, first and second stage, and mezzanine. Industry Preferences: Diversified. Geographic Preferences: No preference.

**Voyager Capital**

800 5th St., Ste. 4100  
Seattle, WA 98103  
(206)470-1180  
Fax: (206)470-1185  
E-mail: info@voyagercap.com  
Website: <http://www.voyagercap.com>  
Erik Benson, Senior Associate  
Preferred Investment Size: \$5,000,000 to \$10,000,000. Investment Policies: Equity. Investment Types: Startup, early and late stage. Industry Preferences: Diversified communications and computer related. Geographic Preferences: West Coast and Western Canada.

**Northwest Venture Associates**

221 N. Wall St., Ste. 628  
Spokane, WA 99201  
(509)747-0728  
Fax: (509)747-0758  
Website: <http://www.nwva.com>  
Christopher Brookfield  
Preferred Investment Size: \$1,000,000 to \$2,000,000. Investment Types: Seed, research and development, startup, first stage, second stage, and mezzanine. Industry Preferences: Diversified. Geographic Preferences: Northwest and Rocky Mountains.

**Wisconsin**

**Venture Investors Management, L.L.C.**

University Research Park  
505 S. Rosa Rd.  
Madison, WI 53719  
(608)441-2700  
Fax: (608)441-2727  
E-mail: roger@ventureinvestors.com

Website: <http://www.ventureinvestors.com>  
Scott Button, Partner  
Preferred Investment Size: \$250,000 to \$1,000,000. Investment Types: Seed, startup, first and second stage, mezzanine, and special situations. Industry Preferences: Diversified. Geographic Preferences: Southeast and Midwest.

**Capital Investments, Inc.**

1009 West Glen Oaks Lane, Ste. 103  
Mequon, WI 53092  
(414)241-0303  
Fax: (414)241-8451  
E-mail: dmayer@capitalinvestmentsinc.com  
Website: <http://www.capitalinvestmentsinc.com>  
Preferred Investment Size: \$500,000 to \$1,000,000. Investment Types: Second stage, mezzanine, and leveraged buyout. Industry Preferences: Diversified. Geographic Preferences: Southwest and Midwest.

**Future Value Venture, Inc.**

2745 N. Martin Luther King Dr., Ste. 204  
Milwaukee, WI 53212-2300  
(414)264-2252  
Fax: (414)264-2253  
E-mail: fvvventures@aol.com  
William Beckett, President  
Preferred Investment Size: \$100,000 to \$300,000. Investment Types: First and second stage, start-up, and mezzanine. Industry Preferences: No preference. Geographic Preferences: Entire U.S.

**Lubar and Co., Inc.**

700 N. Water St., Ste. 1200  
Milwaukee, WI 53202  
(414)291-9000  
Fax: (414)291-9061  
David J. Lubar, Partner  
Preferred Investment Size: \$10,000,000 minimum. Investment Types: Second stage, leveraged buyout, special situations, and control block purchases. Industry Preferences: Diversified. Geographic Preferences: Midwest.

**GCI**

20875 Crossroads Cir., Ste. 100  
Waukesha, WI 53186  
(262)798-5080  
Fax: (262)798-5087  
Preferred Investment Size: \$2,000,000 minimum. Investment Types: First stage, second stage, and leveraged buyout. Industry Preferences: Diversified technology. Geographic Preferences: National.

# Glossary of Small Business Terms

**Absolute liability**

Liability that is incurred due to product defects or negligent actions. Manufacturers or retail establishments are held responsible, even though the defect or action may not have been intentional or negligent.

**ACE**

See Active Corps of Executives

**Accident and health benefits**

Benefits offered to employees and their families in order to offset the costs associated with accidental death, accidental injury, or sickness.

**Account statement**

A record of transactions, including payments, new debt, and deposits, incurred during a defined period of time.

**Accounting system**

System capturing the costs of all employees and/or machinery included in business expenses.

**Accounts payable**

See Trade credit

**Accounts receivable**

Unpaid accounts which arise from unsettled claims and transactions from the sale of a company's products or services to its customers.

**Active Corps of Executives (ACE)**

A group of volunteers for a management assistance program of the U.S. Small Business Administration; volunteers provide one-on-one counseling and teach workshops and seminars for small firms.

**ADA**

See Americans with Disabilities Act

**Adaptation**

The process whereby an invention is modified to meet the needs of users.

**Adaptive engineering**

The process whereby an invention is modified to meet the manufacturing and commercial requirements of a targeted market.

**Adverse selection**

The tendency for higher-risk individuals to purchase health care and more comprehensive plans, resulting in increased costs.

**Advertising**

A marketing tool used to capture public attention and influence purchasing decisions for a product or service. Utilizes various forms of media to generate consumer response, such as flyers, magazines, newspapers, radio, and television.

**Age discrimination**

The denial of the rights and privileges of employment based solely on the age of an individual.

**Agency costs**

Costs incurred to insure that the lender or investor maintains control over assets while allowing the borrower or entrepreneur to use them. Monitoring and information costs are the two major types of agency costs.

**Agribusiness**

The production and sale of commodities and products from the commercial farming industry.

**America Online**

An online service which is accessible by computer modem. The service features Internet access, bulletin boards, online periodicals, electronic mail, and other services for subscribers.

**Americans with Disabilities Act (ADA)**

Law designed to ensure equal access and opportunity to handicapped persons.

## GLOSSARY OF SMALL BUSINESS TERMS

### **Annual report**

Yearly financial report prepared by a business that adheres to the requirements set forth by the Securities and Exchange Commission (SEC).

### **Antitrust immunity**

Exemption from prosecution under antitrust laws. In the transportation industry, firms with antitrust immunity are permitted under certain conditions to set schedules and sometimes prices for the public benefit.

### **Applied research**

Scientific study targeted for use in a product or process.

### **Asians**

A minority category used by the U.S. Bureau of the Census to represent a diverse group that includes Aleuts, Eskimos, American Indians, Asian Indians, Chinese, Japanese, Koreans, Vietnamese, Filipinos, Hawaiians, and other Pacific Islanders.

### **Assets**

Anything of value owned by a company.

### **Audit**

The verification of accounting records and business procedures conducted by an outside accounting service.

### **Average cost**

Total production costs divided by the quantity produced.

### **Balance Sheet**

A financial statement listing the total assets and liabilities of a company at a given time.

### **Bankruptcy**

The condition in which a business cannot meet its debt obligations and petitions a federal district court either for reorganization of its debts (Chapter 11) or for liquidation of its assets (Chapter 7).

### **Basic research**

Theoretical scientific exploration not targeted to application.

### **Basket clause**

A provision specifying the amount of public pension funds that may be placed in investments not included on a state's legal list (see separate citation).

### **BBS**

See Bulletin Board Service

### **BDC**

See Business development corporation

### **Benefit**

Various services, such as health care, flextime, day care, insurance, and vacation, offered to employees as part of a hiring package. Typically subsidized in whole or in part by the business.

### **BIDCO**

See Business and industrial development company

### **Billing cycle**

A system designed to evenly distribute customer billing throughout the month, preventing clerical backlogs.

### **Birth**

See Business birth

### **Blue chip security**

A low-risk, low-yield security representing an interest in a very stable company.

### **Blue sky laws**

A general term that denotes various states' laws regulating securities.

### **Bond**

A written instrument executed by a bidder or contractor (the principal) and a second party (the surety or sureties) to assure fulfillment of the principal's obligations to a third party (the obligee or government) identified in the bond. If the principal's obligations are not met, the bond assures payment to the extent stipulated of any loss sustained by the obligee.

### **Bonding requirements**

Terms contained in a bond (see separate citation).

### **Bonus**

An amount of money paid to an employee as a reward for achieving certain business goals or objectives.

### **Brainstorming**

A group session where employees contribute their ideas for solving a problem or meeting a company objective without fear of retribution or ridicule.

**Brand name**

The part of a brand, trademark, or service mark that can be spoken. It can be a word, letter, or group of words or letters.

**Bridge financing**

A short-term loan made in expectation of intermediate-term or long-term financing. Can be used when a company plans to go public in the near future.

**Broker**

One who matches resources available for innovation with those who need them.

**Budget**

An estimate of the spending necessary to complete a project or offer a service in comparison to cash-on-hand and expected earnings for the coming year, with an emphasis on cost control.

**Bulletin Board Service (BBS)**

An online service enabling users to communicate with each other about specific topics.

**Business and industrial development company (BIDCO)**

A private, for-profit financing corporation chartered by the state to provide both equity and long-term debt capital to small business owners (see separate citations for equity and debt capital).

**Business birth**

The formation of a new establishment or enterprise. The appearance of a new establishment or enterprise in the Small Business Data Base (see separate citation).

**Business conditions**

Outside factors that can affect the financial performance of a business.

**Business contractions**

The number of establishments that have decreased in employment during a specified time.

**Business cycle**

A period of economic recession and recovery. These cycles vary in duration.

**Business death**

The voluntary or involuntary closure of a firm or establishment. The disappearance of an establishment or enterprise from the Small Business Data Base (see separate citation).

**Business development corporation (BDC)**

A business financing agency, usually composed of the financial institutions in an area or state, organized to assist in financing businesses unable to obtain assistance through normal channels; the risk is spread among various members of the business development corporation, and interest rates may vary somewhat from those charged by member institutions. A venture capital firm in which shares of ownership are publicly held and to which the Investment Act of 1940 applies.

**Business dissolution**

For enumeration purposes, the absence of a business that was present in the prior time period from any current record.

**Business entry**

See Business birth

**Business ethics**

Moral values and principles espoused by members of the business community as a guide to fair and honest business practices.

**Business exit**

See Business death

**Business expansions**

The number of establishments that added employees during a specified time.

**Business failure**

Closure of a business causing a loss to at least one creditor.

**Business format franchising**

The purchase of the name, trademark, and an ongoing business plan of the parent corporation or franchisor by the franchisee.

**Business license**

A legal authorization issued by municipal and state governments and required for business operations.

**Business name**

Enterprises must register their business names with local governments usually on a “doing business as” (DBA) form. (This name is sometimes referred to as a “fictional name.”) The procedure is part of the business licensing process and prevents any other business from using that same name for a similar business in the same locality.

## GLOSSARY OF SMALL BUSINESS TERMS

### **Business norms**

See Financial ratios

### **Business permit**

See Business license

### **Business plan**

A document that spells out a company's expected course of action for a specified period, usually including a detailed listing and analysis of risks and uncertainties. For the small business, it should examine the proposed products, the market, the industry, the management policies, the marketing policies, production needs, and financial needs. Frequently, it is used as a prospectus for potential investors and lenders.

### **Business proposal**

See Business plan

### **Business service firm**

An establishment primarily engaged in rendering services to other business organizations on a fee or contract basis.

### **Business start**

For enumeration purposes, a business with a name or similar designation that did not exist in a prior time period.

### **Cafeteria plan**

See Flexible benefit plan

### **Capacity**

Level of a firm's, industry's, or nation's output corresponding to full practical utilization of available resources.

### **Capital**

Assets less liabilities, representing the ownership interest in a business. A stock of accumulated goods, especially at a specified time and in contrast to income received during a specified time period.

Accumulated goods devoted to production.

Accumulated possessions calculated to bring income.

### **Capital expenditure**

Expenses incurred by a business for improvements that will depreciate over time.

### **Capital gain**

The monetary difference between the purchase price and the selling price of capital. Capital gains are taxed at a rate of 28% by the federal government.

### **Capital intensity**

The relative importance of capital in the production process, usually expressed as the ratio of capital to labor but also sometimes as the ratio of capital to output.

### **Capital resource**

The equipment, facilities and labor used to create products and services.

### **Caribbean Basin Initiative**

An interdisciplinary program to support commerce among the businesses in the nations of the Caribbean Basin and the United States. Agencies involved include: the Agency for International Development, the U.S. Small Business Administration, the International Trade Administration of the U.S. Department of Commerce, and various private sector groups.

### **Catastrophic care**

Medical and other services for acute and long-term illnesses that cost more than insurance coverage limits or that cost the amount most families may be expected to pay with their own resources.

### **CDC**

See Certified development corporation

### **CD-ROM**

Compact disc with read-only memory used to store large amounts of digitized data.

### **Certified development corporation (CDC)**

A local area or statewide corporation or authority (for profit or nonprofit) that packages U.S. Small Business Administration (SBA), bank, state, and/or private money into financial assistance for existing business capital improvements. The SBA holds the second lien on its maximum share of 40 percent involvement. Each state has at least one certified development corporation. This program is called the SBA 504 Program.

### **Certified lenders**

Banks that participate in the SBA guaranteed loan program (see separate citation). Such banks must have a good track record with the U.S. Small Business Administration (SBA) and must agree to certain conditions set forth by the agency. In return, the SBA agrees to process any guaranteed loan application within three business days.

**Champion**

An advocate for the development of an innovation.

**Channel of distribution**

The means used to transport merchandise from the manufacturer to the consumer.

**Chapter 7 of the 1978 Bankruptcy Act**

Provides for a court-appointed trustee who is responsible for liquidating a company's assets in order to settle outstanding debts.

**Chapter 11 of the 1978 Bankruptcy Act**

Allows the business owners to retain control of the company while working with their creditors to reorganize their finances and establish better business practices to prevent liquidation of assets.

**Closely held corporation**

A corporation in which the shares are held by a few persons, usually officers, employees, or others close to the management; these shares are rarely offered to the public.

**Code of Federal Regulations**

Codification of general and permanent rules of the federal government published in the Federal Register.

**Code sharing**

See Computer code sharing

**Coinsurance**

Upon meeting the deductible payment, health insurance participants may be required to make additional health care cost-sharing payments.

Coinsurance is a payment of a fixed percentage of the cost of each service; copayment is usually a fixed amount to be paid with each service.

**Collateral**

Securities, evidence of deposit, or other property pledged by a borrower to secure repayment of a loan.

**Collective ratemaking**

The establishment of uniform charges for services by a group of businesses in the same industry.

**Commercial insurance plan**

See Underwriting

**Commercial loans**

Short-term renewable loans used to finance specific capital needs of a business.

**Commercialization**

The final stage of the innovation process, including production and distribution.

**Common stock**

The most frequently used instrument for purchasing ownership in private or public companies. Common stock generally carries the right to vote on certain corporate actions and may pay dividends, although it rarely does in venture investments. In liquidation, common stockholders are the last to share in the proceeds from the sale of a corporation's assets; bondholders and preferred shareholders have priority. Common stock is often used in firstround start-up financing.

**Community development corporation**

A corporation established to develop economic programs for a community and, in most cases, to provide financial support for such development.

**Competitor**

A business whose product or service is marketed for the same purpose/use and to the same consumer group as the product or service of another.

**Computer code sharing**

An arrangement whereby flights of a regional airline are identified by the two-letter code of a major carrier in the computer reservation system to help direct passengers to new regional carriers.

**Consignment**

A merchandising agreement, usually referring to secondhand shops, where the dealer pays the owner of an item a percentage of the profit when the item is sold.

**Consortium**

A coalition of organizations such as banks and corporations for ventures requiring large capital resources.

**Consultant**

An individual that is paid by a business to provide advice and expertise in a particular area.

**Consumer price index**

A measure of the fluctuation in prices between two points in time.

## GLOSSARY OF SMALL BUSINESS TERMS

### **Consumer research**

Research conducted by a business to obtain information about existing or potential consumer markets.

### **Continuation coverage**

Health coverage offered for a specified period of time to employees who leave their jobs and to their widows, divorced spouses, or dependents.

### **Contractions**

See Business contractions

### **Convertible preferred stock**

A class of stock that pays a reasonable dividend and is convertible into common stock (see separate citation). Generally the convertible feature may only be exercised after being held for a stated period of time. This arrangement is usually considered second-round financing when a company needs equity to maintain its cash flow.

### **Convertible securities**

A feature of certain bonds, debentures, or preferred stocks that allows them to be exchanged by the owner for another class of securities at a future date and in accordance with any other terms of the issue.

### **Copayment**

See Coinsurance

### **Copyright**

A legal form of protection available to creators and authors to safeguard their works from unlawful use or claim of ownership by others. Copyrights may be acquired for works of art, sculpture, music, and published or unpublished manuscripts. All copyrights should be registered at the Copyright Office of the Library of Congress.

### **Corporate financial ratios**

The relationship between key figures found in a company's financial statement expressed as a numeric value. Used to evaluate risk and company performance. Also known as Financial averages, Operating ratios, and Business ratios.

### **Corporation**

A legal entity, chartered by a state or the federal government, recognized as a separate entity having its own rights, privileges, and liabilities distinct from those of its members.

### **Cost containment**

Actions taken by employers and insurers to curtail rising health care costs; for example, increasing employee cost sharing (see separate citation), requiring second opinions, or preadmission screening.

### **Cost sharing**

The requirement that health care consumers contribute to their own medical care costs through deductibles and coinsurance (see separate citations). Cost sharing does not include the amounts paid in premiums. It is used to control utilization of services; for example, requiring a fixed amount to be paid with each health care service.

### **Cottage industry**

Businesses based in the home in which the family members are the labor force and family-owned equipment is used to process the goods.

### **Credit Rating**

A letter or number calculated by an organization (such as Dun & Bradstreet) to represent the ability and disposition of a business to meet its financial obligations.

### **Customer service**

Various techniques used to ensure the satisfaction of a customer.

### **Cyclical peak**

The upper turning point in a business cycle.

### **Cyclical trough**

The lower turning point in a business cycle.

### **DBA**

See Business name

### **Death**

See Business death

### **Debenture**

A certificate given as acknowledgment of a debt (see separate citation) secured by the general credit of the issuing corporation. A bond, usually without security, issued by a corporation and sometimes convertible to common stock.

### **Debt**

Something owed by one person to another. Financing in which a company receives capital that must be repaid; no ownership is transferred.

**Debt capital**

Business financing that normally requires periodic interest payments and repayment of the principal within a specified time.

**Debt financing**

See Debt capital

**Debt securities**

Loans such as bonds and notes that provide a specified rate of return for a specified period of time.

**Deductible**

A set amount that an individual must pay before any benefits are received.

**Demand shock absorbers**

A term used to describe the role that some small firms play by expanding their output levels to accommodate a transient surge in demand.

**Demographics**

Statistics on various markets, including age, income, and education, used to target specific products or services to appropriate consumer groups.

**Demonstration**

Showing that a product or process has been modified sufficiently to meet the needs of users.

**Deregulation**

The lifting of government restrictions; for example, the lifting of government restrictions on the entry of new businesses, the expansion of services, and the setting of prices in particular industries.

**Desktop Publishing**

Using personal computers and specialized software to produce camera-ready copy for publications.

**Disaster loans**

Various types of physical and economic assistance available to individuals and businesses through the U.S. Small Business Administration (SBA). This is the only SBA loan program available for residential purposes.

**Discrimination**

The denial of the rights and privileges of employment based on factors such as age, race, religion, or gender.

**Diseconomies of scale**

The condition in which the costs of production increase faster than the volume of production.

**Dissolution**

See Business dissolution

**Distribution**

Delivering a product or process to the user.

**Distributor**

One who delivers merchandise to the user.

**Diversified company**

A company whose products and services are used by several different markets.

**Doing business as (DBA)**

See Business name

**Dow Jones**

An information services company that publishes the Wall Street Journal and other sources of financial information.

**Dow Jones Industrial Average**

An indicator of stock market performance.

**Earned income**

A tax term that refers to wages and salaries earned by the recipient, as opposed to monies earned through interest and dividends.

**Economic efficiency**

The use of productive resources to the fullest practical extent in the provision of the set of goods and services that is most preferred by purchasers in the economy.

**Economic indicators**

Statistics used to express the state of the economy. These include the length of the average work week, the rate of unemployment, and stock prices.

**Economically disadvantaged**

See Socially and economically disadvantaged

**Economies of scale**

See Scale economies

**EEOC**

See Equal Employment Opportunity Commission

**8(a) Program**

A program authorized by the Small Business Act that directs federal contracts to small businesses owned and operated by socially and economically disadvantaged individuals.

**Electronic mail (e-mail)**

The electronic transmission of mail via phone lines.



## GLOSSARY OF SMALL BUSINESS TERMS

### **E-mail**

See Electronic mail

### **Employee leasing**

A contract by which employers arrange to have their workers hired by a leasing company and then leased back to them for a management fee. The leasing company typically assumes the administrative burden of payroll and provides a benefit package to the workers.

### **Employee tenure**

The length of time an employee works for a particular employer.

### **Employer identification number**

The business equivalent of a social security number. Assigned by the U.S. Internal Revenue Service.

### **Enterprise**

An aggregation of all establishments owned by a parent company. An enterprise may consist of a single, independent establishment or include subsidiaries and other branches under the same ownership and control.

### **Enterprise zone**

A designated area, usually found in inner cities and other areas with significant unemployment, where businesses receive tax credits and other incentives to entice them to establish operations there.

### **Entrepreneur**

A person who takes the risk of organizing and operating a new business venture.

### **Entry**

See Business entry

### **Equal Employment Opportunity Commission (EEOC)**

A federal agency that ensures nondiscrimination in the hiring and firing practices of a business.

### **Equal opportunity employer**

An employer who adheres to the standards set by the Equal Employment Opportunity Commission (see separate citation).

### **Equity**

The ownership interest. Financing in which partial or total ownership of a company is surrendered in exchange for capital. An investor's financial return comes from dividend payments and from growth in the net worth of the business.

### **Equity capital**

See Equity; Equity midrisk venture capital

### **Equity financing**

See Equity; Equity midrisk venture capital

### **Equity midrisk venture capital**

An unsecured investment in a company. Usually a purchase of ownership interest in a company that occurs in the later stages of a company's development.

### **Equity partnership**

A limited partnership arrangement for providing start-up and seed capital to businesses.

### **Equity securities**

See Equity

### **Equity-type**

Debt financing subordinated to conventional debt.

### **Establishment**

A single-location business unit that may be independent (a single-establishment enterprise) or owned by a parent enterprise.

### **Establishment and Enterprise Microdata File**

See U.S. Establishment and Enterprise Microdata File

### **Establishment birth**

See Business birth

### **Establishment Longitudinal Microdata File**

See U.S. Establishment Longitudinal Microdata File

### **Ethics**

See Business ethics

### **Evaluation**

Determining the potential success of translating an invention into a product or process.

### **Exit**

See Business exit

### **Experience rating**

See Underwriting

### **Export**

A product sold outside of the country.

### **Export license**

A general or specific license granted by the U.S. Department of Commerce required of anyone wishing to export goods. Some restricted articles need approval from the U.S. Departments of State, Defense, or Energy.

**Failure**

See Business failure

**Fair share agreement**

An agreement reached between a franchisor and a minority business organization to extend business ownership to minorities by either reducing the amount of capital required or by setting aside certain marketing areas for minority business owners.

**Feasibility study**

A study to determine the likelihood that a proposed product or development will fulfill the objectives of a particular investor.

**Federal Trade Commission (FTC)**

Federal agency that promotes free enterprise and competition within the U.S.

**Federal Trade Mark Act of 1946**

See Lanham Act

**Fictional name**

See Business name

**Fiduciary**

An individual or group that hold assets in trust for a beneficiary.

**Financial analysis**

The techniques used to determine money needs in a business. Techniques include ratio analysis, calculation of return on investment, guides for measuring profitability, and break-even analysis to determine ultimate success.

**Financial intermediary**

A financial institution that acts as the intermediary between borrowers and lenders. Banks, savings and loan associations, finance companies, and venture capital companies are major financial intermediaries in the United States.

**Financial ratios**

See Corporate financial ratios; Industry financial ratios

**Financial statement**

A written record of business finances, including balance sheets and profit and loss statements.

**Financing**

See First-stage financing; Second-stage financing; Thirdstage financing

**First-stage financing**

Financing provided to companies that have expended their initial capital, and require funds to start full-scale manufacturing and sales. Also known as First-round financing.

**Fiscal year**

Any twelve-month period used by businesses for accounting purposes.

**504 Program**

See Certified development corporation

**Flexible benefit plan**

A plan that offers a choice among cash and/or qualified benefits such as group term life insurance, accident and health insurance, group legal services, dependent care assistance, and vacations.

**FOB**

See Free on board

**Format franchising**

See Business format franchising; Franchising

**401(k) plan**

A financial plan where employees contribute a percentage of their earnings to a fund that is invested in stocks, bonds, or money markets for the purpose of saving money for retirement.

**Four Ps**

Marketing terms referring to Product, Price, Place, and Promotion.

**Franchising**

A form of licensing by which the owner-the franchisor- distributes or markets a product, method, or service through affiliated dealers called franchisees. The product, method, or service being marketed is identified by a brand name, and the franchisor maintains control over the marketing methods employed. The franchisee is often given exclusive access to a defined geographic area.

**Free on board (FOB)**

A pricing term indicating that the quoted price includes the cost of loading goods into transport vessels at a specified place.

**Frictional unemployment**

See Unemployment

## GLOSSARY OF SMALL BUSINESS TERMS

### **FTC**

See Federal Trade Commission

### **Fulfillment**

The systems necessary for accurate delivery of an ordered item, including subscriptions and direct marketing.

### **Full-time workers**

Generally, those who work a regular schedule of more than 35 hours per week.

### **Garment registration number**

A number that must appear on every garment sold in the U.S. to indicate the manufacturer of the garment, which may or may not be the same as the label under which the garment is sold. The U.S. Federal Trade Commission assigns and regulates garment registration numbers.

### **Gatekeeper**

A key contact point for entry into a network.

### **GDP**

See Gross domestic product

### **General obligation bond**

A municipal bond secured by the taxing power of the municipality. The Tax Reform Act of 1986 limits the purposes for which such bonds may be issued and establishes volume limits on the extent of their issuance.

### **GNP**

See Gross national product

### **Good Housekeeping Seal**

Seal appearing on products that signifies the fulfillment of the standards set by the Good Housekeeping Institute to protect consumer interests.

### **Goods sector**

All businesses producing tangible goods, including agriculture, mining, construction, and manufacturing businesses.

### **GPO**

See Gross product originating

### **Gross domestic product (GDP)**

The part of the nation's gross national product (see separate citation) generated by private business using resources from within the country.

### **Gross national product (GNP)**

The most comprehensive single measure of aggregate economic output. Represents the market value of the total output of goods and services produced by a nation's economy.

### **Gross product originating (GPO)**

A measure of business output estimated from the income or production side using employee compensation, profit income, net interest, capital consumption, and indirect business taxes.

### **HAL**

See Handicapped assistance loan program

### **Handicapped assistance loan program (HAL)**

Low-interest direct loan program through the U.S. Small Business Administration (SBA) for handicapped persons. The SBA requires that these persons demonstrate that their disability is such that it is impossible for them to secure employment, thus making it necessary to go into their own business to make a living.

### **Health maintenance organization (HMO)**

Organization of physicians and other health care professionals that provides health services to subscribers and their dependents on a prepaid basis.

### **Health provider**

An individual or institution that gives medical care. Under Medicare, an institutional provider is a hospital, skilled nursing facility, home health agency, or provider of certain physical therapy services.

### **Hispanic**

A person of Cuban, Mexican, Puerto Rican, Latin American (Central or South American), European Spanish, or other Spanish-speaking origin or ancestry.

### **HMO**

See Health maintenance organization

### **Home-based business**

A business with an operating address that is also a residential address (usually the residential address of the proprietor).

**Hub-and-spoke system**

A system in which flights of an airline from many different cities (the spokes) converge at a single airport (the hub). After allowing passengers sufficient time to make connections, planes then depart for different cities.

**Human Resources Management**

A business program designed to oversee recruiting, pay, benefits, and other issues related to the company's work force, including planning to determine the optimal use of labor to increase production, thereby increasing profit.

**Idea**

An original concept for a new product or process.

**Import**

Products produced outside the country in which they are consumed.

**Income**

Money or its equivalent, earned or accrued, resulting from the sale of goods and services.

**Income statement**

A financial statement that lists the profits and losses of a company at a given time.

**Incorporation**

The filing of a certificate of incorporation with a state's secretary of state, thereby limiting the business owner's liability.

**Incubator**

A facility designed to encourage entrepreneurship and minimize obstacles to new business formation and growth, particularly for high-technology firms, by housing a number of fledgling enterprises that share an array of services, such as meeting areas, secretarial services, accounting, research library, on-site financial and management counseling, and word processing facilities.

**Independent contractor**

An individual considered self-employed (see separate citation) and responsible for paying Social Security taxes and income taxes on earnings.

**Indirect health coverage**

Health insurance obtained through another individual's health care plan; for example, a spouse's employersponsored plan.

**Industrial development authority**

The financial arm of a state or other political subdivision established for the purpose of financing economic development in an area, usually through loans to nonprofit organizations, which in turn provide facilities for manufacturing and other industrial operations.

**Industry financial ratios**

Corporate financial ratios averaged for a specified industry. These are used for comparison purposes and reveal industry trends and identify differences between the performance of a specific company and the performance of its industry. Also known as Industrial averages, Industry ratios, Financial averages, and Business or Industrial norms.

**Inflation**

Increases in volume of currency and credit, generally resulting in a sharp and continuing rise in price levels.

**Informal capital**

Financing from informal, unorganized sources; includes informal debt capital such as trade credit or loans from friends and relatives and equity capital from informal investors.

**Initial public offering (IPO)**

A corporation's first offering of stock to the public.

**Innovation**

The introduction of a new idea into the marketplace in the form of a new product or service or an improvement in organization or process.

**Intellectual property**

Any idea or work that can be considered proprietary in nature and is thus protected from infringement by others.

**Internal capital**

Debt or equity financing obtained from the owner or through retained business earnings.

**Internet**

A government-designed computer network that contains large amounts of information and is accessible through various vendors for a fee.

**Intrapreneurship**

The state of employing entrepreneurial principles to nonentrepreneurial situations.

## GLOSSARY OF SMALL BUSINESS TERMS

### **Invention**

The tangible form of a technological idea, which could include a laboratory prototype, drawings, formulas, etc.

### **IPO**

See Initial public offering

### **Job description**

The duties and responsibilities required in a particular position.

### **Job tenure**

A period of time during which an individual is continuously employed in the same job.

### **Joint marketing agreements**

Agreements between regional and major airlines, often involving the coordination of flight schedules, fares, and baggage transfer. These agreements help regional carriers operate at lower cost.

### **Joint venture**

Venture in which two or more people combine efforts in a particular business enterprise, usually a single transaction or a limited activity, and agree to share the profits and losses jointly or in proportion to their contributions.

### **Keogh plan**

Designed for self-employed persons and unincorporated businesses as a tax-deferred pension account.

### **Labor force**

Civilians considered eligible for employment who are also willing and able to work.

### **Labor force participation rate**

The civilian labor force as a percentage of the civilian population.

### **Labor intensity**

The relative importance of labor in the production process, usually measured as the capital-labor ratio; i.e., the ratio of units of capital (typically, dollars of tangible assets) to the number of employees. The higher the capital-labor ratio exhibited by a firm or industry, the lower the capital intensity of that firm or industry is said to be.

### **Labor surplus area**

An area in which there exists a high unemployment rate. In procurement (see separate citation), extra points are given to firms in counties that are designated a labor surplus area; this information is requested on procurement bid sheets.

### **Labor union**

An organization of similarly-skilled workers who collectively bargain with management over the conditions of employment.

### **Laboratory prototype**

See Prototype

### **LAN**

See Local Area Network

### **Lanham Act**

Refers to the Federal Trade Mark Act of 1946. Protects registered trademarks, trade names, and other service marks used in commerce.

### **Large business-dominated industry**

Industry in which a minimum of 60 percent of employment or sales is in firms with more than 500 workers.

### **LBO**

See Leveraged buy-out

### **Leader pricing**

A reduction in the price of a good or service in order to generate more sales of that good or service.

### **Legal list**

A list of securities selected by a state in which certain institutions and fiduciaries (such as pension funds, insurance companies, and banks) may invest. Securities not on the list are not eligible for investment. Legal lists typically restrict investments to high quality securities meeting certain specifications. Generally, investment is limited to U.S. securities and investment-grade blue chip securities (see separate citation).

### **Leveraged buy-out (LBO)**

The purchase of a business or a division of a corporation through a highly leveraged financing package.

**Liability**

An obligation or duty to perform a service or an act. Also defined as money owed.

**License**

A legal agreement granting to another the right to use a technological innovation.

**Limited partnerships**

See Venture capital limited partnerships

**Liquidity**

The ability to convert a security into cash promptly.

**Loans**

See Commercial loans; Disaster loans; SBA direct loans; SBA guaranteed loans; SBA special lending institution categories Local Area Network (LAN) Computer networks contained within a single building or small area; used to facilitate the sharing of information.

**Local development corporation**

An organization, usually made up of local citizens of a community, designed to improve the economy of the area by inducing business and industry to locate and expand there. A local development corporation establishes a capability to finance local growth.

**Long-haul rates**

Rates charged by a transporter in which the distance traveled is more than 800 miles.

**Long-term debt**

An obligation that matures in a period that exceeds five years.

**Low-grade bond**

A corporate bond that is rated below investment grade by the major rating agencies (Standard and Poor's, Moody's).

**Macro-efficiency**

Efficiency as it pertains to the operation of markets and market systems.

**Managed care**

A cost-effective health care program initiated by employers whereby low-cost health care is made available to the employees in return for exclusive patronage to program doctors.

**Management Assistance Programs**

See SBA Management Assistance Programs

**Management and technical assistance**

A term used by many programs to mean business (as opposed to technological) assistance.

**Mandated benefits**

Specific treatments, providers, or individuals required by law to be included in commercial health plans.

**Market evaluation**

The use of market information to determine the sales potential of a specific product or process.

**Market failure**

The situation in which the workings of a competitive market do not produce the best results from the point of view of the entire society.

**Market information**

Data of any type that can be used for market evaluation, which could include demographic data, technology forecasting, regulatory changes, etc.

**Market research**

A systematic collection, analysis, and reporting of data about the market and its preferences, opinions, trends, and plans; used for corporate decision-making.

**Market share**

In a particular market, the percentage of sales of a specific product.

**Marketing**

Promotion of goods or services through various media.

**Master Establishment List (MEL)**

A list of firms in the United States developed by the U.S. Small Business Administration; firms can be selected by industry, region, state, standard metropolitan statistical area (see separate citation), county, and zip code.

**Maturity**

The date upon which the principal or stated value of a bond or other indebtedness becomes due and payable.

**Medicaid (Title XIX)**

A federally aided, state-operated and administered program that provides medical benefits for certain low income persons in need of health and medical care who are eligible for one of the government's welfare cash payment programs, including the aged, the blind, the disabled, and members of families with dependent

## GLOSSARY OF SMALL BUSINESS TERMS

children where one parent is absent, incapacitated, or unemployed.

### **Medicare (Title XVIII)**

A nationwide health insurance program for disabled and aged persons. Health insurance is available to insured persons without regard to income. Monies from payroll taxes cover hospital insurance and monies from general revenues and beneficiary premiums pay for supplementary medical insurance.

### **MEL**

See Master Establishment List

### **MESBIC**

See Minority enterprise small business investment corporation

### **MET**

See Multiple employer trust

### **Metropolitan statistical area (MSA)**

A means used by the government to define large population centers that may transverse different governmental jurisdictions. For example, the Washington, D.C. MSA includes the District of Columbia and contiguous parts of Maryland and Virginia because all of these geopolitical areas comprise one population and economic operating unit.

### **Mezzanine financing**

See Third-stage financing

### **Micro-efficiency**

Efficiency as it pertains to the operation of individual firms.

### **Microdata**

Information on the characteristics of an individual business firm.

### **Mid-term debt**

An obligation that matures within one to five years.

### **Midrisk venture capital**

See Equity midrisk venture capital

### **Minimum premium plan**

A combination approach to funding an insurance plan aimed primarily at premium tax savings. The employer self-funds a fixed percentage of estimated monthly claims and the insurance company insures the excess.

### **Minimum wage**

The lowest hourly wage allowed by the federal government.

### **Minority Business Development Agency**

Contracts with private firms throughout the nation to sponsor Minority Business Development Centers which provide minority firms with advice and technical assistance on a fee basis.

### **Minority Enterprise Small Business Investment Corporation (MESBIC)**

A federally funded private venture capital firm licensed by the U.S. Small Business Administration to provide capital to minority-owned businesses (see separate citation).

### **Minority-owned business**

Businesses owned by those who are socially or economically disadvantaged (see separate citation).

### **Mom and Pop business**

A small store or enterprise having limited capital, principally employing family members.

### **Moonlighter**

A wage-and-salary worker with a side business.

### **MSA**

See Metropolitan statistical area

### **Multi-employer plan**

A health plan to which more than one employer is required to contribute and that may be maintained through a collective bargaining agreement and required to meet standards prescribed by the U.S. Department of Labor.

### **Multi-level marketing**

A system of selling in which you sign up other people to assist you and they, in turn, recruit others to help them. Some entrepreneurs have built successful companies on this concept because the main focus of their activities is their product and product sales.

### **Multimedia**

The use of several types of media to promote a product or service. Also, refers to the use of several different types of media (sight, sound, pictures, text) in a CD-ROM (see separate citation) product.

**Multiple employer trust (MET)**

A self-funded benefit plan generally geared toward small employers sharing a common interest.

**NAFTA**

See North American Free Trade Agreement

**NASDAQ**

See National Association of Securities Dealers Automated Quotations

**National Association of Securities Dealers Automated Quotations**

Provides price quotes on over-the-counter securities as well as securities listed on the New York Stock Exchange.

**National income**

Aggregate earnings of labor and property arising from the production of goods and services in a nation's economy.

**Net assets**

See Net worth

**Net income**

The amount remaining from earnings and profits after all expenses and costs have been met or deducted. Also known as Net earnings.

**Net profit**

Money earned after production and overhead expenses (see separate citations) have been deducted.

**Net worth**

The difference between a company's total assets and its total liabilities.

**Network**

A chain of interconnected individuals or organizations sharing information and/or services.

**New York Stock Exchange (NYSE)**

The oldest stock exchange in the U.S. Allows for trading in stocks, bonds, warrants, options, and rights that meet listing requirements.

**Niche**

A career or business for which a person is well-suited. Also, a product which fulfills one need of a particular market segment, often with little or no competition.

**Nodes**

One workstation in a network, either local area or wide area (see separate citations).

**Nonbank bank**

A bank that either accepts deposits or makes loans, but not both. Used to create many new branch banks.

**Noncompetitive awards**

A method of contracting whereby the federal government negotiates with only one contractor to supply a product or service.

**Nonmember bank**

A state-regulated bank that does not belong to the federal bank system.

**Nonprofit**

An organization that has no shareholders, does not distribute profits, and is without federal and state tax liabilities.

**Norms**

See Financial ratios

**North American Free Trade Agreement (NAFTA)**

Passed in 1993, NAFTA eliminates trade barriers among businesses in the U.S., Canada, and Mexico.

**NYSE**

See New York Stock Exchange

**Occupational Safety & Health Administration (OSHA)**

Federal agency that regulates health and safety standards within the workplace.

**Optimal firm size**

The business size at which the production cost per unit of output (average cost) is, in the long run, at its minimum.

**Organizational chart**

A hierarchical chart tracking the chain of command within an organization.

**OSHA**

See Occupational Safety & Health Administration

**Overhead**

Expenses, such as employee benefits and building utilities, incurred by a business that are unrelated to the actual product or service sold.

**Owner's capital**

Debt or equity funds provided by the owner(s) of a business; sources of owner's capital are personal savings, sales of assets, or loans from financial institutions.



## GLOSSARY OF SMALL BUSINESS TERMS

### **P & L**

See Profit and loss statement

### **Part-time workers**

Normally, those who work less than 35 hours per week. The Tax Reform Act indicated that part-time workers who work less than 17.5 hours per week may be excluded from health plans for purposes of complying with federal nondiscrimination rules.

### **Part-year workers**

Those who work less than 50 weeks per year.

### **Partnership**

Two or more parties who enter into a legal relationship to conduct business for profit. Defined by the U.S. Internal Revenue Code as joint ventures, syndicates, groups, pools, and other associations of two or more persons organized for profit that are not specifically classified in the IRS code as corporations or proprietorships.

### **Patent**

A grant made by the government assuring an inventor the sole right to make, use, and sell an invention for a period of 17 years.

### **PC**

See Professional corporation

### **Peak**

See Cyclical peak

### **Pension**

A series of payments made monthly, semiannually, annually, or at other specified intervals during the lifetime of the pensioner for distribution upon retirement. The term is sometimes used to denote the portion of the retirement allowance financed by the employer's contributions.

### **Pension fund**

A fund established to provide for the payment of pension benefits; the collective contributions made by all of the parties to the pension plan.

### **Performance appraisal**

An established set of objective criteria, based on job description and requirements, that is used to evaluate the performance of an employee in a specific job.

### **Permit**

See Business license

### **Plan**

See Business plan

### **Pooling**

An arrangement for employers to achieve efficiencies and lower health costs by joining together to purchase group health insurance or self-insurance.

### **PPO**

See Preferred provider organization

### **Preferred lenders program**

See SBA special lending institution categories

### **Preferred provider organization (PPO)**

A contractual arrangement with a health care services organization that agrees to discount its health care rates in return for faster payment and/or a patient base.

### **Premiums**

The amount of money paid to an insurer for health insurance under a policy. The premium is generally paid periodically (e.g., monthly), and often is split between the employer and the employee. Unlike deductibles and coinsurance or copayments, premiums are paid for coverage whether or not benefits are actually used.

### **Prime-age workers**

Employees 25 to 54 years of age.

### **Prime contract**

A contract awarded directly by the U.S. Federal Government.

### **Private company**

See Closely held corporation

### **Private placement**

A method of raising capital by offering for sale an investment or business to a small group of investors (generally avoiding registration with the Securities and Exchange Commission or state securities registration agencies). Also known as Private financing or Private offering.

### **Pro forma**

The use of hypothetical figures in financial statements to represent future expenditures, debts, and other potential financial expenses.

**Proactive**

Taking the initiative to solve problems and anticipate future events before they happen, instead of reacting to an already existing problem or waiting for a difficult situation to occur.

**Procurement**

A contract from an agency of the federal government for goods or services from a small business.

**Prodigy**

An online service which is accessible by computer modem. The service features Internet access, bulletin boards, online periodicals, electronic mail, and other services for subscribers.

**Product development**

The stage of the innovation process where research is translated into a product or process through evaluation, adaptation, and demonstration.

**Product franchising**

An arrangement for a franchisee to use the name and to produce the product line of the franchisor or parent corporation.

**Production**

The manufacture of a product.

**Production prototype**

See Prototype

**Productivity**

A measurement of the number of goods produced during a specific amount of time.

**Professional corporation (PC)**

Organized by members of a profession such as medicine, dentistry, or law for the purpose of conducting their professional activities as a corporation. Liability of a member or shareholder is limited in the same manner as in a business corporation.

**Profit and loss statement (P & L)**

The summary of the incomes (total revenues) and costs of a company's operation during a specific period of time. Also known as Income and expense statement.

**Proposal**

See Business plan

**Proprietorship**

The most common legal form of business ownership; about 85 percent of all small businesses are proprietorships. The liability of the owner is unlimited in this form of ownership.

**Prospective payment system**

A cost-containment measure included in the Social Security Amendments of 1983 whereby Medicare payments to hospitals are based on established prices, rather than on cost reimbursement.

**Prototype**

A model that demonstrates the validity of the concept of an invention (laboratory prototype); a model that meets the needs of the manufacturing process and the user (production prototype).

**Prudent investor rule or standard**

A legal doctrine that requires fiduciaries to make investments using the prudence, diligence, and intelligence that would be used by a prudent person in making similar investments. Because fiduciaries make investments on behalf of third-party beneficiaries, the standard results in very conservative investments. Until recently, most state regulations required the fiduciary to apply this standard to each investment. Newer, more progressive regulations permit fiduciaries to apply this standard to the portfolio taken as a whole, thereby allowing a fiduciary to balance a portfolio with higher-yield, higher-risk investments. In states with more progressive regulations, practically every type of security is eligible for inclusion in the portfolio of investments made by a fiduciary, provided that the portfolio investments, in their totality, are those of a prudent person.

**Public equity markets**

Organized markets for trading in equity shares such as common stocks, preferred stocks, and warrants. Includes markets for both regularly traded and nonregularly traded securities.

**Public offering**

General solicitation for participation in an investment opportunity. Interstate public offerings are supervised by the U.S. Securities and Exchange Commission (see separate citation).

## GLOSSARY OF SMALL BUSINESS TERMS

### **Quality control**

The process by which a product is checked and tested to ensure consistent standards of high quality.

### **Rate of return**

The yield obtained on a security or other investment based on its purchase price or its current market price. The total rate of return is current income plus or minus capital appreciation or depreciation.

### **Real property**

Includes the land and all that is contained on it.

### **Realignment**

See Resource realignment

### **Recession**

Contraction of economic activity occurring between the peak and trough (see separate citations) of a business cycle.

### **Regulated market**

A market in which the government controls the forces of supply and demand, such as who may enter and what price may be charged.

### **Regulation D**

A vehicle by which small businesses make small offerings and private placements of securities with limited disclosure requirements. It was designed to ease the burdens imposed on small businesses utilizing this method of capital formation.

### **Regulatory Flexibility Act**

An act requiring federal agencies to evaluate the impact of their regulations on small businesses before the regulations are issued and to consider less burdensome alternatives.

### **Research**

The initial stage of the innovation process, which includes idea generation and invention.

### **Research and development financing**

A tax-advantaged partnership set up to finance product development for start-ups as well as more mature companies.

### **Resource mobility**

The ease with which labor and capital move from firm to firm or from industry to industry.

### **Resource realignment**

The adjustment of productive resources to interindustry changes in demand.

### **Resources**

The sources of support or help in the innovation process, including sources of financing, technical evaluation, market evaluation, management and business assistance, etc.

### **Retained business earnings**

Business profits that are retained by the business rather than being distributed to the shareholders as dividends.

### **Revolving credit**

An agreement with a lending institution for an amount of money, which cannot exceed a set maximum, over a specified period of time. Each time the borrower repays a portion of the loan, the amount of the repayment may be borrowed yet again.

### **Risk capital**

See Venture capital

### **Risk management**

The act of identifying potential sources of financial loss and taking action to minimize their negative impact.

### **Routing**

The sequence of steps necessary to complete a product during production.

### **S corporations**

See Sub chapter S corporations

### **SBA**

See Small Business Administration

### **SBA direct loans**

Loans made directly by the U.S. Small Business Administration (SBA); monies come from funds appropriated specifically for this purpose. In general, SBA direct loans carry interest rates slightly lower than those in the private financial markets and are available only to applicants unable to secure private financing or an SBA guaranteed loan.

### **SBA 504 Program**

See Certified development corporation

**SBA guaranteed loans**

Loans made by lending institutions in which the U.S. Small Business Administration (SBA) will pay a prior agreed-upon percentage of the outstanding principal in the event the borrower of the loan defaults. The terms of the loan and the interest rate are negotiated between the borrower and the lending institution, within set parameters.

**SBA loans**

See Disaster loans; SBA direct loans; SBA guaranteed loans; SBA special lending institution categories

**SBA Management Assistance Programs**

Classes, workshops, counseling, and publications offered by the U.S. Small Business Administration.

**SBA special lending institution categories**

U.S. Small Business Administration (SBA) loan program in which the SBA promises certified banks a 72-hour turnaround period in giving its approval for a loan, and in which preferred lenders in a pilot program are allowed to write SBA loans without seeking prior SBA approval.

**SBDB**

See Small Business Data Base

**SBDC**

See Small business development centers

**SBI**

See Small business institutes program

**SBIC**

See Small business investment corporation

**SBIR Program**

See Small Business Innovation Development Act of 1982

**Scale economies**

The decline of the production cost per unit of output (average cost) as the volume of output increases.

**Scale efficiency**

The reduction in unit cost available to a firm when producing at a higher output volume.

**SCORE**

See Service Corps of Retired Executives

**SEC**

See Securities and Exchange Commission

**SECA**

See Self-Employment Contributions Act

**Second-stage financing**

Working capital for the initial expansion of a company that is producing, shipping, and has growing accounts receivable and inventories. Also known as Second-round financing.

**Secondary market**

A market established for the purchase and sale of outstanding securities following their initial distribution.

**Secondary worker**

Any worker in a family other than the person who is the primary source of income for the family.

**Secondhand capital**

Previously used and subsequently resold capital equipment (e.g., buildings and machinery).

**Securities and Exchange Commission (SEC)**

Federal agency charged with regulating the trade of securities to prevent unethical practices in the investor market.

**Securitized debt**

A marketing technique that converts long-term loans to marketable securities.

**Seed capital**

Venture financing provided in the early stages of the innovation process, usually during product development.

**Self-employed person**

One who works for a profit or fees in his or her own business, profession, or trade, or who operates a farm.

**Self-Employment Contributions Act (SECA)**

Federal law that governs the self-employment tax (see separate citation).

**Self-employment income**

Income covered by Social Security if a business earns a net income of at least \$400.00 during the year. Taxes are paid on earnings that exceed \$400.00.

**Self-employment retirement plan**

See Keogh plan

**Self-employment tax**

Required tax imposed on self-employed individuals for the provision of Social Security and Medicare.

## GLOSSARY OF SMALL BUSINESS TERMS

The tax must be paid quarterly with estimated income tax statements.

### **Self-funding**

A health benefit plan in which a firm uses its own funds to pay claims, rather than transferring the financial risks of paying claims to an outside insurer in exchange for premium payments.

### **Service Corps of Retired Executives (SCORE)**

Volunteers for the SBA Management Assistance Program who provide one-on-one counseling and teach workshops and seminars for small firms.

### **Service firm**

See Business service firm

### **Service sector**

Broadly defined, all U.S. industries that produce intangibles, including the five major industry divisions of transportation, communications, and utilities; wholesale trade; retail trade; finance, insurance, and real estate; and services.

### **Set asides**

See Small business set asides

### **Short-haul service**

A type of transportation service in which the transporter supplies service between cities where the maximum distance is no more than 200 miles.

### **Short-term debt**

An obligation that matures in one year.

### **SIC codes**

See Standard Industrial Classification codes

### **Single-establishment enterprise**

See Establishment

### **Small business**

An enterprise that is independently owned and operated, is not dominant in its field, and employs fewer than 500 people. For SBA purposes, the U.S. Small Business Administration (SBA) considers various other factors (such as gross annual sales) in determining size of a business.

### **Small Business Administration (SBA)**

An independent federal agency that provides assistance with loans, management, and advocating interests before other federal agencies.

### **Small Business Data Base**

A collection of microdata (see separate citation) files on individual firms developed and maintained by the U.S. Small Business Administration.

### **Small business development centers (SBDC)**

Centers that provide support services to small businesses, such as individual counseling, SBA advice, seminars and conferences, and other learning center activities. Most services are free of charge, or available at minimal cost.

### **Small business development corporation**

See Certified development corporation

### **Small business-dominated industry**

Industry in which a minimum of 60 percent of employment or sales is in firms with fewer than 500 employees.

### **Small Business Innovation Development Act of 1982**

Federal statute requiring federal agencies with large extramural research and development budgets to allocate a certain percentage of these funds to small research and development firms. The program, called the Small Business Innovation Research (SBIR) Program, is designed to stimulate technological innovation and make greater use of small businesses in meeting national innovation needs.

### **Small business institutes (SBI) program**

Cooperative arrangements made by U.S. Small Business Administration district offices and local colleges and universities to provide small business firms with graduate students to counsel them without charge.

### **Small business investment corporation (SBIC)**

A privately owned company licensed and funded through the U.S. Small Business Administration and private sector sources to provide equity or debt capital to small businesses.

### **Small business set asides**

Procurement (see separate citation) opportunities required by law to be on all contracts under \$10,000 or a certain percentage of an agency's total procurement expenditure.

**Smaller firms**

For U.S. Department of Commerce purposes, those firms not included in the Fortune 1000.

**SMSA**

See Metropolitan statistical area

**Socially and economically disadvantaged**

Individuals who have been subjected to racial or ethnic prejudice or cultural bias without regard to their qualities as individuals, and whose abilities to compete are impaired because of diminished opportunities to obtain capital and credit.

**Sole proprietorship**

An unincorporated, one-owner business, farm, or professional practice.

**Special lending institution categories**

See SBA special lending institution categories

**Standard Industrial Classification (SIC) codes**

Four-digit codes established by the U.S. Federal Government to categorize businesses by type of economic activity; the first two digits correspond to major groups such as construction and manufacturing, while the last two digits correspond to subgroups such as home construction or highway construction.

**Standard metropolitan statistical area (SMSA)**

See Metropolitan statistical area

**Start-up**

A new business, at the earliest stages of development and financing.

**Start-up costs**

Costs incurred before a business can commence operations.

**Start-up financing**

Financing provided to companies that have either completed product development and initial marketing or have been in business for less than one year but have not yet sold their product commercially.

**Stock**

A certificate of equity ownership in a business.

**Stop-loss coverage**

Insurance for a self-insured plan that reimburses the company for any losses it might incur in its health claims beyond a specified amount.

**Strategic planning**

Projected growth and development of a business to establish a guiding direction for the future. Also used to determine which market segments to explore for optimal sales of products or services.

**Structural unemployment**

See Unemployment

**Sub chapter S corporations**

Corporations that are considered noncorporate for tax purposes but legally remain corporations.

**Subcontract**

A contract between a prime contractor and a subcontractor, or between subcontractors, to furnish supplies or services for performance of a prime contract (see separate citation) or a subcontract.

**Surety bonds**

Bonds providing reimbursement to an individual, company, or the government if a firm fails to complete a contract. The U.S. Small Business Administration guarantees surety bonds in a program much like the SBA guaranteed loan program (see separate citation).

**Swing loan**

See Bridge financing

**Target market**

The clients or customers sought for a business' product or service.

**Targeted Jobs Tax Credit**

Federal legislation enacted in 1978 that provides a tax credit to an employer who hires structurally unemployed individuals.

**Tax number**

A number assigned to a business by a state revenue department that enables the business to buy goods without paying sales tax.

**Taxable bonds**

An interest-bearing certificate of public or private indebtedness. Bonds are issued by public agencies to finance economic development.

**Technical assistance**

See Management and technical assistance

**Technical evaluation**

Assessment of technological feasibility.

## GLOSSARY OF SMALL BUSINESS TERMS

### **Technology**

The method in which a firm combines and utilizes labor and capital resources to produce goods or services; the application of science for commercial or industrial purposes.

### **Technology transfer**

The movement of information about a technology or intellectual property from one party to another for use.

### **Tenure**

See Employee tenure

### **Term**

The length of time for which a loan is made.

### **Terms of a note**

The conditions or limits of a note; includes the interest rate per annum, the due date, and transferability and convertibility features, if any.

### **Third-party administrator**

An outside company responsible for handling claims and performing administrative tasks associated with health insurance plan maintenance.

### **Third-stage financing**

Financing provided for the major expansion of a company whose sales volume is increasing and that is breaking even or profitable. These funds are used for further plant expansion, marketing, working capital, or development of an improved product. Also known as Third-round or Mezzanine financing.

### **Time deposit**

A bank deposit that cannot be withdrawn before a specified future time.

### **Time management**

Skills and scheduling techniques used to maximize productivity.

### **Trade credit**

Credit extended by suppliers of raw materials or finished products. In an accounting statement, trade credit is referred to as "accounts payable."

### **Trade name**

The name under which a company conducts business, or by which its business, goods, or services are identified. It may or may not be registered as a trademark.

### **Trade periodical**

A publication with a specific focus on one or more aspects of business and industry.

### **Trade secret**

Competitive advantage gained by a business through the use of a unique manufacturing process or formula.

### **Trade show**

An exhibition of goods or services used in a particular industry. Typically held in exhibition centers where exhibitors rent space to display their merchandise.

### **Trademark**

A graphic symbol, device, or slogan that identifies a business. A business has property rights to its trademark from the inception of its use, but it is still prudent to register all trademarks with the Trademark Office of the U.S. Department of Commerce.

### **Translation**

See Product development

### **Treasury bills**

Investment tender issued by the Federal Reserve Bank in amounts of \$10,000 that mature in 91 to 182 days.

### **Treasury bonds**

Long-term notes with maturity dates of not less than seven and not more than twenty-five years.

### **Treasury notes**

Short-term notes maturing in less than seven years.

### **Trend**

A statistical measurement used to track changes that occur over time.

### **Trough**

See Cyclical trough

### **UCC**

See Uniform Commercial Code

### **UL**

See Underwriters Laboratories

### **Underwriters Laboratories (UL)**

One of several private firms that tests products and processes to determine their safety. Although various firms can provide this kind of testing service, many local and insurance codes specify UL certification.

### **Underwriting**

A process by which an insurer determines whether or not and on what basis it will accept an application for

insurance. In an experience-rated plan, premiums are based on a firm's or group's past claims; factors other than prior claims are used for community-rated or manually rated plans.

**Unfair competition**

Refers to business practices, usually unethical, such as using unlicensed products, pirating merchandise, or misleading the public through false advertising, which give the offending business an unequitable advantage over others.

**Unfunded accrued liability**

The excess of total liabilities, both present and prospective, over present and prospective assets.

**Unemployment**

The joblessness of individuals who are willing to work, who are legally and physically able to work, and who are seeking work. Unemployment may represent the temporary joblessness of a worker between jobs (frictional unemployment) or the joblessness of a worker whose skills are not suitable for jobs available in the labor market (structural unemployment).

**Uniform Commercial Code (UCC)**

A code of laws governing commercial transactions across the U.S., except Louisiana. Their purpose is to bring uniformity to financial transactions.

**Uniform product code (UPC symbol)**

A computer-readable label comprised of ten digits and stripes that encodes what a product is and how much it costs. The first five digits are assigned by the Uniform Product Code Council, and the last five digits by the individual manufacturer.

**Unit cost**

See Average cost

**UPC symbol**

See Uniform product code

**U.S. Establishment and Enterprise Microdata (USEEM) File**

A cross-sectional database containing information on employment, sales, and location for individual enterprises and establishments with employees that have a Dun & Bradstreet credit rating.

**U.S. Establishment Longitudinal Microdata (USELM) File**

A database containing longitudinally linked sample microdata on establishments drawn from the U.S. Establishment and Enterprise Microdata file (see separate citation).

**U.S. Small Business Administration 504 Program**

See Certified development corporation

**USEEM**

See U.S. Establishment and Enterprise Microdata File

**USELM**

See U.S. Establishment Longitudinal Microdata File

**VCN**

See Venture capital network

**Venture capital**

Money used to support new or unusual business ventures that exhibit above-average growth rates, significant potential for market expansion, and are in need of additional financing to sustain growth or further research and development; equity or equity-type financing traditionally provided at the commercialization stage, increasingly available prior to commercialization.

**Venture capital company**

A company organized to provide seed capital to a business in its formation stage, or in its first or second stage of expansion. Funding is obtained through public or private pension funds, commercial banks and bank holding companies, small business investment corporations licensed by the U.S. Small Business Administration, private venture capital firms, insurance companies, investment management companies, bank trust departments, industrial companies seeking to diversify their investment, and investment bankers acting as intermediaries for other investors or directly investing on their own behalf.

**Venture capital limited partnerships**

Designed for business development, these partnerships are an institutional mechanism for providing capital for young, technology-oriented businesses. The investors' money is pooled and invested in money market assets until venture investments have been selected. The general partners are experienced



## GLOSSARY OF SMALL BUSINESS TERMS

investment managers who select and invest the equity and debt securities of firms with high growth potential and the ability to go public in the near future.

### **Venture capital network (VCN)**

A computer database that matches investors with entrepreneurs.

### **WAN**

See Wide Area Network

### **Wide Area Network (WAN)**

Computer networks linking systems throughout a state or around the world in order to facilitate the sharing of information.

### **Withholding**

Federal, state, social security, and unemployment taxes withheld by the employer from employees' wages; employers are liable for these taxes and the corporate umbrella and bankruptcy will not exonerate an employer from paying back payroll withholding. Employers should escrow these funds in a separate account and disperse them quarterly to withholding authorities.

### **Workers' compensation**

A state-mandated form of insurance covering workers injured in job-related accidents. In some states, the state is the insurer; in other states, insurance must be acquired from commercial insurance firms. Insurance rates are based on a number of factors, including salaries, firm history, and risk of occupation.

### **Working capital**

Refers to a firm's short-term investment of current assets, including cash, short-term securities, accounts receivable, and inventories.

### **Yield**

The rate of income returned on an investment, expressed as a percentage. Income yield is obtained by dividing the current dollar income by the current market price of the security. Net yield or yield to maturity is the current income yield minus any premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity.

