

Lancaster Entrepreneurship Coalition

2018 Findings & Recommendations

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The Lancaster Entrepreneurship Coalition is a partnership of for-profit, non-profit, membership, and educational institutions who provide programming and services for entrepreneurs in Lancaster, PA. The vision of the Coalition is a thriving entrepreneur ecosystem in Lancaster, PA, where startups and small businesses are able to easily engage with each other and the resources that they need to succeed. In 2018, the Lancaster Entrepreneurship Coalition employed Nancy Keeler to assess the Lancaster entrepreneur ecosystem and provide recommendations for future operations of the Coalition. Over the course of 2018, Ms Keeler collected and analyzed data on organizations in the Coalition, entrepreneurs in the community, and their relationships. The following recommendations are based on those findings.

Audience and Branding

The Lancaster Entrepreneurship Coalition represents organizations actively working to tighten the network and services within the Lancaster entrepreneur ecosystem. The Coalition represents the best in programming and collaboration for a common cause, however the name is not known outside of the group. At the same time, Cultivate Lancaster is a known networking event for entrepreneurs in Lancaster, PA. Cultivate Lancaster is a program organized by ASSETS and the Lancaster City Alliance, who are also originating organizations for the Coalition. These two entities, Cultivate Lancaster and the Coalition, represent two sides of the same coin. Cultivate Lancaster is an information hub and networking event for entrepreneurs. The Coalition is a collaboration effort by service providers who support entrepreneurs.

Cultivate Lancaster, as a brand, is the natural fit for information being disseminated by the Coalition. By utilizing and expanding an existing brand, the Coalition is able to leverage and add value to Cultivate Lancaster while reducing the redundancy or confusion of two similarly focused entities. For practical purposes, the Coalition will continue under the title Lancaster Entrepreneurship Coalition, however all programming and services that come out of the Coalition will be marketed to entrepreneurs as Cultivate Lancaster. Cultivate Lancaster is a public information center and hub, while the Coalition is a closed door planning and collaboration network.

Entrepreneur Programming Streams

Programming and services focused on supporting entrepreneurs in Lancaster's entrepreneur ecosystem can be divided into nine distinct categories. By identifying and categorizing programming and services Coalition organizations are able to work with other organizations who have similar types of programming, while allowing entrepreneurs to better navigate the ecosystem's programming offerings.

Through this mechanism, Coalition organizations are able to meet in smaller collaborative groups and through dialogue better understand, communicate, and work with each other. From a user perspective, entrepreneurs can more easily self-select what information they need to access and from whom. From the provider perspective, the streams are strategic opportunities to work with and collaborate with similarly focused partners. Through the programming streams, the Coalition now has the ability to work more nimbly together. The programming streams are as follows:

- **Business Planning.** Startup basics and product development cover the basics of what businesses need to set in place before going into business or pursuing funding.
- **Accounting, Bookkeeping, and Taxes.** Technical assistance, classroom training, and referrals for professionals on basic accounting and bookkeeping as well as taxes.

- **Digital Tech Engineering.** Supports for technology based products, programs, and services.
- **Growth Strategies.** Expansion, forecasting, and strategic growth.
- **Human Resources and Hiring.** Hiring, firing, managing employees, and researching competitive benefits.
- **Legal.** Contracts, incorporation, and referrals.
- **Loans and Financing.** Financial readiness for financing as well as traditional and non-traditional funding.
- **Marketing.** Market research, promotion, and sales.
- **Networking.** Meeting industry peers as well as potential customers.

Each of the programming streams is delivered to entrepreneurs through a range of mechanisms, which include: mentoring, one-on-one technical assistance, workshop, series, databases, and referral services. Within each programming stream there are specific strengths and weaknesses in the Lancaster ecosystem. Four of the programming streams -- Business Planning; Accounting, Bookkeeping, & Taxes; Marketing; and, Growth Strategies -- are typically delivered in general business training courses. To reduce redundancies, these four streams should be grouped together on the provider side, however, kept distinct for entrepreneurs. This means, during planning meetings and Coalition conversations that these will be referenced together, at least, until enough programming or expertise exists to warrant stand alone conversations.

The following sections outline each stream, recommendations, partner organizations, and new partner opportunities as well as additional programming details located in the appendices.

Business Planning: Startup Basics

Startup Basics programs and products are the bread and butter many of the Coalitions partner organizations. Coalition organizations provide these services with key differences. While there is overlap, the collaborative spirit of the Coalition is identifying these overlaps and creating ways for organizations to partner. For programming details see Appendix A.

Recommendations:

- Coordinate programming calendars across organizations to reduce overlap
- Collaborate in programming to reduce redundancies
- Establish stronger areas of expertise within each organization instead of general education

Coalition Provider Organizations:

ASSETS, Ben Franklin, the Candy Factory, Catamaran, the Chamber, DSBC, KSBDC, SBA, and SCORE

Business Planning: Product Development

Beyond developing a business plan, businesses must develop and test products and services before going to market. Most of the organizations within the Coalition do not address product development, however the success of a business is dependent upon it. Within the Coalition, Catamaran and Ben Franklin provide this type of service to tech focused businesses but outside of these two there is no other assistance. To address this gap and create a resource for businesses, the Coalition can provide access and referrals to trade organizations as well as a list of makerspaces and incubators in central Pennsylvania. For programming details see Appendix B.

Recommendation:

- Identify or develop resources to assist startups for quality control and consistency of products

Coalition Provider Organizations

The Chamber, DSBC, LCA, and SCORE

Accounting & Bookkeeping

Organizations within the Coalition provide a variety of accounting and bookkeeping products and services delivered through a range of methods. These services are often nestled within existing programming and are typically not stand alone programs or products. Accounting and bookkeeping needs tend to vary based on software and business sector making uniform programming hard to deliver. For programming details see Appendix C.

Recommendation:

- Provider organizations partner to ensure that one to two accounting and bookkeeping workshops are available annually

Coalition Provider Organizations

ASSETS, CFF, DSBC, KSBDC, and SCORE

Taxes

The Coalition does not currently have expertise in tax preparation or tax law. While this gap in programming does not need to be filled by a Coalition member, a point of reference for entrepreneurs seeking this expertise is needed. To that end, the Chamber, SCORE, KSBDC, and DSBC have offered to partner and create two workshops that may serve as a jumping off point for entrepreneurs seeking tax advice. For entrepreneurs seeking specific tax advice, referrals are also available. For programming details see Appendix D.

Recommendations:

- Coalition Workshop -- Taxes 101: The Chamber, SCORE, KSBDC, and DSBC to partner annually to provide one workshop on basic tax preparation, definitions, and law. This workshop should be offered in the fall of the year and geared towards idea phase through second year businesses.
- Coalition Workshop -- Tax Code Changes: The Chamber, SCORE, KSBDC, and DSBC to partner annually to provide one workshop on changes to the tax code that affect businesses for the current calendar year. This workshop should be offered in the spring of the year and open to all businesses.

Coalition Provider Organizations

ASSETS, the Chamber, CFF, DSBC, KSBDC, and SCORE

Digital Tech Engineering

Digital technology engineering supports businesses who depend on the virtual world to operate and/ or disseminate their programs and products. Ben Franklin, Catamaran, and Aspire's Smart Health Innovation Lab all provide this service through incubators and accelerators. Technology is a growing field and the only identifiable sector of specialization within the Coalition, which means there is significant opportunity for these organizations to partner and work with municipalities and private businesses to create a stronger technology ecosystem in the region. For programming details see Appendix E.

Recommendations:

- Collaboration of programming to reduce redundancies and create network of support for businesses
- Tapping into and tightening the interactions and interactions of tech-based businesses in the area to grow regional brain power
- Work with municipalities and tech-based businesses to create incentives for new businesses and sector growth

Coalition Provider Organizations

Ben Franklin and Catamaran

Recommended New Coalition Organizations

Smart Health Innovation Lab

Growth Strategies

Growth strategies points to businesses exiting startup and phasing into growth. These businesses need to address specific questions and have reliable resources. Currently, the Coalition does not provide universally accessible and standardized resources for these

businesses. However, a variety of one-on-one interactions as well as incubators provide a resource for businesses looking to stay ahead. For programming details see Appendix F.

Recommendations:

- The Chamber is considering assisting entrepreneurs seeking mentors who have achieved the next level of success in their industry.
- Identify private sector actors, such as business consultants, who are able to provide strategic advice to entrepreneurs.
- Partner with local higher education programs to create additional resources for businesses and entrepreneurs.

Coalition Provider Organizations

ASSETS, Ben Franklin, Catamaran, the Chamber, DSBC, Kutztown SBDC, and SCORE.

Human Resources

Organizations within the Coalition provide a variety of Human Resources (HR) products and services. These services are often nestled within existing programming and are typically not stand alone programs or products. Additional organizations in the community that provide specialized HR data, workshops, and referrals have been identified and provide a greater depth of expertise on this topic than currently found within the Coalition. For programming details see Appendix G.

Coalition Provider Organizations

ASSETS, the Chamber, DSBC, and SCORE

Recommended New Coalition Organizations

Lancaster Bar Association and Central Penn Business Group on Health

Recommended New Provider Link

LSHRM

Hiring

The Coalition has the opportunity to link with outside providers when assisting businesses with hiring. Resources and job boards exist within the Coalition however additional expertise and job matching is available through CareerLink and Lancaster Works. The Coalition can add value to this area by providing basic training and information on hiring through an annual workshop called 'How to Hire', which will be sponsored through a partnership of the Candy Factory, LSHRM, the Chamber, and KSBDC. For programming details see Appendix H.

Recommendation:

- Create a workshop hosted in partnership by Coalition organizations on ‘How to Hire’ with a focus on information needed when making a businesses first hire.

Coalition Provider Organizations

Candy Factory, the Chamber, KSBDC, DSBC, and SCORE

Recommended New Provider Links

LSHRM, PA CareerLink of Lancaster County, and Lancaster Works

Legal

Legal Services are one of the fundamental needs for every startup. Whether it is registering the business or reviewing contracts, entrepreneurs need access to information that will allow them to make informed decisions. Coalition organizations often refer clients to lawyers with whom they have existing relationships, give entrepreneurs guides on how to register their business, or provide basic information during workshops and classes. The Lancaster Bar Association has not previously engaged with Lancaster entrepreneur ecosystem, however has the interest and ability to add value by engaging lawyers with startup businesses and can be a leader in this stream of service moving forward.

Recommendations:

- Develop ‘modest means’ program for businesses through the Lancaster Bar Association
- Integrate Lancaster Bar Association expertise into organizations trainings on legal matters

Coalition Provider Organizations

ASSETS, Ben Franklin, Catamaran, the Chamber, DSBC, and SCORE

Recommended New Coalition Organizations

Lancaster Bar Association

Loans & Financing

Businesses have access to capital and technical assistance in a variety of ways. ASSETS and SCORE both provide businesses with technical assistance. ASSETS, Ben Franklin, CFF, Lancaster City, and EDC all provide capital. Venture capital and grants exist within the Coalition but there is a need to further develop those networks and opportunities. For programming details see Appendix I.

Recommendations:

- Develop relationships with local and regional venture capitalists
- Create gatekeeping mechanisms to connect entrepreneurs with funders

Coalition Provider Organizations

ASSETS, Ben Franklin, CFF, Lancaster City, SCORE, and EDC

Marketing

Marketing is in high demand by entrepreneurs in Lancaster. Many businesses start marketing without a marketing or business plan and stop promotional marketing once business picks up. SCORE and ASSETS both provide marketing training in their general business education classes. However, there is a lack of in-person, in-depth, and hands-on training available for entrepreneurs. This gap speaks to a need for additional marketing training opportunities or a shift towards equipping businesses in existing trainings to better access and self-advocate with professional marketing services. Another option is promoting an exchange of services (or bartering) for businesses unable to afford marketing services. In addition to ASSETS and SCORE, Coalition organizations that provide one-off workshops and trainings, such as the Chamber and DSBC, can increase training outcomes by collaborating and coordinate workshop offerings. For programming details see Appendix J.

Recommendations:

- Create bartering marketplace for businesses needing marketing and other services
- Collaborate to create an in-depth marketing plan class series

Coalition Provider Organizations

ASSETS, the Chamber, DSBC, LCA, and SCORE

Networking

Cultivate Lancaster was created out of a need for a forum for entrepreneurs to meet and connect. The events create a great opportunity for collaboration and facetime across a large swath of the Lancaster entrepreneur ecosystem. Several of the Coalitions organizations provide opportunities for entrepreneurs to connect. This is a great opportunity to identify entrepreneurs who can add value to the Coalition through their feedback on provider services.

Recommendations:

- Use networking events as an opportunity to gain feedback on overall ecosystem health and needs
- Identify entrepreneurs who can participate in the Coalition and provide meaningful feedback on programming from a user perspective.

Coalition Provider Organizations

ASSETS, the Candy Factory, the Chamber, and LCA

Programming Streams Summary

Lancaster stands out among third class cities in Pennsylvania because of its strong offering and volume of entrepreneur supporting programming and services. Organizations participating in the Lancaster Entrepreneurship Coalition provide a range of programs, services, and expertise for startups and entrepreneurs. A deeper analysis of the programming offered by the Coalition identifies several themes from recommendations:

- The Coalition needs to coordinate programming calendars annually and keep this information easily accessible in a single location.
- Programming redundancies can be reduced by collaboration and partnering of Coalition partners to sponsor classes and workshops.
- New Coalition partners can fill gaps and provide additional expertise in the programming offering.
- Comprehensive publicly and privately held lists of non-Coalition service providers can fill key gaps in services, such as: co-working spaces, accelerators and incubators, venture capitalists and angel donors.
- The Coalition needs to identify more off-ramps from programming streams for entrepreneurs who are moving beyond the expertise of the service providers.
- Businesses benefit by networking and finding support within their industry and affinity groups and these interactions need to be encouraged and supported.
- The Coalition does not need to provide all of the services that an entrepreneur needs to start a business but should be able to point entrepreneurs to the resources and information they need.

The programming streams offered by the Coalition allow entrepreneurs an easier path for navigating available services as well as allow organizations to better understand each others services and to collaborate.

Operations Plan

Coalition Management & Coordination

The Lancaster Entrepreneurship Coalition is a collaborative effort and does not currently have funding in place to support staff. However, the Coalition is in need of coordination to ensure operations and participation by partnering organizations. To that end, Coalition partners must provide the support needed until the necessary funding for staffing is in place or one organization or more organizations allocates staff time to Coalition management. To alleviate the burden of management, the Coalition should delegate management across organizations by

annually or biennially appointing a committee chairperson for each programming stream, Cultivate Lancaster events, and the Coalition.

Programming streams chairperson will be responsible for:

- Scheduling programming stream meetings
- Initiating collaborative efforts in programming and trainings
- Tracking stream-related calendar events
- Updating stream-related information on the Cultivate Lancaster website

Cultivate Lancaster events chairperson will be responsible for:

- Convening an events committee
- Planning, delegating, and executing event activities
- Acting as liaison between event planner and Coalition partners

Coalition chairperson will be responsible for:

- Scheduling Coalition meetings
- Initiating collaborative efforts in programming and trainings
- Tracking calendar events
- Annually updating information on the Cultivate Lancaster website
- Tracking and prompting committee activities
- Initiating annual survey of organizations and entrepreneurs

No chairperson should serve in the same capacity for more than three years, to reduce burnout. In addition to spreading the workload of the Coalition, the eight chairpersons will help create buy in and participation by Coalition partner organizations.

Participation in the Coalition is on an organization level and each organization should drive participation instead of participation being driven by individuals. To this end, each organization should engage in a Memorandum of Understanding with the Coalition and its partner organization as to the capacity in which that organization will engage, support, and receive support from the Coalition. A partnership fee from each organization of \$500 annually will also ensure that Coalition is set up to operate and cover expenses relating to website operation and event hosting.

With these activities and agreements in place, the Coalition should follow an annual calendar of activities. See Appendix K -- Coalition Annual Calendar. For contact list of all Coalition members, as of December 2018, see Appendix L -- Coalition Partner Contact List.

Talking Points for the Coalition

The Coalition has been in action for over two years and partners are familiar with the current status quo. Moving into a new season and way of thinking about how the Coalition will function

will take coordination and planning. The key differences that need to be conveyed to service providers moving forward are as follows:

- Cultivate Lancaster's website is the best place to refer clients interested in programming and services for entrepreneurs in Lancaster, PA.
- Every staff person who works at a Coalition organization should know about and be familiar with the Cultivate Lancaster website.
- The Coalition is the 'think tank' behind the entrepreneur-ecosystem in Lancaster, PA.

In addition to these talking points, marketing material that promotes this change will help inform service providers as well as the general public on Cultivate Lancaster as the place to find entrepreneur programming, events, and services information.

Ecosystems within the Ecosystem

Within the Lancaster Entrepreneur ecosystem there are other ecosystems that play key roles in the local economy. Each of these can provide an avenue for success and wealth building for startups and entrepreneurs, however key players need to be convened and specific questions need to be answered.

Growing Businesses

Many of the organizations within the Coalition provide programming content that can be categorized as general business education. ASSETS targets women for some of its programming and ASSETS and Community First Fund provide many trainings and support in Spanish, however the content tends to not be growth or sector specific. This limited targeting across the Coalition of business sector, audience, and language presents an opportunity to create programming that supports the types of businesses that the city and the region need to thrive. To accomplish this, the Coalition should collect feedback from entrepreneurs and businesses on the support they need as well as from municipal leaders on the goals and trajectory of the region. This type of planning should integrate with existing plans such as the Coalition to Combat Poverty's One Good Job, the City of Lancaster Economic Development Strategic Plan, the Lancaster City Alliance Building on Strength, as well as, other strategic plans.

Two questions that should be answered are: What kind of businesses does Lancaster want to grow? What kind of programming needs to be in place to grow those businesses? One example is Lancaster city's active freelance and single operator economy. The Coalition has the opportunity to create programming that will help transition these sole proprietors into larger businesses that create jobs. Beyond sole proprietors there are other areas of opportunity to support specific sectors and networks.

Educational Institutions

Lancaster County has a number of universities and school programs that research and educate on innovation and entrepreneurship, including: Millersville University, Franklin & Marshall College, PCAD, HACC, Elizabethtown College, and ATTOLLO. To date, these programs tend to operate as cycles of innovation and thinking. Recently, several of these institutions have experienced significant changes in leadership which may provide the opportunity needed for collaboration. These institutions have funding and knowledge centers that are a valuable resource to the community. Finding ways to integrate them into the Coalition and ecosystem could provide an invaluable resource to both services providers and entrepreneurs. For a comprehensive list of programs, see Appendix M.

Healthcare Technology

Healthcare is the largest sector in Lancaster County. In the past two years, many locally operated healthcare facilities have transitioned to larger network corporate providers. By jobs and income, this sector has significant influence on the overall health and wellbeing of the Lancaster economy. Currently, many of the organizations within the Coalition do not regularly interface with these businesses. At the same time, Aspire has launched Smart Health Innovation Lab and Catamaran and Ben Franklin both host incubators for technology based businesses. These culminating factors create ripe opportunity and capital to support significant local growth in healthcare technology. This sector is growing and thriving and the Coalition has the opportunity to help local entrepreneurs connect and grow in a sector that could otherwise easily exclude them.

The first step towards creating more opportunity for local healthcare technology entrepreneurs is to convene key players, such as: Smart Health Innovation Lab, Catamaran, Ben Franklin, Lancaster EDC, Lancaster City, the Lancaster City Alliance, as well as, the major healthcare providers.

Feedback Loops

Coalition organizations are only as relevant as the programming that they provide. To ensure that the Coalition is meeting its goal of supporting and tightening the Lancaster entrepreneur ecosystem, certain feedback loops from entrepreneurs need to be created. To date, the best source of information comes from the Cultivate Lancaster registration survey and occasional conversations with entrepreneurs. While both of these are valuable resources, each presents certain flaws. At the same time, other methods could be easily employed to help create more concise feedback and data to inform programming.

Cultivate Survey

The Cultivate Lancaster registration survey has undergone several iterations and changes in questions and does not allow much analysis between surveys. The survey has the potential to be one of the most valuable feedback loops and data collection options for the Coalition. To this end, the registration survey should be carefully considered and evaluated. Using the existing survey as a template, the Coalition can create a survey that will be used for every Cultivate Lancaster event registration and reflects the data the Coalition needs from entrepreneurs.

Entrepreneur Involvement

Many organizations capture the experiences of their clients through stories and conversations. This is a great way to understand some parts of the ecosystem but does not capture the whole. To better understand the needs of entrepreneurs, the Coalition should annually engage groups of entrepreneurs in focus groups. These focus groups can provide valuable feedback on the trajectory of the city and available services as well as be a sounding board for new and changing programming. From these focus groups, the Coalition can select entrepreneurs to participate in Coalition meetings and to help provide additional insight into programming.

Recommendations Summary

The Lancaster Entrepreneurship Coalition is on the cusp of great things. The collaborative spirit of the Coalition is the momentum needed to create excellence in programming. The work currently in place represents one important factor in the overall entrepreneur ecosystem. By combining programming, outside resources, and entrepreneurs into the Coalitions activities, the Coalition will be able to encapsulate and strengthen the entirety of the ecosystem.

Lancaster Entrepreneurship Coalition 2018 Report Appendices

Appendix A	Business Planning: Startup Basics Programming Details
Appendix B	Business Planning: Product Development Programming Details
Appendix C	Accounting & Bookkeeping Programming Details
Appendix D	Taxes Programming Details
Appendix E	Digital Tech Engineering Programming Details
Appendix F	Growth Strategies Programming Details
Appendix G	Human Resources Programming Details
Appendix H	Hiring Programming Details
Appendix I	Loans & Financing Programming Details
Appendix J	Marketing Programming Details
Appendix K	Coalition Annual Calendar
Appendix L	Coalition Partner Contact List
Appendix M	Educational Institutions Program List

Appendix A -- Business Planning: Startup Basics

Coalition Provider Organizations:

ASSETS, Ben Franklin, the Candy Factory, Catamaran, the Chamber, DSBC, KSBDC, SBA, and SCORE

One-on-One | Technical Assistance

ASSETS, DSBC, Catamaran, and KSBDC all provide one-on-one support through technical assistance. Technical assistance includes providing guidance on general business practices to directing businesses to services that best fit their needs. This assistance is limited in scope and typically occurs over the course of one to five in person meetings.

One-on-One | Mentoring

SCORE's one-on-one mentoring provides excellent general business guidance. Once a satisfactory mentor-mentee relationship is established, SCORE mentors may stay connected with a business mentee from a few months to multiple years.

SCORE

- Mentoring Process for Startups: Mentoring process, including needs assessment, situation analysis, financial history, KPIs, goals and objectives, critical issues.

Series | General Business Education

SCORE and ASSETS each provide business planning education through a series of classes. SCORE's class five weeks, while ASSETS class is ten weeks and slightly more in-depth in content. Catamaran and Ben Franklin provide tech focused business accelerators to Central Pennsylvania.

SCORE

- Simple Steps for Starting Your Business: Five part series in three-hour sessions -- a deep dive into business processes to prepare for and drive profitable growth. The workshop also includes a component on organizing and understanding your financials in a way to be presented to a banker, or other potential funding source.
- Round Tables: Grouped by location and industry, Round Table discussions are determined by the businesses that participate and facilitated by SCORE mentors.

ASSETS

- Business Startup Learning Circles: 10 week business startup class.

Ben Franklin*

- TechCelerator: Activities and programs that accelerate a region's early-stage deal flow help create an environment that allows those who have considered starting a

tech-business to explore the likelihood of success with the benefit of professional guidance.

Catamaran*

- Catamaran Accelerator: A three-month rapid product development business accelerator program designed to support startups with emerging technology solutions. We invest in the earliest stage of a company's lifecycle and guide entrepreneurs as they validate and iterate into viable businesses. We make this investment in time, design and development services, access to mentors and capital, and some cool office space.

Workshops | General Business Education

ASSETS, The Candy Factory, The Chamber, DSBC, KSBDC, and SCORE all provide one-off topic specific workshops. These workshops tend to be planned on an as needed basis. Moving forward, the Coalition sees opportunities for these organizations to coordinate scheduling of events as well as content on a semiannual basis.

Resource | Guides & Data

DSBC, KSBDC, SBA, and SCORE provide resources and data that businesses can access and use in early stage business development. The KSBDC, SBA, and SCORE all provide online guides and templates for startup businesses, which cover a wide variety of topics. The DSBC provides access guides and templates as well as large online databases that can be accessed at the DSBC or online with a Library System of Lancaster County card.

DSBC

- AtoZdatabases: Offers detailed profiles for over 30 million businesses: useful for competitor analysis
- First Research: Superb resource for industry trend information. Includes industry profiles (including forecasts and links to association web sites) for over 1000 industry segments.
- Hoovers: The largest commercial database of 85 million companies, 100 million professionals, and 900 industry segments; relevant social media links; and customizable news feeds. Industry-specific business analysts compile unbiased insights on the top 43,000 global companies, including publicly traded and private ones. Find reports on key competitors, financials, and executives in clear summary formats.
- SimplyAnalytics: Contains data to help answer key research questions, make sound business decisions, and understand the socio-demographic and economic conditions of any geographic area in the United States. Offers more than 75,000 data variables related to demographics, employment, housing, market segments, businesses, consumer spending, brand preferences, and public health.
- Business Start-Up Toolkit: A step-by-step resource guide for starting a business that highlights local partners, library resources, and state/federal sources in PDF format.
- Business Plans Handbook, in print (vol 1-28) or online (vol 1-35): Full-text, downloadable business plans compiled by, and aimed at, entrepreneurs seeking funding for small businesses. Presents sample plans in the manufacturing, retail and service industries, which serve as examples of how to approach, structure and compose business plans.

- Reference Service: The librarian will spend one-on-one time with an entrepreneur clarifying the research question(s), then deliver an answer by phone, email, or in person.

Appendix B -- Business Planning: Product Development

Coalition Provider Organizations

The Chamber, DSBC, LCA, and SCORE

Resource | Industry Associations & Networking

DSBC

- First Research: Links to association web sites for over 1000 industry segments.
- Encyclopedia of Associations: 2015 eReference directory of professional associations.
- The Library System of Lancaster County offers STEM Maker Passes to the Make717 makerspace (<https://make717.org/STEM-Pass/>)

The Chamber

- Professional Development: An online, categorical listing of Chamber investor businesses and organizations.
- Professional Development Friday: Professional Development Friday Workshops are two-hour educational programs that allow business representatives to showcase their subject matter expertise in an interactive way.

LCA

- LCA Merchant Committee: Monthly meeting of City merchants to discuss items relevant to ensure business retention and growth of our growing retail establishments.

SCORE

- Small Business Roundtables: SCORE mentors facilitate nine business roundtables -- discussion-based forums for small business owners and managers. Participants interact and learn from each other -- to sharing best practices, lessons learned and challenges faced. Roundtable members set the agenda; SCORE experts facilitate and guide the discussion. Roundtables are arranged by location and sector.

Coalition

- Incubator/Accelerator List

Appendix C -- Accounting & Bookkeeping

Coalition Provider Organizations

ASSETS, CFF, DSBC, KSBDC, and SCORE

One-on-One | Mentoring & T/A

SCORE, KSBDC, and ASSETS all provide various forms of one-on-one mentorship and training. SCORES one-on-one mentoring provides excellent general business guidance, which, if needed, can be bolstered by the expertise of an accounting or bookkeeping co-mentor. KSBDC has one staff mentor with specialized accounting and bookkeeping expertise as well as graduate students available to provide additional expertise. ASSETS staff is available for one-on-one technical assistance for businesses through the Women's Business Center at ASSETS as well as its lending program.

SCORE

- Mentoring Process for Existing Businesses: Mentoring process, including needs assessment, situation analysis, financial history, KPIs, goals and objectives, critical issues.

KSBDC

- Kutztown SBDC provides one-on-one consulting for clients seeking help with financial analysis, profit and loss statements, and projections for business plans.

ASSETS

- ASSETS provides one-on-one technical assistance for businesses.

Workshop & Series | General Business Education

SCORE, KSBDC, and ASSETS provide stand alone workshops and series on general business and startup topics. Within these, often accounting and bookkeeping are highlighted and experts within these industries present relevant information. Occasionally, SCORE, KSBDC, and ASSETS partner with each other and other organizations for these workshops and series.

SCORE

- Simple Steps for Starting Your Business: Five part series in three-hour sessions -- a deep dive into business processes to prepare for and drive profitable growth. The workshop also includes a component on organizing and understanding your financials in a way to be presented to a banker, or other potential funding source.
- Round Tables: Grouped by location and industry, Round Table discussions are determined by the businesses that participate and facilitated by SCORE mentors.

KBDC

- First Step to Starting Your Business Workshop: Business planning, market research, steps required to register a business, access to capital, financial projections.

- Accounting and/or quickbooks seminars offered in English and Spanish

ASSETS

- Business Startup Learning Circle: 10 week business startup class.

Resource | Research & Data

SCORE and DSBC provide online and in-house resources to help prepare, guide, and inform businesses on accounting and bookkeeping.

SCORE

- The local SCORE chapter website in collaboration with SCORE National's website also includes webinars, templates, and various articles on many financial topics.

DSBC

- RMA Annual Statement Studies reference book
- First Research: online platform that provides definitions of terms and financial ratios
- Nolo: Legal guides that cover home-based business taxes, taxes for employers, and bookkeeping best practices
- Books on accounting principles and software manuals through the Library System of Lancaster County (the system of all public libraries in the county, can be accessed from DSBC)

Resource | Referrals

SCORE, CFF, ASSETS, and KSBDC all provide referrals to clients seeking professional services in accounting and bookkeeping. SCORE provides a comprehensive and regularly vetted and updated list of referrals. CFF, ASSETS, and KSBDC can direct businesses to professional services through their vast community and regional relationships and networks.

SCORE

- SCORE maintains and annually reviews a list of professional services for referral.

CFF

- CFF lenders maintain relationships across the region and are able to refer businesses to professional services.

ASSETS

- ASSETS staff maintains relationships across the community and are able to refer businesses to professional services.

KSBDC

- KSDC staff maintains relationships across the region and are able to refer businesses to professional services.

Appendix D -- Taxes

Coalition Provider Organizations

ASSETS, the Chamber, CFF, DSBC, KSBDC, and SCORE

Workshop | Taxes

Coalition

- Taxes 101: The Chamber, SCORE, KSBDC, and DSBC will partner annually to provide one workshop on basic tax preparation, definitions, and law. This workshop will be offered in the fall of the year and geared towards idea phase through second year businesses.
- Tax Code Changes: The Chamber, SCORE, KSBDC, and DSBC will partner annually to provide one workshop on changes to the tax code that affect businesses for the current calendar year. This workshop will be offered in the spring of the year and open to all businesses.

Resource | Referrals

SCORE, CFF, ASSETS, and KSBDC all provide referrals to clients seeking professional services in tax law and preparation. SCORE provides a comprehensive and regularly vetted and updated list of referrals. CFF, ASSETS, and KSBDC can direct businesses to professional services through their vast community and regional relationships and networks.

SCORE

- SCORE maintains and annually reviews a list of professional services for referral.

CFF

- CFF lenders maintain relationships across the region and are able to refer businesses to professional services.

ASSETS

- ASSETS staff maintains relationships across the community and are able to refer businesses to professional services.

KSBDC

- KSBDC staff maintains relationships across the region and are able to refer businesses to professional services.

Appendix E -- Digital Tech Engineering

Coalition Provider Organizations

Ben Franklin and Catamaran

Recommended New Coalition Organizations

Smart Health Innovation Lab

Incubators & Accelerators | Ideation to Launch

Ben Franklin

- Big Idea Contest: We conduct business plan competitions to generate leads for mentoring and funding.

Catamaran

- Catamaran Accelerator: A three-month rapid product development business accelerator program designed to support startups with emerging technology solutions. We invest in the earliest stage of a company's lifecycle and guide entrepreneurs as they validate and iterate into viable businesses. We make this investment in time, design and development services, access to mentors and capital, and some cool office space.
- Catamaran Incubator: A twelve-month follow-on program from the Accelerator offering a unique and highly flexible combination of business development processes, infrastructure and product development services, designed to nurture new and small businesses by helping them to scale through the difficult and vulnerable early stages of development.

Smart Health Innovation Lab

- Smart Health Certification Program: 12 week market adoption accelerator for healthcare technology companies

Appendix F -- Growth Strategies

Coalition Provider Organizations

ASSETS, Ben Franklin, Catamaran, the Chamber, DSBC, Kutztown SBDC, and SCORE

One-on-One | Technical Assistance

The Chamber, DSBC, Kutztown SBDC, and LCA all provide technical assistance to businesses, however each has a different area of expertise. The Chamber provides opportunities for businesses to connect and grow. DSBC is available to answer specific data centric questions. KSBDC has in house expertise and works one-on-one with businesses on forecasting and financing. And, LCA acts as a business concierge service by connecting business leaders with the right resources.

One-on-One | Advice & Feedback

Catamaran

- Consultation Sessions: Entrepreneurs are invited to pitch their ideas to the Catamaran team in a one-on-one setting. We'll do our best to offer new insights and connections to resources in the greater Central PA entrepreneurship ecosystem.

SCORE*

- Advisory Board: SCORE clients with existing businesses meet with a team of SCORE mentors to review and help solve problems and issues. Composition of team aligns with issues, e.g., finance, marketing, operations, HR.

Resource | Resources & Data

DSBC provides resources and data that businesses can access and use for growth strategies. The DSBC provides access and assistance in-house as well as large online databases that can be accessed at the DSBC or online with a Library System of Lancaster County card.

Resource | Impact Analysis

ASSETS

- Measure What Matters: Existing businesses learn to measure and improve on their social and environmental performance

Series | Peer Networking

SCORE

- Small Business Roundtables: SCORE mentors facilitate nine business roundtables -- discussion-based forums for small business owners and managers. Participants interact and learn from each other -- to sharing best practices, lessons learned and challenges faced. Roundtable members set the agenda; SCORE experts facilitate and guide the discussion.

LCA

- Merchant Committee: Monthly meeting of City merchants to discuss items relevant to ensure business retention and growth of our growing retail establishments.

The Chamber

- Get Connected!: Businesses meet and build new relationships with dozens of local business professionals during this facilitated speed networking session, which helps businesses elevate their company brand, products, services, and/or events to local business professionals

Series | Accelerators

A variety of accelerators exist to grow specific types of businesses in the region. Within the Coalition Catamaran and Ben Franklin incubate tech-related businesses, while ASSETS works with women-owned businesses.

ASSETS*

- Women's Business Accelerator: 12-month program for women business owners to improve their personal and business management skills and impact

Ben Franklin*

- TechCelerator: Activities and programs focused on early-stage deal flow to help create an environment that allows those who have considered starting a tech-business to explore the likelihood of success with the benefit of professional guidance.

Catamaran*

- Catamaran Accelerator: A three-month rapid product development business accelerator program designed to support startups with emerging technology solutions. We invest in the earliest stage of a company's lifecycle and guide entrepreneurs as they validate and iterate into viable businesses. We make this investment in time, design and development services, access to mentors and capital, and some cool office space.

Resource | Educational Institutions

Lancaster County has a number of universities and schools that research and educate on innovation and entrepreneurship, including: Millersville University, Franklin & Marshall College, PCAD, HACC, and Elizabethtown College. These schools provide an excellent opportunity for businesses seeking additional resources, workforce, and training.

Millersville University

- Innovation & Leadership Center: Interdisciplinary minor, graduate certificate and in innovation & leadership and provides education and training to facilitate and support student entrepreneurial endeavors.

Elizabethtown College

- Entrepreneurship Program: Integrating four key dimensions into its programming by teaching students how to launch and grow new ventures, manage existing businesses, foster entrepreneurial spirit in established corporations and start and develop not-for-profit organizations.
- Entrepreneurship and Family Business Area of Study: A minor and a concentration

Franklin & Marshall College

- Creativity & Innovation Initiative: Interdisciplinary initiative that picks yearly theme and partners to find solutions for specific 501c3 or social enterprise business problems

PCAD

- Creative Entrepreneur Certificate Program: Students learn the principles of design, major design software, HTML & CSS coding for contemporary web design, the business practices necessary to run an effective business as well as the theory and methodology behind design thinking

HACC

- Institute for Entrepreneurial Studies: features a Business Start-up Center, offering free counseling with business professionals, and Women's Marketplace, which offers free marketing advice for women with businesses from concept to three years old
- Self-Employment Assistance (SEA) Program: In partnership with Venture Training, Inc. and CareerLink, the free SEA program offers classroom-style and Web-based courses to give new entrepreneurs the knowledge they need to become successful in their new undertakings
- Entrepreneur in Residence: Enhances the education that entrepreneurs acquire through the regular counseling and coursework offered by HACC

Appendix G -- Human Resources

Coalition Provider Organizations

ASSETS, the Chamber, DSBC, and SCORE

Recommended New Coalition Organizations

Lancaster Bar Association and Central Penn Business Group on Health

Recommended New Provider Link

LSHRM

One-on-One | Mentoring

SCORES one-on-one mentoring provides excellent general business guidance, which, if needed, can be bolstered by the expertise of an HR co-mentor.

SCORE

- Mentoring Process for Existing Businesses: Mentoring process, including needs assessment, situation analysis, financial history, KPIs, goals and objectives, critical issues.

Workshop | Human Resources

LSHRM and Central Penn Business Group on Health provide stand alone workshops on human resources. LSHRM focuses on a range of HR topics, while Central Penn Business Group on Health focuses on healthcare trends and healthcare benefits.

LSHRM

- Monthly meeting with speaker on HR related topics such as HR law, diversity, and workforce.

Central Penn Business Group on Health

- Hosts a full complement of educational events designed to fit the needs of today's employers and address the issues surrounding the healthcare benefits employers offer to their employees. Our three core events focus on compliance, partnership and forecasting what is next.

Workshop & Series | General Business Education

SCORE, the Chamber, and ASSETS provide stand alone workshops and series on general business and startup topics. Within these, often human resources is highlighted and experts

within the industry present relevant information. Occasionally, SCORE, the Chamber, and ASSETS partner with each other and other organizations for these workshops and series.

SCORE

- Simple Steps for Starting Your Business: Five part series in three-hour sessions -- a deep dive into business processes to prepare for and drive profitable growth. The workshop also includes a component on organizing and understanding your financials in a way to be presented to a banker, or other potential funding source.
- Round Tables: Grouped by location and industry, Round Table discussions are determined by the businesses that participate and facilitated by SCORE mentors.

The Chamber

- The Chamber partners with local professional and non-profit service providers to present workshops on general business topics.

ASSETS

- Women's Business Accelerator: 12-month program for women business owners to improve their personal and business management skills and impact.

Resource | Research & Data

SCORE and DSBC provide online and in-house resources to help prepare, guide, and inform businesses on human resources.

DSBC

- RMA Annual Statement Studies reference book
- First Research: online platform that provides information on key HR & hiring issues & opportunities by industry (NAICS)
- Nolo: Legal guides for HR best practices
- PA Chamber of Business and Industry's PA Human Resources Manual

Central Penn Business Group on Health

- Wages and Benefits Survey: Provides businesses with hyper local data on healthcare benefits by industry.

Resource | Referrals

LSHRM is Lancaster County's HR resource center and can provide businesses with HR related referrals. The Lancaster Bar Association provides referrals to Lancaster County lawyers who specialize in a variety of areas, including HR.

Appendix H -- Hiring

Coalition Provider Organizations

Candy Factory, the Chamber, KSBDC, DSBC, and SCORE

Recommended New Provider Link

LSHRM, PA CareerLink of Lancaster County, and Lancaster Works

One-on-One | Job Matching

Lancaster Works and PA CareerLink of Lancaster County provide one-on-one job search matching and services for employers and prospective employees. This specialized service does not exist within the current offering and will add significant value to the Coalition.

PA CareerLink of Lancaster County

- The CareerLink Business Services team collaborates with providers and programs to provide information, resources, and referrals to support successful business outcomes. The team's goal is to help source qualified candidates to meet staffing needs.

Lancaster Works

- Lancaster Works services include contract and temporary-to-permanent placements as well as executive recruitment.

Workshop | How to Hire

The Candy Factory, LSHRM, the Chamber, and KSBDC will partner to bring an annual workshop focused on the basic essentials needed for making a business's first hire.

Resource | Job Board

The Chamber and PA CareerLink of Lancaster County each have a job board that can be utilized by entrepreneurs seeking employees.

Resource | Research & Data

DSBC and the Chamber provide national to hyper local data on hiring practices and wages. This information is a value added to businesses seeking to bring on employees but uncertain of competitors wages and benefits.

DSBC

- First Research: Provides employers with data for hiring such as industry specific pay scales.

- SimplyAnalytics: online tool that generates maps and tables of demographic data such as educational attainment, income, and employment.
- Resources on national hiring trends, including wages, experience, skills, education.

The Chamber

- Wages and Benefits Survey: Provides businesses with hyper local data on wages by job title

Resource | Employee Training

CareerLink offers over 4,500 online trainings in a variety of workforce ready courses to Lancaster County residents.

Appendix I -- Loans & Financing

Coalition Provider Organizations

ASSETS, Ben Franklin, CFF, Lancaster City, SCORE, EDC

One-on-One | Technical Assistance

ASSETS provides T/A to clients who have received loans through its Lending Circle and one-on-one counseling. SCORE provides T/A through Mentoring Process for Startups and Mentoring Process for Existing Businesses.

Resource | Equity Investments, Venture Capital & Grants

Venture capital and grants are two highly sought after and elusive components of business financing. Ben Franklin, Catamaran, and ASSETS provide equity investments. Ben Franklin provides grants and access to a broader network of grant opportunities. Other venture capital opportunities exist in the region but a comprehensive list and network of relationships needs to be developed by the Coalition. The Coalition could serve as a screening and referral mechanism for venture capitalists in the region.

Resource | Financing

ASSETS

- Lending Circle: \$600 to \$3,600 credit-building microloan for qualifying new and established small businesses
- Fast Track Loan: \$3,600 to \$10,000 credit-building microloans for qualifying established businesses
- Social Impact Loan: \$10,000 to \$50,000 financial tool for qualifying businesses who measure and are committed to improving their social and environmental impact

Ben Franklin

- Seed Grant: Up to \$10,000 matching grant for qualifying tech-related PA businesses
- Challenge Grant: \$10,000 to \$150,000 annual investment or convertible equity (up to \$500,000 total) for qualifying tech-related PA businesses

Community First Fund

- \$3,000 to \$3,000,000 loans in commercial real estate, affordable and market rate housing, micro business loans and small business loans
- Startup Loan: Less than \$60,000 for qualifying businesses
- Community Economic Development: Bond Funds, Participation, New Markets Tax Credit Projects and Municipal loan fund management and creation

EDC

- SBA backed financing to established businesses looking to expand.

Lancaster City

- Enterprise Loan Program: \$1,000 to \$250,000 low interest rates that are typically used by existing businesses as gap financing
- Microloan Program: Qualified businesses recommended by ASSETS or SCORE may receive an up to \$10,000 loan
- City Revitalization & Improvement Zone: Allows businesses within CRIZ to apply qualified state and local tax revenues to bond and loan debt service
- Keystone Opportunity Zone: Land parcels available for sale by Lancaster city to tech related companies which are tax free for set period of time

Appendix J -- Marketing

Coalition Provider Organizations

ASSETS, the Chamber, DSBC, LCA, and SCORE

One-on-One | Mentoring

SCORE's one-on-one mentoring provides excellent general business guidance. Once a satisfactory mentor-mentee relationship is established, SCORE mentors may stay connected with a business mentee from a few months to multiple years.

Series | General Business Education

SCORE and ASSETS each provide business planning education through a series of classes. SCORE's class five weeks, while ASSETS class is ten weeks and slightly more in-depth in content.

SCORE

- Simple Steps for Starting Your Business: Five part series in three-hour sessions -- a deep dive into business processes to prepare for and drive profitable growth. The workshop also includes a component on organizing and understanding your financials in a way to be presented to a banker, or other potential funding source.

ASSETS

- Business Startup Learning Circles: 10 week business startup class.
- Marketing Bootcamp: 5 week intensive marketing training course for women who have already completed ASSETS Learning Circle or Lending Circle.

Workshops | General Business Education

ASSETS, the Chamber, DSBC, LCA, and SCORE all provide one-off topic specific workshops. These workshops tend to be planned on an as needed basis. Moving forward, the Coalition sees opportunities for these organizations to coordinate scheduling of events as well as content on a semiannual basis.

ASSETS

- WBC: One-off seminars on a variety of topics, marketing boot camp, integrated in Biz start-up Learning Circle.

SCORE

- Lunch 'n Learn: Presentations/discussions on relevant and timely business topics -- for entrepreneurs at Chambers, The Candy Factory, and nonprofits.

Resource | Direct Marketing

The Chamber and LCA provide opportunities for businesses to directly market their products and services.

The Chamber

- Business Directory: An online, categorical listing of Chamber investor businesses and organizations.

LCA

- Merchant Committee: Monthly meeting of City merchants to discuss items relevant to ensure business retention and growth of our growing retail establishments.

Resource | Resources & Data

DSBC, CareerLink, and SCORE provide marketing guides, resources, and data. SCORE provides guides and templates online. CareerLink provides online courses and trainings. The DSBC provides access guides and templates as well as large online databases that can be accessed at the DSBC or online with a Library System of Lancaster County card.

DSBC

- First Research: Superb resource for industry trend information. Includes industry profiles (including forecasts and links to association web sites) for over 1000 industry segments. Also for sales personnel—includes call prep sheets for helping you to understand the issues before making sales calls and state/province profiles for regional trends.
- SimplyAnalytics: Contains data to help answer key research questions, make sound business decisions, and understand the socio-demographic and economic conditions of any geographic area in the United States. Offers more than 75,000 data variables related to demographics, employment, housing, market segments, businesses, consumer spending, brand preferences, and public health.

The Chamber

- SkillUp: free license to Lancaster County residents for six months and includes a catalog of over 4,500 courses.

Appendix K -- Coalition Annual Calendar

Month	Activity
January	Cultivate Lancaster Winter Event
February	Coalition 1st Quarter Meeting <ul style="list-style-type: none"> ● Entrepreneur feedback from Winter Event
March	Programming Streams committee meetings
April	
May	Coalition 2nd Quarter Meeting <ul style="list-style-type: none"> ● Organizations updates Cultivate Lancaster Summer Event
June	
July	
August	Coalition 3rd Quarter Meeting <ul style="list-style-type: none"> ● Calendar planning session for following year
September	Programming Streams committee meetings <ul style="list-style-type: none"> ● Program planning ● Website content review and updating
October	
November	Coalition 4th Quarter Meeting <ul style="list-style-type: none"> ● Finalize partner calendar activities for following year ● Website content review and updating
December	

Appendix L -- Coalition Partner Contact List

Organization	Name	Email
Aspire's Smart Health Innovation Lab	Kim Ireland	kim@aspirevc.com
ASSETS	Jaime Arroyo	jaime@assetspa.org
ASSETS	Jonathan Coleman	jonathan@assetspa.org
ASSETS	Melisa Baez	melisa@assetspa.org
ATTOLLO	Johnny Rusbasan	johnny@attolloppep.org
BASE	Cobbie Burns	pennywren@gmail.com
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Candy Factory	Anne Kirby	anne@thesweetcore.com
Catamaran	Anne Parmer	aparmer@andculture.com
Catamaran	Lauren McAteer	lmcateer@andculture.com
Catamaran	Sara Love	slove@andculture.com
Central Penn Business Group on Health	Diane Hess	dhess@cpbgh.org
City of Lancaster	Marisol Torres	MarTorres@cityoflancasterpa.com
City of Lancaster	Randy Patterson	RPatterson@cityoflancasterpa.com
Community Bank Representative		
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Community First Fund	Dan Beck	dbeck@commfirstfund.org
Community First Fund	Lydia Walker	lwalker@commfirstfund.org
Cultivate Lancaster	Mike McMonagle	mike.mcmonagle5@gmail.com
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Downtown Merchant Representative		
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Duke Street Business Center	Katy Basile	kbasile@lancaster.lib.pa.us
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EDC of Lancaster	Ezra Rothman	erothman@edclancaster.com
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Entrepreneur Representative		
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Kutztown SBDC	Linda Grove	GROVE@kutztown.edu
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Lancaster Chamber of Commerce	Tom Baldrige	tbaldrige@lcci.com
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Lancaster County Community Foundation	Dave Koser	dkoser@lanconfound.org
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SCORE	Tom Burgum	burgum3142@gmail.com
SCORE	Larry Keating	larry.keating@scorevolunteer.org
SCORE	David Diffenderffer	dmdiffenderffer@comcast.net

Appendix M -- Educational Institutions Program List

Millersville University

- Innovation & Leadership Center: Interdisciplinary minor, graduate certificate and in innovation & leadership and provides education and training to facilitate and support student entrepreneurial endeavors.

Elizabethtown College

- Entrepreneurship Program: Integrating four key dimensions into its programming by teaching students how to launch and grow new ventures, manage existing businesses, foster entrepreneurial spirit in established corporations and start and develop not-for-profit organizations.
- Entrepreneurship and Family Business Area of Study: A minor and a concentration

Franklin & Marshall College

- Creativity & Innovation Initiative: Interdisciplinary initiative that picks yearly theme and partners to find solutions for specific 501c3 or social enterprise business problems

Pennsylvania College of Art & Design

- Creative Entrepreneur Certificate Program: Students learn the principles of design, major design software, HTML & CSS coding for contemporary web design, the business practices necessary to run an effective business as well as the theory and methodology behind design thinking

HACC

- Institute for Entrepreneurial Studies: features a Business Start-up Center, offering free counseling with business professionals, and Women's Marketplace, which offers free marketing advice for women with businesses from concept to three years old
- Self-Employment Assistance (SEA) Program: In partnership with Venture Training, Inc. and CareerLink, the free SEA program offers classroom-style and Web-based courses to give new entrepreneurs the knowledge they need to become successful in their new undertakings
- Entrepreneur in Residence: Enhances the education that entrepreneurs acquire through the regular counseling and coursework offered by HACC

ATOLLO

- Atollo Startup: An entrepreneurial focused program in which high school juniors learn how to identify a problem, ideate to create a solution, develop the solution, present the solution (product) to investors, and market the product.