

# Small Business. *Our Business.*

## Launch a Small Business or Grow an Existing Business

The Michigan Economic Development Corporation<sup>SM</sup>, in partnership with the Michigan Small Business & Technology Development Center<sup>TM</sup>, offers assistance for aspiring and growing businesses! This service provides new and developing ventures with:

Starting a Business  
in Michigan Guide

No-Cost  
Counseling

Low-Cost Training &  
Market Research

Call your local Small Business & Technology Development Center today or visit [www.misbtdc.org](http://www.misbtdc.org)  
Not sure which regional office you need? Please call 877.873.4567 to be connected.

Escanaba, MI  
906.789.0558

Alger, Baraga, Charlevoix, Delta, Dickinson,  
Gogebic, Houghton, Iron, Keweenaw, Luce,  
Mackinac, Marquette, Menominee,  
Ontonagon, and Schoolcraft

Traverse City, MI  
231.922.3780

Antrim, Benzie, Charlevoix, Emmet, Grand  
Traverse, Kalkaska, Leelanau, Manistee,  
Missaukee, and Wexford

Alpena, MI  
989.358.7375

Alcona, Alpena, Cheboygan, Crawford, Iosco,  
Montmorency, Ogemaw, Oscoda, Otsego,  
Presque Isle, and Roscommon

Harrison, MI  
989.386.6670

Clare, Gladwin, Gratiot, Isabella, Lake, Mason,  
Mecosta, Montcalm, Newaygo, Oceana, and Osceola

Saginaw, MI  
989.686.9597

Arenac, Bay, Huron,  
Midland, Saginaw,  
Sanilac, and Tuscola

Flint, MI  
810.766.6660  
Genesee and Lapeer

Grand Rapids, MI  
616.331.7770  
Kent, Muskegon, and Ottawa

Lansing, MI  
517.483.1921  
Clinton, Eaton, Ingham, Ionia,  
Livingston, and Shiawassee

Detroit, MI (Eastern Michigan  
University/Regional HQ)  
734.487.0355 Monroe, Oakland  
and Wayne

Mt. Clemens, MI  
586.465.5118  
Macomb and St. Clair

Kalamazoo, MI  
269.387.6004  
Allegan, Barry, Berrien, Branch,  
Calhoun, Cass, Kalamazoo,  
St. Joseph, and Van Buren

Ypsilanti, MI  
734.547.9170  
Hillsdale, Jackson, Lenawee, and  
Washtenaw



U.S. Small Business Administration



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## Frequently Asked Questions

• **What is the Michigan Small Business & Technology Development Center™?**

The Michigan Small Business & Technology Development Center™ (MI-SBTDC™) is a statewide network of 12 regional offices providing services for small businesses emerging and growing throughout the state.

• **Who does the MI-SBTDC™ serve?**

MI-SBTDC™ clients range from existing small businesses, new ventures, expanding and second stage companies or new technology companies including: IT, life sciences, advanced manufacturing and innovators.

• **What types of services does the MI-SBTDC™ provide?**

One-on-one meetings with experienced business consultants to assist small business owners with:

- Developing growth strategies
- Preparing a business plan for financing
- Determining cash flow issues
- Defining and quantifying marketing initiatives
- Developing sales strategies



*“The SBTDC provided counseling, advice on strategic issues, and helped develop and implement those strategies. Every small business owner would benefit tremendously from working with the SBTDC.”*

*Sri Talluri, Owner  
 Digital Technology Solutions*

Training is available through the MI-SBTDC™ Entrepreneurial Series: Fundamentals of . . .

- Starting a Business
- Writing a Business Plan
- Marketing Your Business
- Business Legal Issues
- Finance

Other advanced training programs, workshops and seminars are offered throughout the state.

As part of the MI-SBTDC™ network and through the Seidman College of Business Services at Grand Valley State University, the MI-SBTDC™ accesses essential data for a new company or for an existing firm to gain a competitive edge including:

- Research to determine market size
- Competitive analysis
- Demographics
- Industry data and trends



• **What do the services of the MI-SBTDC™ cost?**

All services of the MI-SBTDC™ are available at low or no-cost. One-on-one counseling is a no-cost service for individuals who want to improve, revitalize or expand their companies, or develop a new venture. Training and research services are available at low-cost.

• **How is the MI-SBTDC™ funded?**

The MI-SBTDC™ is funded through a cooperative agreement with the U.S. Small Business Administration (SBA), the Michigan Economic Development Corporation (MEDC) and matching funds from local network partners in each region.



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# Growth Group (G2)

*Helping companies focus their efforts on growth.*

*As business grows decision making and operations become more complex and require movement. The Michigan SBTDC Growth Group (G2) has the expertise and tools to help companies in transition.*

## About Growth Group (G2)

The Michigan Small Business and Technology Development Center Growth Group (G2) was formed to prepare companies for the next stage of growth. The experienced group of professionals guides management in the evaluation and selection of strategies using a set of comprehensive business tools, which include those shown below. G2 Specialists typically use the first three tools to form the core program.

- |  |  |
|--|--|
| <p>▶ <b>Strategic Needs Assessment</b> .....</p> <p>Assess employees' perceptions of the company and opportunities for change</p>  | <p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>Establish company priorities and strengths</li> <li>Determine areas to focus improvement efforts</li> </ul>  |
| <p>▶ <b>Financial Analysis - Fiscal Fitness</b> .....</p> <p>Benchmark company's financials against industry standards - simulate different financial scenarios based on potential changes</p> | <p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>Assess company's performance against industry financial norms</li> <li>Identify performance opportunities</li> <li>Test financial strategies before implementation</li> </ul>                            |
| <p>▶ <b>Strategic Actioning</b> .....</p> <p>Determine goals for the next three years, identify metrics to monitor progress and execute an implementation plan with accountability</p>         | <p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>Analyze SWOT (strengths, weaknesses, opportunities and threats)</li> <li>Identify company strategic objectives</li> <li>Evaluate initiatives for growth</li> </ul>                                       |
| <p>▶ <b>Process Mapping</b> .....</p> <p>Map processes and procedures to help employees understand how processes work and determine ways to improve them</p>                                   | <p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>Visually represent processes and solutions</li> <li>Develop understanding of interdependency of departments</li> <li>Clarify employee roles</li> <li>Identify opportunities to save resources</li> </ul> |
| <p>▶ <b>Marketing Plan Analysis</b> .....</p> <p>Develop thorough marketing plans including time frame, media, costs and deadlines</p>   | <p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>Analyze new markets for viability</li> <li>Position company's product and service</li> <li>Determine marketing strategies and tactics</li> </ul>   |



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Statewide host of the MI-SBTDC network

Contact for these services:

[www.misbtdc.org/growthgroup](http://www.misbtdc.org/growthgroup) or 616.331.7373

## Tech Team Bios

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### **Biographical Sketch: Anna Bier (full time) based in Ann Arbor**

Anna Bier is a Technology Business Consultant for the Michigan Small Business and Technology Development Center (MI-SBTDC). Anna brings extensive experience with federal grants and contracts to the MI-SBTDC as well as engineering research and development and other various aspects of creating and running many divisions of a high-tech business enterprise. Before joining the MI-SBTDC, Anna spent seven years as the Vice President/Chief Financial Officer/Scientist of her co-owned small high-tech business in Virginia with ~30 employees and 7 consultants. As such she has researched, written, negotiated and managed over 30 Phase I and Phase II SBIR and STTR contracts/grants for several U.S. Government agencies including the DoE, DoT, NSF, NIH, NRC, EPA, USDA, DoD, and NIST. Before the company was sold, 3 products were moved successfully into Phase III commercialization. Additionally, she has written, presented, and had published several papers at various conferences relating to her engineering and scientific research and served as a technology and commercialization advisor for the NSF, DoE and NIH proposal programs. Anna received a Master's Degree in Business Administration from Virginia Tech in 2002. She also received a Master's of Science in Physics from Texas A&M University in 1995 and a Bachelor's of Science in Physics (with minors in Mathematics, Chemistry, and Russian History) from Virginia Tech in 1993.

### **Biographical Sketch: Mary Sue Hoffman (full time) based in Kalamazoo**

Mary Sue Hoffman received her B.A. in Business Administration from Michigan State University and J.D. from the University of Pittsburgh School of Law. She began her career in as a tax attorney with PriceWaterhouseCoopers in Pittsburgh. She later joined Fortune 500 specialty steel producer, Allegheny Technologies, Inc., where she assumed responsibility for its legal-tax function. As Tax Counsel, she successfully argued before state tax tribunals, conducted due diligence, and negotiated settlements with the Internal Revenue Service. Following a labor dispute, she was promoted to Director of Employee Relations to initiate changes in the management-employee relationship. Managing a staff of 20 professionals, her responsibilities encompassed employee relations, training and development, recruiting, compensation, and employee communication for over 1,600 employees at multiple locations. Following a combination with Teledyne, Inc., she was promoted to General Manager of Human Resources with added responsibilities at the Metals Segment level for over 5,000 employees. In 2001, Mary Sue returned to her home state of Michigan and joined Grand Valley State University as a Technology Business Consultant with the MI-SBTDC where she conducts due diligence on behalf of venture capital and angel groups, and provides counsel to start-up and existing technology businesses.

### **Biographical Sketch: Phil Tepley (team coordinator) based in Ann Arbor**

Phil Tepley joined Grand Valley State University as a Technology Business Consultant for the MI-SBTDC in January, 2005. Phil developed his passion and expertise for working with technology companies as a traditional MI-SBTDC business consultant since 2000. Working in Washtenaw County, one of Michigan's technology "hot spots", Phil provided several hundred counseling hours to companies working in the areas of life sciences, information technology, and advanced manufacturing. In 2000, he assisted in the establishment of the MI-SBTDC's ongoing partnership with the Ann Arbor IT Zone by managing their Business Advisory Team; sitting on the Use Tech planning committee; assisting with their Entrepreneur Boot Camp; and participating on the High Tech Tuesdays Program Committee. Tepley became active with the New Enterprise Forum (NEF), an Ann Arbor based investment forum, by joining Liaison Teams to assist companies on their quest for venture capital. Tepley has served on the board of directors of NEF since 2004 and became NEF President in 2007. Tepley serves on the advisory council for the Entrepreneurs Initiative of Southeast Michigan, as well as the board of directors and finance committee of Recycle Ann Arbor. He received a Bachelor in Economics degree from the University of Michigan in 1999.

### **Biographical Sketch: Dave Grossman (part time) based in Rochester Hills**

Dave Grossman is the founder and principal of the Dynamic Strategy Group LLC, a Rochester Hills, Michigan consulting firm specializing in innovation, strategic planning, technology roadmapping, business model development, and product and process development. His background includes over thirty five years of diversified domestic and international management and consulting experience. He has expert skills in innovation, leadership, organization, motivation, teamwork, and creativity. He has demonstrated proficiencies for taking abstract vision and creative ideas and converting them into actionable plans and marketable products and services. Prior to forming the Dynamic Strategy Group LLC, Dave was director of Global Technology Planning for General Motors Corporation located in Warren, Michigan. In this position he led the process development and implementation of technology roadmapping on an enterprise wide basis and creation of a web based, global technology database. He directed the design of a technology portfolio selection / evaluation tool and managed the product development gate review process. Much of his focus was on identifying high potential future technologies, commercializing technologies, and improving the linkage between R&D, engineering, finance, marketing, and the supplier community He had the opportunity to work with numerous small companies to assist in developing the application path for new technologies. He held many domestic and international executive positions in planning,

experiences, Mr. Kelly applied his expertise in sales, marketing, and executive management, as well as his energy and enthusiasm, to companies at all stages of corporate evolution, from early stage and high growth to Fortune 100 companies. Tom has a BS in electrical engineering from Clarkson University and an MBA from the University of Michigan.

**Biographical Sketch: Arcadio D. Ramirez (full time) based in Ann Arbor**

Throughout his 20+ year professional career Mr. Ramirez has been extensively involved with early stage companies. As an attorney with Wilson, Sonsini, Goodrich & Rosti he advised start-up companies with financing, commercial, corporate governance and intellectual property issues. In financings alone, he directed projects exceeding \$15M.

From the practice of law, Mr. Ramirez transitioned into entrepreneurial ventures -organizing, securing financing, operating and selling two companies, including one of the first venture-funded transaction based internet sites, Do It Sports. Mr. Ramirez has also served on the management team and acted as a business consultant to numerous early-stage companies. In addition, Mr. Ramirez has been engaged as a management consultant by a number of Fortune 50 companies including AT&T, Intel and Ford Motor Company. Engagements included: new product development strategy, customer segmentation and restructuring, financial process re-engineering, and private marketplace strategy projects. These projects saved/earned clients millions of dollars. Mr. Ramirez received his business education at the University of Michigan Business School. He earned his Juris Doctorate from Stanford Law School and his B.A. with highest honors from the University of Michigan. Mr. Ramirez resides in Ann Arbor, Michigan; he has two children and is an internationally competitive Triathlete.

**Biographical Sketch: Prafulla Pande (full time) based in Southeast Michigan**

Prafulla Pande is a Technology Business Consultant for the Michigan Small Business and Technology Development Center (MI-SBTDC). During his 30-year career as an executive, an entrepreneur and a small business owner, he became proficient in strategic planning, marketing, finance, general management and overall business development. He has traveled extensively around the world in various business capacities. These first-hand experiences sharpened his talents to become an effective business coach. In addition, his core values fully align with his passion to help businesses succeed. An engineer by education, Prafulla is a business professional by experience. His career began as a project manager in Florida in 1973. For 18 years, at various divisions of Thermo Electron, Prafulla had numerous assignments around the world. He later took this experience into the entrepreneurial arena and, for 10 years, engaged with startup companies. During this period, he purchased a company and built two from scratch. He later became a business coach helping businesses get to the next level. Prafulla received bachelors and masters degrees in engineering from IIT Kanpur and a masters degree in construction management from University of Florida.

**MI-SBTDC Tech Team 2009  
Economic Impact Survey**



		Totals from company breakdown report	Aggregate Confidential Response	Total Impact
Current number of employees (including business owner):		458	265	723
How many full-time positions were added since January 1, 2009?		147	15	162
How many part-time positions were added since January 1, 2009?		49	27	76
What amount did you receive from SBIR/STTR awards since January 1, 2009?		\$ 5,870,445	\$ 347,000	\$ 6,217,445
What amount was raised from personal investment?		\$ 1,397,001	\$ 869,000	\$ 2,266,001
What amount was awarded through debt financing (e.g. conventional bank loan; other lender, etc.)?		\$ 5,250,400	\$ 3,555,000	\$ 8,805,400
What amount was obtained from an angel investor?		\$ 5,145,000	\$ 550,000	\$ 5,695,000
What amount was raised through venture capital?		\$ 14,950,000	\$ 1,630,000	\$ 16,580,000
What amount was raised through sources not listed above (excluding SBIR/STTR award and Michigan economic development financing programs)?		\$ 14,363,000	\$ 250,000	\$ 14,613,000
State and Regional economic development Funding – see following tab for program breakdown		\$ 9,794,481	\$ 1,979,986	\$ 11,774,467
How many products were commercialized since January 1, 2009?		55	5	60
How many patents were submitted since January 1, 2009?		40	10	50
How many patents were issued since January 1, 2009?		16	2	18
How satisfied are you from working with the MI-SBTDC Tech Team?	Very satisfied	51	13	64
	Satisfied	16	3	19
	Dissatisfied	6	1	7
	Very dissatisfied	-	-	-
			<b>Total Capital Formation</b>	<b>\$ 65,951,312.71</b>

# TECHNOLOGY TEAM IMPACT

"You were very instrumental in kicking me out of my garage and starting to actually attempt to run a business!"

Kyle E. Schwulst,  
Chief Executive Officer  
ElectroJet

"SBTDC helped us get the Phase II grant with the Department of Defense. Without their help writing the grant it is unlikely our company would have been successful getting the DoD funding."

Pat Delahanty,  
Owner  
PharmOptima

"The help we received from the SBTDC consultants was enormously helpful to us as we learned how to become a business. We hope to continue working with John Balbach and Sandra Cochrane, and we are confident that, with their help, Kalexsyn will continue to grow and be successful."

Robert C. Gadwood,  
CSO and President  
Kalexsyn

The MI-SBTDC Technology Team's 2008 economic impact revealed its positive influence on Michigan's economy, \$54.4 million to be exact. The Technology Team's clients reported total capital raised in excess of \$54.4 million in 2008 as a direct result of the MI-SBTDC Technology Team's services. Other reported indicators of this impact:

**282** new high-tech jobs were created

**6,825** hours were spent assisting technology clients

**358** technology clients were served

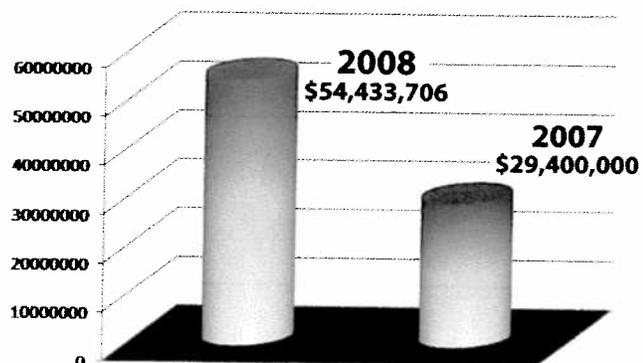
**\$54.4** million capital was raised

(\$44.4 million angel investment, venture capital, Michigan economic development funding, debt financing and strategic partner capital; \$10 million SBIR Phase I and II)

The MI-SBTDC Technology Team annually surveys its clients to analyze the level of impact their services have on Michigan's economy. The \$54.4 million capital raised in 2008 is expected to have a greater impact on Michigan's economy down the road. The Technology Teams' clients are mostly high-tech companies in early development stages and are expected to stay in Michigan and grow! The new 282 high-tech jobs are welcome news for Michigan's economy. The growth of Michigan's technology based industries is on the rise and is a direct result of the MI-SBTDC Technology Team.

The MI-SBTDC Technology Team's mission is to help Michigan transition to an innovation based economy by providing direct assistance to Michigan's emerging technology companies. The Technology Team was created as a collaboration between the Michigan Small Business and Technology Development Center and the Michigan Economic Development Corporation (MEDC). The Team, comprised of 9 technology consultants, provides no cost specialized counseling in the following areas: financing assistance (equity and R&D grants); business, strategic, and commercialization planning; and access to resources.

## Technology Capital Formation





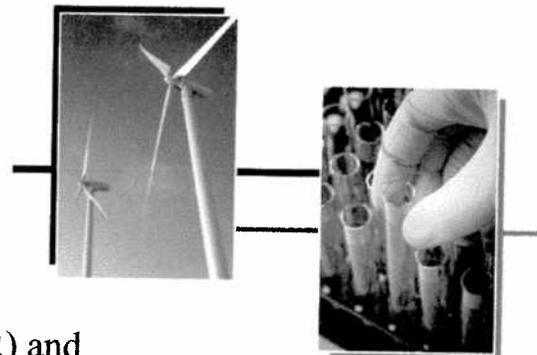
# Commercializing Technology

877.873.4567 · [www.misbtdc.org](http://www.misbtdc.org)

The MI-SBTDC™ Technology Team provides a full range of consulting services to a variety of early stage technology-based companies focused in Michigan's competitive edge technology areas: alternative energy, life sciences, homeland security/defense and advanced manufacturing.

All Technology Business Consultants hold an MBA or equivalent and have extensive early stage business experience along with deep knowledge in technology-related fields. Our consultants provide specialized advisory services in the following areas:

- Business and Financial Modeling
- Business and Strategic Planning
- Investor Readiness
- Technology Roadmapping
- Intellectual Property Protection
- Licensing
- Business Viability
- Small Business Innovation Research (SBIR) and Small Business & Technology Transfer (STTR) Submissions
- Marketing and Sales Strategies



Our consultants are known throughout Michigan for their insight, diligence, quality counsel, and training. Funded by the Michigan Economic Development Corporation, our technology counseling services are available at little to no cost to our clients.

*"No other organization has duplicated or approximated the SBTDC Technology Team's service to our company."*

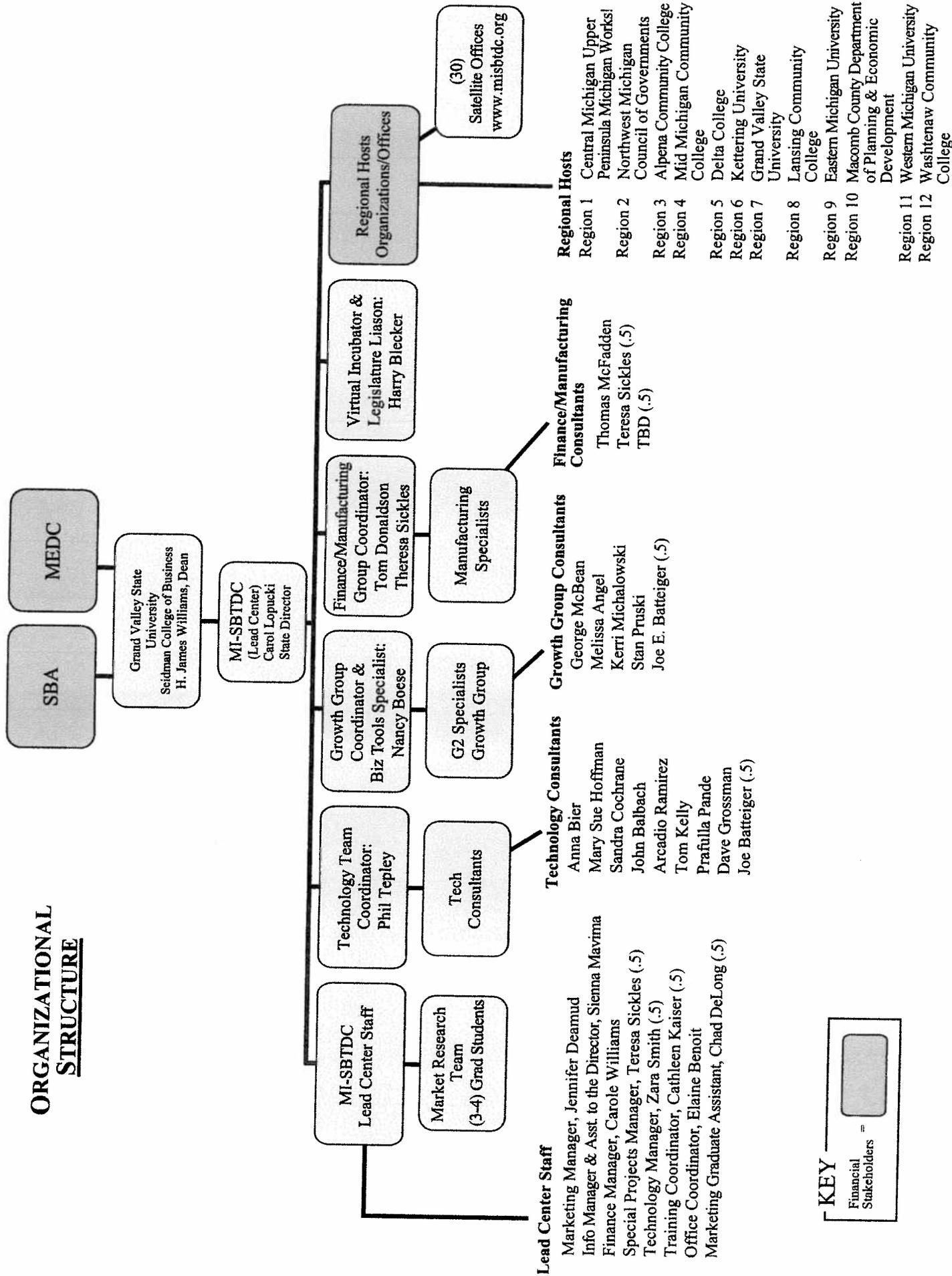
*Clyde McKenzie - Chairman and CEO, Tellurex Corporation*



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# ORGANIZATIONAL STRUCTURE



**KEY**  
 Financial Stakeholders = [Shaded Box]



## Michigan Small Business and Technology Development Center Regional Fundamental Training Programs for Start-up Small Business Owners

### Fundamentals of Starting a Business

Learn the steps to starting your own business. This two-hour workshop, taught by a MI-SBTDC Business Consultant, answers basic questions regarding starting a business and how important it is to write a detailed business plan. The class outlines financing, legal structures, taxes, government regulations and gives a brief overview about operations, marketing and financial statements. A business start-up guide, including a complete checklist for starting a business, is included.

### Fundamentals of Writing a Business Plan

Statistics show that one of the leading causes of business failure is poor management and lack of planning. Those who spend six months or more planning their business will significantly increase their success rate. Creating a business plan helps you set goals, determine the resources needed to carry out your plan, and foresee problems. A comprehensive business plan will determine if your business product, service or idea is feasible. This three-hour course will discuss each section of a business plan: Company overview, Operations, Marketing, Sales, Financials and Executive Summary.

### Fundamentals of Business Research

Discover resources available that can help you make informed decisions about your business' future. The Kalamazoo Public Library will share their techniques in collecting information on what industry trends might affect you, information to estimate the size of your market, potential customers and competitors, related associations, and other information that will impact your business.

### Fundamentals of Finance

This finance course for beginners covers the basics of financial management and how to understand and analyze financial statements. Learn how financial statements can help you manage your business. Class outline will cover in detail debits/credits, gross margin, comparative and vertical analysis, Profit and Loss Statements, Cash Flow Statements, Balance Sheets and Break-even Analysis.

### Fundamentals of Marketing

Develop key marketing concepts and tools that will help your small business. This course outlines the key elements of product, price, placement, promotion, sales, positioning and research. Learn how to designate your target market, create a brand, prepare a competitive and SWOT analysis and how to determine your businesses positioning strategy.

### Fundamentals of Business Legal Issues

This informative legal course will cover these small business topics: Introduction to different types of legal entities, how to start a business from a legal standpoint, review of basic contract elements, how to develop a collection plan in the event you are not paid, basic introduction of common employment issues, overall review of real property and zoning issues related to business operations and an overview of insurance needs.



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