The “No Guilt” Rule
Helping small businesses achieve their idea of success by:

- **Guiding** small businesses to resources that help and support their business
- **Educating** small business owners with the information, perspective and knowledge they want and need
- **Connecting** small businesses owners to each other for insight and opportunity
- **Strengthening** the voice of the small business community
Chamber Small Biz Expense
Segmentation Research

- Result of research lead to the following defined segments:
  - Ideapreneur
  - Young Small Biz
  - Growth
  - Mature/Maintenance
  - Solopreneur

- How are these segments defined?

- What are the associated characteristics?

- What opportunities exist with each segment?
Ideapreneur

Key Insights & Opportunity:
• Have many needs and are actively seeking assistance
• Least business savvy
• Most reachable segment; engage through social media

Demos:
• 0-7 Years in Biz
• 1-6 employees
• Younger Owner (21-35)

Traits:
• Creative
• Resourceful
• Passionate
• Willing to ask for Help/Guidance

Drivers:
Believe in their idea and its potential for success. Determined to make it a reality - High growth/next “big thing”
Young Small Biz

**Key Insights & Opportunity:**
- Business owners’ needs are diverse and will require consultative approach
- Many lack time and expertise to both grow and manage their business
- May respond to savings, but value advisors, connections and training more
Growth

Key Insights & Opportunity:
• Want to grow and succeed in their region, and contribute to greater region’s success
• Have most time constraints, most difficult and costly to attract
• Likely to consider recommendations from trusted sources
• Value resources for employee development

Demos:
• 8-20 Years in Biz
• 10+ employees
• GenX/Boomer
• Owners (35-64)
• Skews Male

Traits:
• Over-Achievers
• Focused
• Disciplined
• Goal-Oriented
• Highly Confident

Drivers:
• Driven by the magnitude of their goals
• Financial goals are focused, monitored daily
Mature/Maintenance

Key Insights & Opportunity:
• Willing and able to give of their time and expertise
• Succession planning is an unmet need
• Value help in staying current (technology/employees)
• Best reached through traditional vehicles

Demos:
• 15+ Years in Biz
• Partner and/or employees
• Oldest Owners (44-65)
• Skews Male

Traits:
• Experienced
• Calm
• Make Decisions Easily
• Desire to Give Back

Drivers:
• Established but need to grow and stay relevant until their exit
• Maintain work-life balance
Solopreneur

Key Insights & Opportunity:
• Need networking and socialization to stay current & connected
• Peer to peer engagement opportunities of highest value
• Seek education & expertise in their verticals to maintain their edge
• Best reached through combination of digital & traditional vehicles

Demos:
• Any Years in Biz
• 0 employees
• Skew Older (40-65)
  Skews Female
  * Solopreneur also a sub-segment of Mature or Young/Small Businesses

Traits:
• Want Control
• Adaptable
• Figure-it-out Mentality
• Inspired by Freedom

Drivers:
• Maximum Flexibility & Control
• Willing to sacrifice growth for autonomy
The Result of Segmentation

- Programs created to focus on specific segments vs. one size fits all/commoditized approach

- Many opportunities presented themselves

- Large gap in resources identified in start-up/early stage segments:
  - Ideapreneur
  - Solopreneur
  - Young Small Biz (lesser extent)
Gaps Identified

- Resources were thin for “everyday” entrepreneurs

- While VC, tech and high growth get attention, what happens to everyone else?

- Where can these budding businesses turn for help?
  - Home baker
  - Landscape designer
  - Re-sale shop
  - Others

- Segmentation indicates limited funding, limited resources but a strong passion and commitment to run a business
Filling the Gap and the Creation of incfuse

- New program designed to fill the resource gap
- Addresses need based on stage of business
- Provides connections, resources and a community for start-up and early stage business owners:
  - Experience of over 11,000 business owners as backbone of the program
  - Specifically designed for “everyday” business owners
  - Provides access to well established business owners/consultants
  - Interactive events
  - Connections to other area support organizations/partners/chambers
  - Meets entrepreneurs “as they are” and provides appropriate resources
  - Small barriers to entry and reached in a digital platform
What recommendations do you have for a new company that is hiring its first employee?

Answered by Elizabeth Crosby, Partner, Buckley King

What are some general tips for being more innovative during product development?

Answered by Jon Washington, Founder and Proprietor, The Innovation Garage

I have started an administrative virtual assistance business. Am I to charge a sales tax for the services that I provide?

Answered by Michael Foss, MBA, FOSS Business Solutions, LLC

Hello, Dawn. No, you are not required to collect sales tax for your service business. If you decide to start selling an add-on product that is not a service, you will need to collect sales tax on those units sold. I wish you well in your new venture!
• Leveraging Matures
• Creating Community
• Providing Solopreneur Visibility
New Approach to Membership

- Customized, value-oriented tiers versus one-size-fits-all approach
- Acknowledge differences between customers and members
- Understand the needs and interests of members and provide solutions for each
## Member Profile Matrix

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### Get Something Done Through You

<table>
<thead>
<tr>
<th>Invested</th>
<th>Involved</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community Investors</strong></td>
<td><strong>Community Builders</strong></td>
</tr>
<tr>
<td>- Strategic direction, vision</td>
<td>- Sustainable, thriving economy</td>
</tr>
<tr>
<td>- Sustainable, thriving economy</td>
<td>- Community involvement</td>
</tr>
<tr>
<td>- Progress towards goals</td>
<td>- Public policy and advocacy</td>
</tr>
<tr>
<td>- Community leadership</td>
<td>- Recognition</td>
</tr>
<tr>
<td>- Public policy and advocacy</td>
<td>- Execute corporate initiatives</td>
</tr>
<tr>
<td><strong>Business Investors</strong></td>
<td><strong>Business Builder</strong></td>
</tr>
<tr>
<td>- Cost reduction</td>
<td>- Transactional activities (leads)</td>
</tr>
<tr>
<td>- Pay to play</td>
<td>- Just-in-time marketing</td>
</tr>
<tr>
<td>- Convenience</td>
<td>- Pay by showing up</td>
</tr>
<tr>
<td>- ROI expectations</td>
<td>- ROI without $ investment</td>
</tr>
<tr>
<td>- Access to experts, best practices</td>
<td>- Exposure, connections</td>
</tr>
</tbody>
</table>

Get Something for Their Business

It’s a Whole New World for Chambers
Our Own Conclusions

• Members currently utilize COSE mostly for savings and education/networking.

• More significant need for and interest in consultative/unique support.

• More interest in investing in initiatives to support the broader small business community.
If Focus Groups Drove Resources…

• 45% on creating savings and education/networking opportunities to directly benefit the business.

• 28% on developing deeper insight, support and advice for small business owners.

• 14% on supporting the small business community and creating leaders to be a voice in advancing small business.

• 13% on shaping/investing in work that needs to be done to improve the small business environment.
Member

- You value the opportunity to connect your business to other small business owners in order to improve your own success.

- You expect your membership to primarily help your business with education and networking opportunities, cost savings programs, information and resources that can help your small business and your team be more successful.

Owner Investor

- You are interested in the unique experiences and opportunities that can be created for you by the reach and capabilities of COSE’s staff expertise, relationships and access. And, you’ll help us know more about you so we can help you more.

- You understand the importance of the small business community to our economy and support the work we are doing – not only to benefit you and your business, but also to benefit the entire small business community.

Small Business Leader

- As someone who has worked hard to lead their company, you value the position and responsibility of leadership and want to help lead our efforts on behalf of our members and your fellow small business owners within the broader community.

- As a small business owner, you know you have a perspective that is unique and want to ensure policy makers, community leaders and opinion leaders get that perspective and you’d like to be involved in delivering it.

- You want to have a hand in shaping the work COSE does on behalf of small business and are willing to commit a little of your time, energy and resources to do so.

Small Business Initiative Funder

- As a small business owner, you are consumed with the work of your business, but you are very aware of the need for COSE and its volunteer and staff leadership to invest the time and resources necessary to represent and advocate for the small business community.

- And while you can’t always be involved yourself, you want to support our efforts, be aware of the work that is occurring, the progress we are making and the challenges we are facing.

- Whether you are unable to afford the time or money to become a member, too busy to get involved, or you are no longer actively running your business, you still want to provide some support for our work to help ensure every small business owner – including yourself – can achieve his or her idea of success.
You value the opportunity to connect your business to other small business owners in order to improve your own success.

You expect your membership to primarily help your business with education and networking opportunities, cost savings programs, information and resources that can help your small business and your team be more successful.

Access to members only savings and support services for business operating costs including electricity, natural gas, workers compensation, health insurance and medical benefits, office products, shipping & freight, and payroll.

Free “cost savings analysis” in each business cost area listed above.

COSE Information Manager. This is an information aggregation and electronic delivery subscription for small business content in topics of interest to you that can help you and your business. You tell us where your interests are or in what areas you are looking for more help and information and we deliver it—every week through custom information lists, eNewsletters of interest to you, blogs, research and social media. We gather the information and you control the flow.

Subscription to the COSE Update magazine,

Inclusion in and access to our published membership directory.

Member pricing for more than 60 education and networking events including the signature Think Spot keynote series, COSE Annual Meeting and the Small Business Convention.

Member access to Linktunity – COSE’s forum for connecting you to small business owner experts who can help you immediately address your most challenging small business issues or questions.

COSE Concierge Support Line. Call us M-F from 7:30 a.m. to 6:00 p.m. for anything small business. We’ll give you the answer or get you to the right next step!
Owner Investor

In addition to the benefits available to all members...

- Dedicated COSE Small Business Adviser who will conduct a “COSE Deep Dive,” in which our team will sit with you to better understand the challenges you are facing in your business, your interests and the best ways we can help you and your business. Your Advisor will then be on point to lay out a plan for the year to ensure you are getting as much as you can for yourself and your business from COSE and its network of resources, partners and supporters.

- COSE Select Services. Within each core COSE product and service area, you’ll have preferred access to the highest level of support for your business as a part of your membership. And, you have access to live support and help with any aspect of your membership or with finding information and resources for your business 24 hours a day, 7 days a week. Try us – we’re available right now! (whenever that is, for you!)

- The COSE Investor Program and Event Pass. Your membership includes registration for our Annual Small Business Convention, Participation in our COSE Day at the Capital in Columbus, OH, Invitation to our COSE Washington, DC Small Business Policy and Issues Fly In, our Think Spot KeyNote Series, our Small Business MatchMaker Event and a number of other small business events.

- Guest passes for clients, colleagues or friends to selected COSE events so you can share your passion for small business with them!

- Participation in exclusive accountability roundtables focused on peer to peer support.

- COSE Exposure Plus
  - Recognition of your support as an Owner Investor in our published membership directory.
  - Invitation and Consideration to join as a peer expert in COSE’s Linkturity service. This provides you and your business exposure to other small businesses as a resource to help them with their questions and business needs – both based on your broad experience as a small business owner and the work you do every day in your business.
  - Promotional opportunities through blog posts, speaking engagements, and other COSE content vehicles.
  - Assistance producing videos within the COSE video studios.
Small Business Leader

You expect what our members and owner/investors expect and...

- As someone who has worked hard to lead their company, you value the position and responsibility of leadership and want to help lead our efforts on behalf of our members and your fellow small business owners within the broader community.

- As a small business owner, you know you have a perspective that is unique and want to ensure policy makers, community leaders and opinion leaders get that perspective and you’d like to be involved in delivering it.

- You want to have a hand in shaping the work COSE does on behalf of small business and are willing to commit a

In addition to the benefits available to all members and owner investors...

- Participation in regular COSE Leadership Network Events that bring COSE’s top leaders and influencers together to understand regional and statewide issues and interact with key community and corporate leaders that are shaping the environment in which your business operates.

- Participation in (Greater Cleveland Partnership) Chairman’s Briefings. You’ll be included in quarterly briefings on economic development initiatives in Northeast Ohio alongside the business leadership that comprises (GCP’s) top investor members.

- Subscription to COSE Leader briefings provided each month with information and updates on the work being done around the community on small business issues in which you have an interest.

- COSE Leadership Connections. Your COSE Deep Dive experience will include the opportunity to work with our team to identify up to six specific companies, individuals or organizations for whom COSE leadership will make appropriate and personal introductions that will establish you as a key influencer in the community. And, you will be considered for small business leadership opportunities within the community as COSE is asked to provide representatives of small business to engage in their work.

- Preferred access to COSE task teams and leadership opportunities to assist us in continuing to evolve the organization to better serve and represent our members. Opportunity to participate as a representative of small business in GCP task teams and initiative committees.

- The COSE Leader Program and Event Pass. Your membership includes registration for every event and program that COSE produces. (Need to exclude SPC) And, preferred seating, registration and availability for every COSE event including several opportunities to interact with the top thinkers and speakers that are a part of our programming.

- Special recognition of your support as a Small Business Leader in our published membership directory.

$1200
Your investment in COSE’s Small Business Initiative Fund:

- At the Supporter level:
  - Can be directed up to 70% to the specific initiatives for which you believe there is a strongest need in the business community. The balance will be used in other initiative areas at the direction of our Board in order to ensure that new and less understood work is supported.
  - Will subscribe you to COSE Small Business Issues Briefings and Updates which will provide an overview of the work we are doing, progress on our initiatives and continue to keep you informed of our efforts.
  - Provides you recognition as a funder of COSE Initiatives in our publications, annual report, web site and member directory.

- At the Investor Level, in addition to the supporter benefits above your investment:
  - Will give you access to quarterly in person briefings on our work with COSE Leadership and initiative partners where you can provide input and interact with your peers that are also supporting the work.
  - Gives you the opportunity to participate as your schedule and interests dictate in periodic opportunities to provide input on our work and initiatives.
  - Provides invitation and access to a variety of economic development and initiative leadership events and programs.
  - Allows you to receive member pricing on up to three COSE events per year.

- As a small business owner, you are consumed with the work of your business, but you are very aware of the need for COSE and its volunteer and staff leadership to invest the time and resources necessary to represent and advocate for the small business community.

- And while you can’t always be involved yourself, you want to support our efforts, be aware of the work that is occurring, the progress we are making and the challenges we are facing.

- Whether you are unable to afford the time or money to become a member, too busy to get involved, or you are no longer actively running your business, you still want to provide some support for our work to help ensure every small business owner—including yourself—can achieve his or her idea of success.
Continuing the Dialogue…

Should we add another ribbon within ACCE for Small Business?
Questions?

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