

## Branding & Outreach

*Working More Effectively with Entrepreneurs*



## About This Guide

To better support your community's entrepreneurs, you must develop a recognizable brand identity that draws entrepreneurs and other partners to your organization. Every **successful** entrepreneur knows that to succeed they must be able to identify and connect with targeted customer groups. The same is true for your entrepreneurship program. Taking some time, energy and resources to build a program **brand** and a basic **outreach** strategy is foundational to your ultimate success. We hope our Guide helps you and your community reach targeted entrepreneurs and grow your economy by supporting them.

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### Contents

Branding  
Why Should You Brand?  
The Naming Process  
Dealing with Existing Brand Names  
Strategy Development  
Outreach Strategy  
Outreach Elements  
Marketing Materials  
Implementation





SCORR Marketing is a very successful rural business based in Kearney, Nebraska and working across the United States. We have been fortunate to partner with SCORR Marketing on several projects and are pleased to have them partner with us on our **Branding & Outreach Guide**. Thanks SCORR Marketing for your help and for being a role model as a successful rural entrepreneurial venture!

## Branding

Just like a product or company, the organization in your community that promotes entrepreneurship needs a **brand identity** to help people quickly identify it as an entrepreneurial resource, and a **marketing strategy** to carry the **brand messaging** to the **target audience(s)** you hope to motivate.

In this guide, we will give you what you need to:

- Establish an effective brand identity for your entrepreneur support organization
- Identify your marketing goals
- Develop an effective strategy to achieve those goals
- Understand the basic tenants of conducting a marketing program
- Create the communications tools to implement a program

There are myriad definitions of “brand” and “branding” in the world, but for purposes of this guide, a **brand** refers to a set of perceptions that you seek to establish among the brain cells of each member of your target audience, whereas **branding** refers to the **marketing** actions you take to win those brain cells and establish those perceptions.

It is important to note that if you want to assist others in developing their business, your organization needs to believe in branding itself, not just for entrepreneurial coaching, but in all aspects of your business. Establish your brand and live it every day.

Thus, when you’re designing your brand, you’ll want to focus on the relatively few core principles you want people to identify with you when they see your name or logo.

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For example, does your brand:

- Have expertise in helping entrepreneurs
- Have the right entrepreneur resources
- Imply professionalism and competence
- Imply helpfulness and friendliness
- Care about keeping the region economically healthy

**Marketing**, then, encompasses all the actions you undertake to support the brand identity, not just logo or the look and feel of advertising. Thus, when you consult with an entrepreneur and give him or her good, actionable advice, that's marketing because it supports the claim that you have expertise in helping entrepreneurs, and it's a message likely to get into the community. By the same token, every time someone in your organization is rude or unprofessional, the value of your brand is undermined.

### Why Should You Brand?

You can market without branding and, sadly, many economic development and community agencies do. However, an effective branding strategy is central to creating a focused marketing plan. A focused marketing plan is essential to effective outreach and is indispensable to identifying and connecting with area entrepreneurs. Done correctly, branding makes marketing easier and more effective.

### The Naming Process

While large, multinational corporations prefer and even require abstract names such as Alegend, Exxon or Altria, marketing experts agree there's far more value in having a brand name that clearly describes what you do.

One way to quickly get to a brand name is to engage with some word play. The following matrix illustrates how this can work:

Who are we trying to help?	How do we want to help?
Residents	Start New Businesses
Entrepreneurs	Increase Profitability
Ventures	Increase Competitiveness
Youth	Support Growth
Aspiring Business Owners	Accelerate Growth
Existing Business Owners	Provide Capital
Businesses in Crisis	Provide Technical Assistance
Growth Entrepreneurs	Provide Market Research
Businesses in Transition	Business to Business Opportunities
Chamber Members	

Look for a word or statement that will allow your target audience (on the left) to recognize themselves and combine it with a statement of the kind of help you want to provide (on the right). Think broad strokes, not details. The precise definition of the service(s) you provide can be elaborated in your website or other materials.

## Dealing with Existing Brand Names

In the case of an entrepreneur program, a “brand” equates with a specific identity that the program and its sponsoring organizations wish to market to entrepreneurs.

In the arena of regional and municipal entrepreneur programs, the chances are good that your organization as well as the partners you may be working with on an entrepreneurial strategy already have brand identities. If this is the case, there is every reason to embrace the idea of preserving and enhancing these brand identities with your entrepreneur branding effort.

The type of organization that is likely to be sponsoring an entrepreneur strategy or program typically have names like these.

- Grow Garden County
- Brookfield Area Growth Partnership
- Beatrice Area Chamber of Commerce
- Elkhorn Valley Economic Development
- Roosevelt Custer Economic Development District
- Dawson Area Development
- McCook Economic Development Corporation
- Main Street Beatrice
- Red Willow County Visitors and Tourism Council
- Holt County Economic Development
- San Luis Valley Resource Development Corporation

These brand names often communicate two messages: the geographic location and the general business type. However, given the historic mission of these types of organizations – business attraction, tourism promotion, main street redevelopment and so on – area entrepreneurs may or may not automatically identify these names as possible resources.

Accepting this reality, we recommend a dual strategy of “sub-branding” and “co-branding.”

**Sub-branding** – If Coca Cola is the primary brand, the sub-brands include Diet Coke, Cherry Coke and Coke Zero. After millions of dollars of advertising, we know that Diet Coke is a specific product and it is part of the Coca Cola corporate family of soft drinks. In our case, the “sub-brand” defines your entrepreneur resource.

**Co-branding** – Airlines employ co-branding with their partner airlines. Think of the “Star Alliance,” which is a confederation of independent airlines working together to provide integrated booking and routing. The member airlines continue to market their primary brand, like United, but employ the co-brand to enable their product offer to be greater and reach a larger consumer base.

### A Few Examples

Here are some examples of possible “sub-brands” and “co-brands” using Beatrice, Nebraska as an example. Assume there are four possible core partner organizations that will create, support and implement targeted entrepreneur development assistance in the greater Beatrice and Gage County area:

- Beatrice Area Chamber of Commerce
- Main Street Beatrice
- Gage County Economic Development, Inc.
- Southeast Community College

Any of these organizations may develop a sub-brand on their own and market it as a separate program offering to entrepreneurs. But it may be more effective if the four entities develop a sub-brand together which they co-brand in their marketing:

#### **Beatrice Area Chamber of Commerce**

Member - Business Growth Alliance

#### **Main Street Beatrice**

Member - Business Growth Alliance

#### **Gage County Economic Development, Inc.**

Member - Business Growth Alliance

#### **Southeast Community College**

Member - Business Growth Alliance

A related approach would be to use a common tagline, rather than a program name, to unify the partners and define the program. Taglines should be a vision, an aspiration, and/or description of your organization’s objective. Summarize how your organization wants to be perceived and identifying your organization by capturing the essence of your brand, mission and promise, with emphasis on specific benefits your organization provides, to help narrow and simplify the process. A promotional slogan shouldn’t make or break the name of an organization – instead, the name and the tagline should collaborate together as one unified set. Some possible examples might be:

#### ***SuccesStarts or Successful Starts***

***Builds Your Business***

***Begin Your Business (Here)***

***Partners in Profit***

***Smart Business***

***Grow (Your Name Here)***

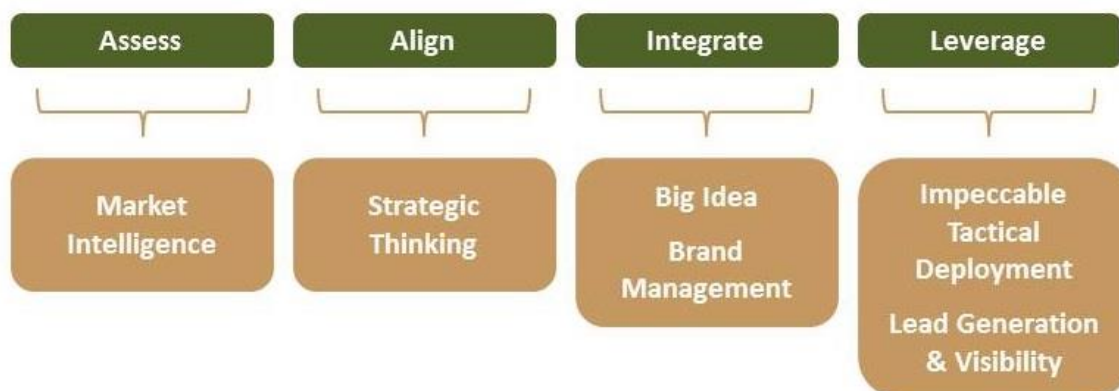
## Strategy Development

Before you ever begin to develop the brand, you'll need to develop an effective "brand strategy" by carefully examining who you want to reach with your entrepreneur message, what you want to say, and how you want to say it.

## Questions to Focus Your Strategy Decisions

Too often, organizations don't take time to work through something as basic as strategy development — they just brainstorm a name, have a graphic designer slap a generic logo on a few flyers and hit the street.

This time, though, we urge you to think through the steps below. It's not that hard, and getting the right brand with the right marketing and outreach game plan can greatly contribute to your success.



To help this process, we're offering some leading questions that may help you and your group engage in the dialog necessary to generate strong, focused brand attributes and an effective marketing and outreach campaign.

- Who is your primary target audience?
- What secondary audiences do you want to address?
- What outcome(s) are you hoping for from your marketing?
- What is the central message you want to communicate?
- What other messages are key?
- What action do you want the prospect to take?
- What communication avenues are open for you to reach your target prospects?
- What is the budget for outreach?

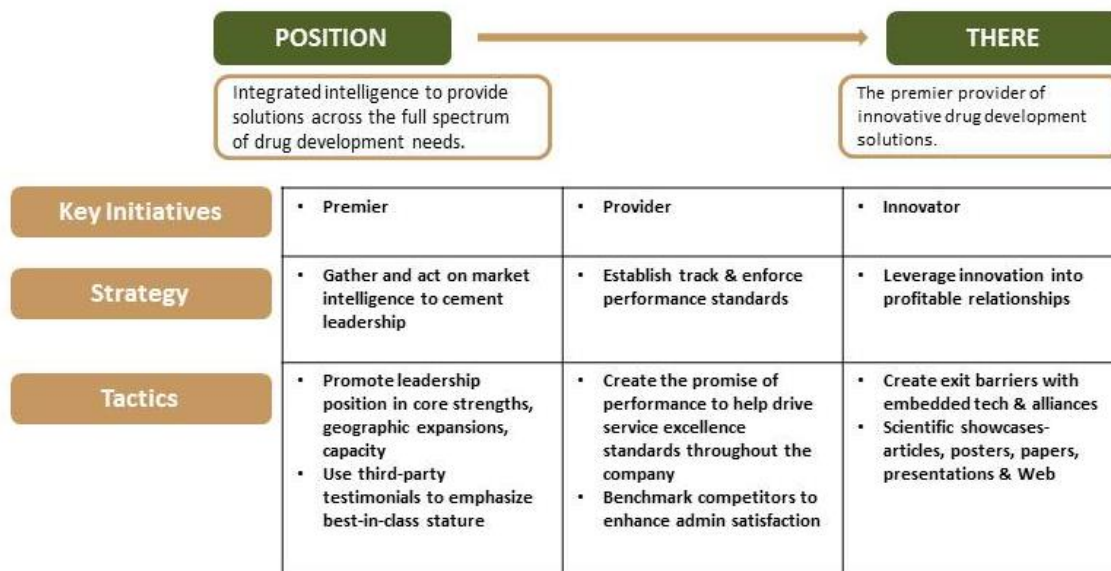
The following is an example of a Strategic MAP developed by SCORR Marketing. This plan analyzes information gathered from the questions above, creating a foundation for a successful campaign and galvanizing your organization around its goals and objectives.



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## Target Audience Scenarios

Consider how you may apply these questions to the following scenarios, then talk about how you can address the specific situation and potential audiences in your community.

**Dislocated workers.** *Your community has recently experienced a factory closing, resulting in hundreds of dislocated workers. Some of these workers just want new jobs and will retrain or relocate to find new work. But some do not want to leave and have a dream of being in business for themselves. Your program wants to reach out to these “potential” entrepreneurs and make them aware you can help them explore their dream.*

**New Hispanic residents.** *Your area has a food processing plant and for years it has attracted new Hispanic residents to your area. Some are looking for new opportunities and want to start a business. Your program recognizes this opportunity to add new businesses to your community by supporting these new residents. Language, culture and customers are barriers to reaching these potential entrepreneurs. You will need to be creative in finding the right communication pathways to connect your resources with these entrepreneurs.*

**Students.** *Your town, like many rural towns, loses its graduates to the wider world year after year. You’d like to keep some of them in town to start their own enterprise and others to be in place when existing business owners decide to retire and need someone to succeed them in their business. Working with the schools, your program provides testing, counseling and activities that help identify and prepare individuals to succeed in business on their own.*

**Old guard.** *They are the old guard; existing business owners that have been the foundation of your region for years. They are seasoned, successful and some are considering growing. They have become self-reliant and, while they support economic development efforts in your community as a civic duty, they rarely ask for your help. They may perceive your entrepreneurship program as focused on start-ups or struggling businesses — not them. You need a message and pathway to open your door to the old guard.*

**Main street.** *Your main street has taken hit after hit, but the urban core of your community is important and you are pursuing targeted redevelopment. You want to support existing main street business and help others wishing to locate in your main street area. These entrepreneurs represent an important opportunity and will require unique messaging and communication approaches.*

**Farmers and ranchers.** *Your community was built to support area farmers and ranchers and, while the economy has grown and diversified over time, agriculture remains important. Most of your farmers and ranchers are engaged in traditional crop and livestock production, but some are considering using their natural resources to pursue value-added venture options such as agri-tourism, producing vegetables for restaurants or the farmers market, or some other value-added enterprise.*

## Targeting Prospects

It doesn't take a marketing genius to see that a marketing program aimed at school students, one aimed at Hispanics and one aimed the old guard of businesspeople in your town all need to be distinctly different to be successful.

Marketing gains effectiveness when it is tightly targeted at a specific group sharing common characteristics; it loses effectiveness when it is vague or unfocused about what the message is or who is receiving it. You can't and shouldn't try to reach everyone. Defining which potential entrepreneurs you want to help and can help is foundational. By doing your strategic customer targeting well, you can greatly enhance your ability to brand, market and conduct outreach.

That is not to say generic marketing won't create some traffic, but it is likely to generate too much of the "wrong" traffic — people who toy with but aren't serious about starting a business, people who are frustrated in their jobs but want someone else to do the work and people who are looking for the so-called "free money" that every community supposedly has set aside for business development. Be wary. These types can take a lot of time and divert your attention from the very entrepreneurs you can help succeed.

## Elements of Branding

One of the basic goals of a successful marketing program is to make sure that the look and feel remains consistent and the messaging is clear, regardless of whether your communication is read in the newspaper, seen on the Internet or heard on the radio.

One way to achieve this consistency is to concentrate on developing the **elements** of your branding program before you give consideration to the communications channels you might use. Elements that need to be consistent in a typical branding program include:

### Foundation

- Logo
- Taglines
- Slogans
- General design; "look and feel"
  - Colors
  - Fonts
  - Illustration/photography

### Messaging

- Headlines/subheads
- Marketing copy/text
- Call to action

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Before building individual tactics such as a website, brochure or mailer, focus first on developing and executing a plan. As you put these elements together, you can assess them, identify strengths and weaknesses and, over the course of time, significantly improve the quality of your marketing products. By consistently executing your tactical plan, the results will speak for themselves.

### Working through the Process

If you're considering a program to support entrepreneurs in your region, take the time to work through the essential elements with your partners before you begin.

Start by determining how you'll work together to implement a program and discuss your sub-branding and co-branding options. Discuss your budget and available resources, and talk about the outcomes each partner hopes to achieve from the program.

In some cases, you may know which entrepreneurial groups you want to (and are in a position to) help. In others, you may want to put together a focus group to research which group or groups may be most appropriate for you to target. Once you've identified your audience, spend time refining the core messages you want to convey, including how they should be worded and how they should be presented. This is also the time to work out what communications channels are available to reach your audience, and to make plans to utilize them.

At this point, it's usually wise to bring in a professional creative team to design your logo and write and produce your website and promotional materials. It's important to present your organization as a credible resource, both to your audience and to the wider world, and that's hard to do if your materials are amateurish or unprofessional.

Attracting and supporting entrepreneurs is one of the most effective economic development strategies a town, county or region can pursue. Taking the time to establish a brand identity, identify a target audience, develop a marketing strategy, create effective marketing elements and implement a consistent, thoughtful marketing program will greatly improve your chances of success.

When appropriate, we recommend that you employ resources like SCORR Marketing in your branding and outreach efforts. For additional information about SCORR Marketing:

SCORR Marketing -- 2201 Central Avenue, Suite A, Kearney, NE 6847  
Phone: 308.237.5567 -- Fax: 308.236.8208  
[www.scormarketing.com](http://www.scormarketing.com)

## Branding & Marketing Resources

Your budget does not allow you to hire a professional marketing agency like SCORR? -- then consider engaging local talent. In every community there are successful businesspersons who are pretty sage and talented with branding and marketing. Generate a short list of some of your best talent. Invite them to help you create your brand and outreach game plan.

## Outreach Strategy

### Deuel County South Dakota

Deuel County is located in east-central South Dakota. It is rural with a population base of about 5,000 residents. Our Center is partnering with Deuel County Area Development or DADi in building an entrepreneur focused economic development strategy. DADi was kind enough to share the latest draft of their emerging **outreach** game plan.

Building a stronger economy by supporting area entrepreneurs requires three key ingredients:

- 1 - Area Entrepreneurs*
- 2 - Connecting with Entrepreneurs*
- 3 - Helping Entrepreneurs Grow Better Businesses*

Let's address the status of each key ingredient.

**Area Entrepreneurs.** Deuel County has a tradition of entrepreneurship. But it is not a "hot bed" of entrepreneurial activity. But previous work suggests there are both necessity and opportunity entrepreneurs within this community.

**Connecting with Entrepreneurs.** Over the past year since this work began possibly the greatest challenge has been "connecting with entrepreneurs." Given this challenge, the focus of this "outreach strategy" is critical to increasing overall activity and the potential for impact.

**Helping Entrepreneurs Grow Better Businesses.** A key part of the RBEG funded project is to increase Deuel County's capacity to support area businesses and entrepreneurs through stronger referral to resource partners, networking to local solutions (like capital) and "business to businesses" assistance.

*Tip - Touch points are businesses, offices, alumni events, churches and civic organizations that come into contact with potential clients. With a bit of awareness and training all these “touch points” in your community can become open doors to your program.*

### Outreach Elements

Figure 2 on the next page summarizes the possible building blocks of an outreach strategy for your proposed EDS game plan. Within this outreach game plan we are proposing that B to B activities form the foundation for outreach.

**Figure 2 – Elements of a B to B Focused Outreach Strategy**

<b>ART</b>	<i>We recommend communities engage their Area Resource Teams or ARTs to support your outreach efforts. We would suggest the ART be engaged to identify B to B topics, recruit area businesses to participate in B to B events, sponsor B to B events and support general outreach marketing.</i>
<b>B to B Activities</b>	<i>We suggest that the B to B Program involve two types of events. First - events hosted by successful Es in their businesses focusing on keys to success and pitfalls to avoid. Second - events focused on topics defined by your business community.</i>
<b>Engaging Successful Area Es</b>	<i>Creating ways for your successful Es to support other entrepreneurs is critically important in our opinion. Getting them involved as mentors and creating opportunities for them to gather and talk shop is powerful. They engage to help others, but then begin to help each other.</i>
<b>Branding Messaging Materials</b>	<i>We need to create a clear brand identity with supporting targeted messaging that uses existing communication channels (both formal and informal) to reach targeted audiences. Within each targeted area there are existing mechanisms we can engage to reach these audiences.</i>
<b>Web Site Social Media</b>	<i>Creating a complementary web site (using Tools for Business Success) and social media (tapping into the RLC’s expertise) is very important. The next generation will be more connected to these media than the current generation of Es.</i>
<b>Word of Mouth</b>	<i>Ultimately we want to create a positive and intentional reputation where clients reach your EDS through various pathways on their own. Doing and sharing good work will open the door to work with other Es in your community.</i>

Now let's take a brief look at keys to successful B to B events. Assuming this general approach makes sense, we will be developing more specific resources Deuel County can use to create and support an effective B to B strategy.

## Es – Your Secret Weapon

Ewing Marion Kauffman frequently argued that the best way to help entrepreneurs achieve success is to get them to help each other. The remarkable Fairfield Iowa story is rooted in entrepreneurs helping each other focus on the hard question, learn and grow. B to B events enable this kind of self-help. These events also provide your EDS a way to market how it can help.

***Tip - Use your informal networks to reach out to your targeted entrepreneurs. If your targets are farmers then work with Extension, farm groups, cooperatives and organizations and businesses with strong and trusting relationships with farmers and ranchers in your area.***

### Keys to Successful B to B Events

The beauty of B to B events is that it organically integrates program marketing with direct assistance to entrepreneurs. Depending upon the landscape and its experience getting entrepreneurs to attend events is like pulling teeth. What we have learned is that once entrepreneurs experience good events they come back and recruit others to attend. But one or two bad experiences and entrepreneurs are quick to cut their losses and disengage. So what are the keys to great B to B events? Figure 3 below highlights what not to do with B and B events. Figure 4 on the next page summarizes our experience.

**Figure 3 –B to B Event Don'ts**

<b>Unmanaged</b>	<i>Staff and management support is key to ensure event start on time, follow the rules and adhere to the design formula for specific events. A host or MC is a must.</i>
<b>Too Long</b>	<i>Events should have a defined time with room for networking following the event. Events should stay within one hour to 90 minutes.</i>
<b>Marketing</b>	<i>Who attends matters - good audience targeting and recruitment is essential to ensure value of these events. Lack of good targeting and recruitment ensures poor attendance or the wrong crowd.</i>
<b>HITS</b>	<i>These events should no be used to hit up others for capital or to sell something. They are learning events -- offers for help should be volunteers not solicited.</i>

*Tip - Consider the idea of “cooperative marketing.” By cooperative marketing we mean working with existing communication avenues to reach your targeted audiences. For example, there are chamber newsletters, development corporation BLOGs, municipal public access cable and public service announcements. Work with local media to generate stories and coverage as simple low cost ways to advertise your program.*

## Continuous Learning & Improvement

Design a great plan, ensure strong execution and be prepared to learn and improve. But do not over-reach to single feedback or pushback. What one person dislikes may be a positive for most of your audience. Rather, pay attention and plan to adjust your game plan based on your feedback and your intuition on what is working and not working. Give away prizes to obtain feedback from your audiences. Market research is helpful.



Now let's take a look at the keys to success.

**Figure 4 – Keys to Successful B to B Events**

<b>Success Formula</b>	<i>At its most basic level the formula for structuring B to B events include some fund (refreshments), some learning and networking. Later we will talk more on how the two different kinds of events should be designed and managed.</i>
<b>Successful Es</b>	<i>Getting successful Es engaged as hosts, presenters and the like creates significant value for other successful Es and those aspiring for success. Integrating them into the design is very important.</i>
<b>Value</b>	<i>These events should focus on topics that are important to your audience with content that is value-added. Both good content and presenters is important.</i>
<b>Marketing</b>	<i>Sound audience targeting and recruitment is essential. Getting people to the events requires personal invitations and that is where you stakeholders and ART can really deliver.</i>
<b>Routine</b>	<i>Entrepreneurs like routine. These events are the 2<sup>nd</sup> Tuesday of each month and last one hour. If it is presentation it is video captured and can be viewed later. Routine is the same reason that civic groups, local governments, etc. use a regular schedule and format.</i>

As we wrap up this Guide we want to share a bit of insight on marketing materials and implementation. Remember you do not need a large budget - but you do need a program. Build your outreach program, implement it and learn from what works and doesn't work. Every quarter to six months step back and review your outreach efforts and fine tune your game plan.

### Marketing Materials

Based on our field experience and learning from rural communities throughout North America we offer the following considerations as you decide what **marketing materials** to employ in your **outreach strategy**:

- Keep your materials simple. You do not necessarily need glossy and expensive printed materials. Using desk top published or WORD documents can allow you to print your materials when you need them and update as required.
- Be creative. Have some fun and move beyond the regular brochure or one page flyer. Here is an idea from Deuel County South Dakota using a bit of humor and a post-card format.

**Got a business idea?  
Need some help?  
Contact DADi.**



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**We're *Energizing Entrepreneurs* in Deuel County.  
For free confidential assistance, contact DADi @ 605-874-8038.  
Deuel Area Development, Inc.**

- Just as you are targeting the entrepreneurs you want to help - target your materials to those audiences. It is okay to have several versions of the same outreach materials but with targeted messages (e.g., farmers or business transitions).
- Use testimonials. Word of mouth recommendations and encouragement is ultimately your best outreach tool. As you build strong relationships with entrepreneurs see if they will provide you a quote or testimonial that you can use publicly as part of your marketing materials.
- Success supports outreach. Valley County Nebraska does a remarkable job of celebrating business success through their local newspaper and radio stage. Every "growth event" is celebrated with a story and picture in the newspaper. These celebrations create opportunities for marketing your program.

## Electronic Open Door

More and more entrepreneurs are embracing the inter-net. Web sites and social media are becoming more widely used. The emerging generations turn to the inter-net first. We strongly recommend that as part of your **outreach** and **assistance** programs you consider an “electronic footprint.” We have a webinar training produced by “Tools for Business Success” that addresses this topic.

### Implementation

Bottom line with implementation is you just have to do it. The best design and game plan in the world cannot yield results if you do not work your plan and execute it religiously. Do not let your busy schedule get you out of your **outreach routine**. By routine we mean a regular pattern of outreach activities. As every good marketing executive knows - repetition is essential to getting your message through. In our Center, we have folks who have gotten our electronic newsletter month after month for years. They read and then one day one item connects with them and they reach out to us for help. BINGO - our outreach strategy yields a client.

### Working with Entrepreneurs Resource Guides

<b>Targeting</b>	<i>Targeting focuses on opportunity identification (based on the entrepreneurial talent a community has) and targeting segments (kinds of entrepreneurs, e.g., start ups vs. growth). Participants will be provided a proven strategy and tools to help their community effectively target local talent.</i>
<b>Branding &amp; Outreach</b>	<i>Strategy or program branding and marketing are always challenges. This training addresses how a community can build a “e” brand and create an outreach strategy including pathways, messaging and marketing options.</i>
<b>Visitation</b>	<i>Visitation is foundational to successful “e” programs. This training addresses the basics of successful visitation. It also addresses ways to link “e” visitation to existing outreach efforts including chamber drop in visits and business retention and expansion visitation.</i>
<b>Intake &amp; Screening</b>	<i>Our course on intake and screening addresses how a community that includes multiple collaborative partners can create a simple and effective intake process and strengthen skill sets related to strategic listening and “e” screening.</i>
<b>Referral &amp; Tracking</b>	<i>There are lots of resource partners who can help entrepreneurs in most areas. Conducting effective referral can greatly increase impact and satisfaction by both entrepreneurs and resource partners. We will also share a basic software package to help communities track “e” clients.</i>
<b>Coaching Entrepreneurs</b>	<i>Coaching is both an art form and science. Coaching entrepreneurs has it own unique challenges. This session addresses the technique of coaching as it relates to entrepreneurs at different stages of their development.</i>
<b>Story Capture &amp; Metrics</b>	<i>Economic development requires funding and more effective story capture, documentation of outcomes, performance metrics and reporting all essential elements for sustaining support. This session outlines the basics of performance tracking and reporting.</i>
<b>Stakeholders &amp; Sustainability</b>	<i>Building champions and supportive stakeholders (funders) is essential to program sustainability. Our final session in this set of trainings addresses development of stakeholders and sustainability plan development.</i>

*Companion webinar trainings with implementation exercises are part of our Guide resource. Webinar trainings can be provided live and customized or we have recorded versions that can be used as a self-study program. One-on-one mentoring is available.*



## How The Center Can Help

The Center can help you increase prosperity through entrepreneur-focused economic development in a number of ways:

- **Awareness.** We can help you raise awareness of the entrepreneurship opportunity through keynote speeches, workshops and informational webinars.
- **Mentoring & Advising.** We offer very affordable mentoring to community leaders attempting to build or strengthen a strategy. This support can include procuring project funding.
- **Assessment.** We can provide quick to in-depth opportunity assessments essential for smart game plan development. We also have a team that does Targeted Industry Studies.
- **Strategy Development.** We have extensive experience helping communities craft customized and optimized development strategies.
- **Training.** Via our Working with Entrepreneurs program, we provide comprehensive and field tested training for development practitioners and leaders.
- **Implementation Coaching.** We can provide implementation coaching customized to your game plan on a real-time basis through modest retainer arrangements.
- **Sustainability.** We can help you find the long-term funding to ensure robust support for your entrepreneurship strategy.

Our Entrepreneurial Communities team is led by Don Macke, with more than 38 years of development experience. We have established a national team of practitioners, both inside and outside the Center, who bring research, coaching, incubation, market intelligence and other content expertise to this work. Additionally, we can draw on one of the largest networks of entrepreneurship practitioners across North America to support specific projects and provide learning partners for advancing our work and bringing value to your community.

## Questions & More Information



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**The Center for Rural Entrepreneurship's** mission is to help community leaders build a prosperous future by supporting and empowering business, social and civic entrepreneurs. With our roots and hearts in rural America, we help communities of all sizes and interests by bringing empowering research, community engagement and strategy development to you through our many Solution Areas. Our **Solution Area Teams** empower communities to discover their own answers to the challenges and opportunities they face:

- **Community Development Philanthropy:** Providing research and community engagement strategies that help communities build philanthropic capacity and create development resources now and in the future.
- **Youth Engagement:** Providing tools and a framework for communities to engage young people now and to bring them home in the future.
- **Measurement Research Policy:** Providing the tools to help communities define development goals, measure success and improve outcomes.
- **Entrepreneurial Communities:** Providing a roadmap for communities to design and deliver entrepreneur-focused economic development strategies that work.

To learn more about us, go to [www.energizingentrepreneurs.org](http://www.energizingentrepreneurs.org).

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