Culturally-relevant Approaches

Embedding Racial & Equity Lenses to Ensure Inclusive Economic Growth within Commercial Areas Impacted by the COVID-19 Pandemic

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May 18, 2021
• Welcome & Overview

• Third Eye Network, LLC
  • Inclusive Entrepreneurial Ecosystem Building & Enhancement
  • Culturally-specific Portals for Digital Marketing & Promotion

• Favermann Design/Powerful Pathways
  • Comprehensive Economic Development Policy & Program Implementation

• Perch Advisors, LLC
  • Creating an Inclusive Technical Assistance Network
  • Together We Thrive: Black Business Network
  • Educating Volunteers & Technical Assistance Providers on Implicit Bias & Impact on Black-owned Businesses

• Revby, LLC
  • Small Business Technical Assistance for Diverse Audiences
  • Bridging the Digital Divide for Underserved Entrepreneurs

• Questions & Answers
The pervasiveness of socioeconomic outcomes delineated by race and other intersectional characteristics (e.g., ethnicity, gender, age, immigrant and ability status, etc.) are well-established phenomena, which have only been exacerbated during the COVID-19 Pandemic. This webinar will provide participants with an overview of culturally- and contextually relevant strategies for addressing well-known barriers to equitable growth and social inclusion. Drawing on the diverse experiences of the lead and panelists, the strategies will encompass entrepreneurial ecosystem building and enhancement, peer support networks, debiasing technical assistance in service to People of Color and immigrant populations, and the importance of comprehensive economic development policies and program implementation.
Overview – Level Setting

A Literacy Moment

- **Access** – Proactively designing w/ accessibility in mind so “adaptations” are unnecessary (i.e., policy, cognitive, physical, & technological)
- **Belonging** – Feeling of security, support, respect, & acceptance when a person can “show up” as their authentic self
- **Inclusion** – State where all are able to participate & achieve their potential
- **Diversity** – The presence of differences in organizations, systems & communities
- **Equity** – Meeting people/groups where they are & giving them what they need to be successful; a process & an outcome

Let’s A.B.I.D.E. by Anti-Racist Principles

To truly transform communities, we must not only provide people the support they need, but also remove barriers to success in the process.

References: Forward Cities (n.d., ABIDE Model)
Lynch, Sutherland, & Walton-Fisette, (2020, photo)
The People’s Institute for Survival and Beyond informs us that an effective, broad-based movement for social transformation must be rooted in the following:

• Analyzing Power
• Developing Leadership
• Reshaping Gatekeeping

• Identifying & Analyzing Manifestations of Racism
• Learning from History
• Maintaining Accountability
• Sharing Culture
• Undoing Internalized Racial Oppression
• Undoing Racism®
Inclusive Entrepreneurial Ecosystem Building & Enhancement

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Case Study #1: Nested “Hub & Spoke” Model Development in Rochester, NY

- **Scope:** This Nested “Hub & Spoke” Model is a 3 – 5 year master plan
- **Objectives:** Facilitate a scalable regional culture of collaboration; transformation
- **Costs:** <$75K (implementation), <$15K/year (maintenance), $750K - $2M (cohort model)

### Digital Infrastructure
- Centralized Support Resources
- Regional CRM Development
- Increased Access to Capital

$417,500 LC & JPMC grants

### Ecosystem Enhancement
- 24-month Peer Learning Model
- Awarded $1.5M in Grants + TA
- Embedded Racial & Equity Lenses

$1.5M NYS grant

### Organizational Hub
- Nonprofit (501c3) Anchor Institution
- Convenes Network Resources
- Hires Network Navigators

$75k+/navigator/year

### Regional Coordination
- Culturally-relevant Adaptations
- Standardized Evaluations
- Policy Development & Change

Price varies by scope
Digital Infrastructure – Founding Coalition

Thank YOU for choosing collaboration!
Our mission is to help small businesses thrive across the Finger Lakes Region. We provide entrepreneurs and small businesses with the vital assistance, resources, and information they need. Nexus i90 makes support more accessible to foster equitable growth and inclusiveness and spur economic prosperity for our region.

The Gateway for Entrepreneurs

We are dedicated to helping connect and grow the entrepreneurial community of the Finger Lakes region.

Shared Impact By the Numbers:
- $1,992,500 Support Funds Raised
- 54 Active Resource Partners
- 200+ Shared Clients Served
- 220+ New Jobs Created/Retained
- 10 CRM Subscriptions (Licenses Assigned)
- 32 Resource Navigator Searches (last 30 days)
- 192 Resource Navigator Searches (last 90 days)
AdHub.com
A directory of the advertising industry listing Ad Agencies, Freelancers and other marketing resources to help companies promote their business.

Ain Center for Entrepreneurship at the University of Rochester
The Ain Center for Entrepreneurship at the University of Rochester is an interdisciplinary center that educates the University and Rochester communities on developing and applying an entrepreneurial mindset via training programs and other offerings.

Business Insight Center
Get the competitive edge you need. No matter how big or small your enterprise is, we are here to help. Our market research services don’t just save your company time and money, we can also identify potential customers to help increase your bottom line.

Carlson Center for Intellectual Property
The Carlson Center for Intellectual Property assists with prior art searches and filing for patents, trademarks, and copyright.

Certified Workplace Ready
Certified Workplace Ready™ (CWR) is a program focused on improving social-emotional skills and responsible decision-making for those new(er) to the workplace.
User-friendly prompts

ChiBizHub – Connect2Capital Portal
• Chicago, IL

A similar link is being added to Nexusi90.org
Culturally-specific Portals for Digital Marketing & Promotion

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Case Study #2: Black-owned Business (BOB) Rochester

- Costs: $25k – $75k (implementation); $12k – $15k/year/niche (maintenance)
- Timeframe: 3 – 6 months (implementation), 24 – 36 months (achieve sustainability)

Case Study #2: 
**BOB Rochester.com**

- Community-driven marketing & promotion resource for Greater Rochester (NY) BOBs
- Empowers Black enterprise, public service organizations & affinity associations
- This social enterprise has organically amassed over 700 listings since launch
- Community participation runs parallel w/ crises (i.e., civic unrest, COVID-19, etc.)

**Powered by: InfoWorks**
The pandemic & civil unrest has presented new marketing opportunities...

- Renewed interest in BOBs: 26.5k (723.99% ↑) new users w/ 36.5k sessions
- Avg. monthly pageviews: 1,600 (pre-pandemic) vs. 6,900 (post-pandemic)
- Pageview spikes in 2020: 4.2k (May), 83.2k (Jun), 17.5k (Jul), 6.9k (Aug), 7.6k (Sept)
- Community investment: $50,000+ in local gifts inspired the establishment of NMI Foundation, Inc. a new national non-profit (501c3) to house these & related efforts

**Pandemic Effects**

- Platform re-development for national expansion under a new brand LocalBOBs.com *(Fall 2021)*
- New niche-specific platforms centering Latinx-, Asian-, & Native American-owned Businesses on the horizon
- New user-friendly look & feel
- New features: Check-ins, Profile Administration, Crowdsourcing, Job Boards, Ratings & Reviews, eCommerce, targeted RFPs, APIs, Niche Market Insights, & more
- Free + Paid Subscription Levels
- Community Reinvestment Fund

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Web/SM

Badges
Pandemic Effects: API Conceptual Model for Culturally-specific Marketing & Promotion

- Urban League of Rochester, Inc.
- NMI Regionalized Niche Platforms
- Intake Form
- Data Marts
- InfoWorks Data Warehouse
- Black-owned
- Latinx-owned
- Asian-owned
- Native American-owned
- Women-owned
This new capability has expanded our reach, BOB promotion, & the directory.
Comprehensive economic development policy & program implementation: Fairmount Indigo Network Business Attraction & Good Jobs Initiatives

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Allentza Michel
• Urban Planner, Artist & Equity, Diversity & Inclusion Trainer
• Founder & Creative Director, Powerful Pathways
• Founder, Immigrant Entrepreneurs & Small Business Owner’s Forum

Work:
• Community and Transportation Planning
• Sustainable Community Development Policy Research
• Racial Justice, Diversity and Inclusion Workshops
• Cultural District Planning
• Economic & Business Development
• Event Planning
• Equitable Creative Placemaking (Placekeeping)
About Powerful Pathways

Powerful Pathways is a creative social practice & public interest consultancy that works in policy development, urban planning and the arts using creative tools and design thinking principles.

- Executing strategic events exploring topics in Urban Policy
- Placemaking/Placekeeping Initiatives & “Civic Hacks”
- Creative Community Engagement & User Experience Strategy
- Equity, Cultural Competency and Diversity & Inclusion trainings
- Program Design & Development
- Research
- Project Technical Assistance
Equity versus...

**Diversity** is the representation. Diversity can be measured through numbers and is usually tracked by race, gender, sexual identity, age, education, economic background.

**Belonging** is the ongoing culture created to have all people feel welcome across difference. Manifested in the relationships, in conversations, physical space, and written word.

**Inclusion** is the participation. Inclusion is usually achieved when diverse populations are involved in decision-making that impacts the policies and practices of the organization.

**Equity** requires changing structures of power & privilege so disparities of historically under-represented groups are eliminated and therefore outcomes cannot be predicted by that grouping.

- You’ve been asked to the party.
- You feel welcomed and comfortable going to the party.
- You’ve been asked to help plan the party.
- Redefines what the party entails and who has the power to plan the party.

*From Dr. Arnisa Amante, CEO of Disruptive Equity Education Project (DEEP)*
Working with an Equity Lens: The 4 I’s

Equity work is cyclical and therefore is not a one-time deal.

It takes ongoing practice.

It is fluid and evolves across systems and networks, as we evolve.
Organized between Dec 2014 – Dec 2019, the Fairmount Indigo Network (FIN) was an umbrella entity comprised of 35 organizations, coalitions and leaders, and a multitude of external partner organizations working on comprehensive policy campaigns, community development and research along the 9.2-mile Fairmount Line corridor neighborhoods of Roxbury, Dorchester, Mattapan and Hyde Park.

The goal of the Network was to operate in tandem with the extension of the Fairmount Indigo commuter rail, the only rail line that starts and ends within Boston’s geographic limits, because it was the only rail line that exists through community activism.

The Network contributed to the Imagine Boston 2030 plan.
The Fairmount Indigo Network

- Fairmount Indigo Transit Coalition
- Corridor Economic & Community Groups
- CDC Collaborative (Housing)
- Fairmount Greenway Task Force
- Fairmount Jobs Network
- Fairmount Cultural Corridor
The Jobs Pipeline Project Theory of Change

**INPUTS**
- Network Members
- City Agency Partners
- Businesses
- Residents
- Workforce Partners

**ACTIVITIES**
- Talent-Career Matching
- Skill Development Training
- Hiring Commitments

**OUTCOMES**
- # Increased Job Opportunities
- % Decrease in Unemployment
- # of Employers Engaged
- # of Residents Hired

**IMPACT**
- Corridor Growth Expands
- City Wealth Gap Dramatically Reduced
- National Model for Cities
- Diversity in Industries Grows
Business and job attraction & retention are one component of inclusive economic development...

The acceleration of economic opportunity requires a collaborative strategy focused on meeting multiple needs simultaneously, including:

1) supporting & strengthening local entrepreneurship
2) Enhancing the vitality of retail corridors
3) Tailoring workforce development programming to meet current resident & employer needs
4) Working directly with residents to build financial assets & expand financial empowerment
5) Ensuring access & opportunity for both temporary & permanent jobs
6) Strengthening connections to existing job centers (e.g. downtown business district & the Longwood Medical Area)
7) Attracting & retaining businesses & jobs.

...the focus of this strategy was on increasing the number of local jobs for residents of the Fairmount Indigo Corridor...
Values of A Network:
Economic Workforce Development Strategy

Newmarket/DBEDC Job Access Program
LISC/TACC Business Development Report
Special Protection Zones
One Stop Career Coaching/Business Advisory
Network Members
Grant Funding
Policy Change

Grant Funding
One Stop Career Coaching/Business Advisory
Special Protection Zones
Network Members
Policy Change

LISC/TACC Business Development Report
Newmarket/DBEDC Job Access Program
Special Protection Zones
One Stop Career Coaching/Business Advisory
Network Members
Policy Change

Grant Funding
Basic Principles for Incorporating Equity

• Scoping & Project Visioning
  ▪ Research beyond general demographics
    o History – knowing the story
    o Develop your cultural competency
    o Traditional & Non-traditional assets
    o Preparing a well allocated budget (be prepared to have the staffing support necessary)

• Engage, not involve, the public
  ▪ Target stakeholders for ongoing input
  ▪ Center those on the margins

• Re-frame the way you think about time
  ▪ Not a one-and-one process
  ▪ Create space for feedback loops

Remember: Implementing Equity is Not Completing A Checklist
Approach for Equity Learning & Implementation

- **Consensus Building**
  - Develop *shared understanding* of terms
  - Decide on applications of data

- **Goal Setting**
  - Set clear objectives
  - Identify anticipated equity outcomes

- **Implementation Planning**
  - Develop a process map
  - Set benchmarks
  - Schedule ongoing coaching

- **Create Evaluation Tools**
  - Prepare metrics and indicators
  - Create process for feedback loops
Creating an Inclusive Technical Assistance Network
Together We Thrive: Black Business Network

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In April of 2020, United Way of New York City brought together a team of non-profit, government, and private partners to begin the conversation of equity and inclusion in the delivery of small business technical assistance and access to capital, including loans and grants for Black-Owned Businesses (BOB).
Creating Inclusive Access for Black Owned Businesses to a Range of Culturally Competent Technical Assistance Supports – Through a Broad-Based Network of Partners

Whether you are a Black business owner seeking resources or a partner seeking to support Together We Thrive, tell us a little bit about yourself and how you’d like to get involved.
What is Unique About This Work?

- Range of partners supporting every aspect of inclusive, equitable outreach, marketing, technical assistance, and capital access
- Commitment of partners to both immediate impacts AND long-term systems change
- Technical assistance that is culturally competent and understands the needs of Black-Owned businesses
- Neighborhood level engagement – intentional reach to communities with high-concentration of Black-owned businesses
- Creating access to a range of business supports
Clearly Stated Mission: To align, activate, and increase the capacity of existing systems to meet the needs of 7,000 Black-Owned businesses in New York City by 2027

**Program Goals**

- **Financial Resources**: Address and reshape current and historic racial lending practices, ensuring accessible and equitable access to capital.
- **Technical Assistance**: Support the ongoing work and longevity of business owners through culturally competent one-to-one mentorship, networking, and project support.
- **Community Support**: Expand, support, and reinforce a network of business owners through relevant programming and business development opportunities at the neighborhood and city-wide scale.

**Program Offerings**

- **COVID Support**:
  - Guiding businesses impacted by COVID-19 who would like to reimagine their model for pandemic conditions.
- **Digital and/or Technology Support**:
  - Supporting businesses in areas of hardware and software including cloud computing and backend web support.
Together We Thrive: Black Business Network

The Together We Thrive: Black Business Network will provide Access to Capital, Networks and Technical Assistance to support Survival, Success & Sustainability. It is the only initiative of its kind that exclusively supports Black owned businesses in New York City.

### Business Intake + Assessment: Additional Information

35. **What are some of the challenges you are facing currently?** (Check all that apply) *

- [ ] Loss of business/revenue
- [ ] Creating new digital/online marketplaces (online ordering, ecommerce website, building a social media presence)
- [ ] Hiring employees

### Required Services

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<thead>
<tr>
<th>No.</th>
<th>Category</th>
<th>Services</th>
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<tbody>
<tr>
<td>38.</td>
<td>Marketing/Sales</td>
<td>Support for businesses in need of marketing their business, taking their business online, selling their products/services, selling to new customer segments/markets, re-imagining their business model for COVID-19 conditions</td>
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<td></td>
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<td>Social Media</td>
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<td>Sales Strategy</td>
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<td></td>
<td></td>
<td>Re-imagining Business Model</td>
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<td></td>
<td></td>
<td>New product development/launch</td>
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<tr>
<td>39.</td>
<td>Creative/Design</td>
<td>Support for businesses in design elements for their business (visual elements of a website/e-commerce site, creating blogs or email content, photos and layout for online marketing or storefronts)</td>
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<tr>
<td></td>
<td></td>
<td>Website Design</td>
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<td>Writing/Editing</td>
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<td></td>
<td>Photography (for web or social media)</td>
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<tr>
<td>40.</td>
<td>IT/Tech/Infrastructure</td>
<td>Support for businesses in the areas of hardware and software including cloud computing, backed web support/set up</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Website setup</td>
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**Initial Investment Partners**

- IBM – Financial Support, Volunteer Support, FREE and exclusive access to IBM digital training library
- Bank of America – Financial Support, PR/Media, Volunteer Support
- Varde Partners – Financial Support, Volunteer Support
- Other Confidential Partners – Financial Support, Volunteer Support

**Cost | Infrastructure | Risks**

- In the program launch phase, founding partners made a commitment to build and launch the framework, structure, services, and networks without compensation
- Infrastructure for business and volunteer intake, website, and business/client management was provided in-kind through United Way of New York City’s
- Over 12 months, the program has raised $500k+ to support expanding programming, technical assistance, partnership management, volunteer development, and program marketing/outreach – although project was launched with only in-kind support
- Project had little upfront risk:
  - Existing technical assistance support and services were already available, founding partners leveraged networks to get the word out in communities, United Way already had systems and structures in place to house and manage the program
  - Community and political will was high and supported the momentum of gathering broad-based support
START WHERE YOU ARE.
USE WHAT YOU HAVE.
DO WHAT YOU CAN.

- Arthur Ashe

Leveraging Existing Partners, Resources, Assets

• Technical Assistance collaborations can start with NO upfront investments, making it suitable for all sized organizations and municipalities
• Look for partners with existing programs that can be enhanced by comprehensive and targeted outreach support
• Multiple partners and resources build foundational success and can support more small businesses
• Start SMALL/think BIG by providing high levels of commitment to service and equity
Educating Volunteers & Technical Assistance Providers on Implicit Bias & Impact on Black-owned Businesses

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Helping Mentors and Volunteers Understand The Pandemic’s Effect on Black Business

NYC Black Business Landscape During the Pandemic

For months during 2020, NYC was the epicenter of the pandemic where thousands of businesses have permanently closed.

Black businesses have been hit exceptionally hard in New York State, where Black business owners are 29% more likely to close shop compared to their Black counterparts across the United States.

Data Sources: Bloomberg 9-29-2020, The Federal Reserve Bank of New York 8-4-2020, NYC SBS BENYC Report 2020
Developing Impactful Training for Volunteers, Mentors – and Technical Assistance Partners

Volunteer Roles

**COACH ROLE**
- Support a business owner by providing support through mentorship.
- Mentor businesses for a minimum of 3 months.
- Schedule at least 1 session per month.
- Work with the business owner to develop a framework of engagement using the TWT Interactive Worksheet.

**PROJECT SUPPORT ROLE**
- Support a business owner by helping them complete a specific project.
- Support a business in seeing a specific project through to completion (this can range depending on project).
- Schedule at least 1 session per month.
- Work with the business owner to develop a framework of engagement using the TWT Interactive Worksheet.

Active Listening Tips

**TO BUILD TRUST AND RAPPORT**
- "Tell me what I can do to help."
- "I was impressed to read on your website that..."  

**DEMONSTRATING CONCERN**
- "I am eager to help – I know you are going through some tough challenges."
- "I know how hard a corporate restructuring can be. How is staff morale at this point?"

**PARAPHRASING**
- "So, you’re saying that the uncertainty about what will happen in the next few years post-COVID is creating stress for you."
Educating Volunteers and Mentors – What is Implicit Bias?

Implicit Bias

**WHAT IS IMPLICIT BIAS?**

It's the automatic and unconscious associations we make about others that can be driven by stereotypes, prejudices or previous experiences.

These affect our actions and have real-world implications.

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**Types of Implicit Biases**

There are several different types of biases:

- Affinity bias
- Age bias
- Attribution bias
- Beauty bias
- Confirmation bias
- Conformity bias
- The contrast effect
- Racial bias
- Gender bias
- Class bias
- The halo / horns effect
- Name bias
- Weight / Height bias

You can learn more about these biases [here](#).
How Volunteer Training on Historical Discrimination and Implicit Bias Shifts Volunteer Perception

What We Heard From Volunteers

- Remark of how racial discrimination in our laws and regulations has created a barrier to business ownership and capital
- Interest in supporting their mentees to build generational wealth as well as strong spaces of community.
- Clear understanding and frustration about the pre-existing issues faced by Black business owners which were exacerbated by the pandemic
- Desire to share a variety of knowledge and expertise (legal, financial, and experience, technical)
- Commitment towards addressing systemic racism through support and networking
Within 4 months since volunteer training launched, the program has trained more than 50 volunteers in implicit bias and culturally competent service delivery.

20+ Black-Owned businesses have been matched with a coach or volunteer.

Ongoing tracking of outcomes at the completion of the 3 month volunteer/mentoring relationship.

Culturally competent volunteer/mentor support includes:
  - General mentoring – business operations, business expansion, business transition
  - Technical mentoring – Project or topic specific: legal support, marketing support, industry specific mentoring

Impacts and Outcomes

Cynthia Gordy Giwa interviewing Khane Kutzwell, a master barber and the owner of Camera Ready Kutz.

Image Source: MIC
Small Business Technical Assistance for Diverse Audiences: Immigrants, Low-Moderate Income, People of Color

Bridging the Digital Divide for Underserved Entrepreneurs: Assistance with Website Development, eCommerce, Technology Infrastructure, & Social Media Strategy

Case Study 1: City of Boston Office of Economic Development Small Business Technical Assistance

Case Study 2: Arlington Economic Development (Virginia) Small Business Technical Assistance

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Case Study 1: Small Business Technical Assistance Workshops & One-on-One Consulting

- Support to start, stabilize, or grow small businesses around Boston.

Origin / Location

- Boston, MA
- City of Boston Office of Economic Development

Budget

- Part of a TA program with approx. budget of $700,000 over 3 years
- $1000+ per workshop, higher for workshop series and one-on-one TA (depends on number of work hours)

Timeframe

- Workshops: 1 month lead time
  - Virtual: 1 hour
  - In-person: 2-3 hours
- Individual TA: Approx. 25 hours per business over approx. 8-10 weeks

COVID-19 Impact

- Resilience-building
- Digital adoption
- “Business Model Pivot”
Case Study 1 Details

- **Types of businesses served**
  - Industries: diverse, from food to retail businesses
  - Communities: low-moderate income neighborhoods in Boston
  - Size: startups, microenterprises, small businesses
  - Multi-lingual service support

- **Outcomes**
  - Businesses gain in different aspects: planning, implementation, and better operational practices

- **COVID-19**
  - Transition from in-person to virtual sessions
  - Emphasis on Digital / eCommerce / Technology topics
  - Uncovering and addressing pre-existing issues that left businesses more vulnerable to pandemic business interruption

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**Workshop on Business Resilience for Spanish-Speaking Business Owners**

Workshop presentation in English and Spanish provided a checklist of resilience building concepts and activities, including a review of their financial health, supply chain, digital/technology infrastructure, and leadership mindset.

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**Mentalidad de liderazgo: Operador vs Propietario**

Según John Davis, presidente de Cambridge Family Enterprise Group y autoridad líder en negocios familiares y patrimonio familiar...  
- Las empresas familiares tienden a tener lo que se denomina una "Mentalidad de Operador"
  - Control en los detalles
  - Tradiciones precladas
  - Visión a largo plazo
  - Conocimiento específico
- Esta mentalidad generalmente modelan comerciales exitosos
- Cuando ocurre un cambio, funcionan antes puede ser

**Leadership Mindset: Operator’s vs Owner’s**

According to John Davis, Chairman of Cambridge Family Enterprise Group and leading authority on family business and family wealth...

- Family businesses tend to have what is called an “Operator’s Mindset”
  - Control in the details
  - Prized traditions
  - Long term views
  - Specialized knowledge handed down from generation to generation

- This mindset usually pays off, especially when industries and business models evolve slowly
- When dramatic change occurs, such as a disaster or economic event, what worked before can get in the way of adapting to change
Case Study 1: Small Business Technical Assistance

Workshops & One-on-One Consulting

Key Performance Indicators

- Workshop attendance:
  - 15+ is a success
  - 10 or less is ok
  - If only a few show up, that doesn’t mean we only reach a few. Others will view the recording.

- Follow-up Meetings
- Move up to individual TA
- New relationships with business owners

Partners and Resources

- Local consultants / TA providers
- Neighborhood Managers for business owner outreach
Case Study 1: Example of a One-on-One Technical Assistance Project -- Digital Strategy / Customer Acquisition Plan for a POC-owned small business

Before
https://lockshop1027.wixsite.com/mysite

After
https://www.locallockkey.com/
**Case Study 2: AED BizLaunch’s “ReLaunch” Program**

- A collaborative effort to drive business resilience and opportunity in 2021. Companies will receive tailored tools and professional assistance to revitalize, strengthen and transform their businesses.

**Origin / Location**
- Arlington, VA
- Arlington Economic Development, BizLaunch

**Budget**
- Approx. $100,000

**Timeframe**
- 1-month cohorts of approx. 15 businesses per month
- Spend a 3-4 hours per business

**COVID-19 Impact**
- Project started during COVID-19, to address the challenges and the digital divide that was present pre-COVID.
Case Study 2 Project Examples:

A Jewelry Business: Assistance with Online Presence

Etsy
https://www.etsy.com/es/sell

Enlace para tutorial:
https://www.youtube.com/watch?v=L-4jdSUCLSA

¿Qué puedo vender en Etsy?
- Etsy proporciona un mercado para que artesanos, artistas y coleccionistas vendan sus propias creaciones hechas a mano, productos vintage (con al menos 20 años de antigüedad) y materiales para artesanía hechos a mano o más.

Google My Business

Enlace para crear su cuenta:

Enlace para tutorial:
https://www.youtube.com/watch?v=d6I1-oQgMnM

Por qué tener una página en GMB?
- Puede ofrecer información valiosa sobre cómo han buscado su empresa los clientes y de dónde proceden. También puedes encontrar información sobre cuántos usuarios te han llamado directamente a través del número de teléfono incluido en los resultados de búsqueda locales que aparecen en la búsqueda y Maps.

Oriental Rug Business: Assistance with Digital Systems

Quickbooks POS + QB Desktop + eCommerce

- https://quickbooks.intuit.com/desktop/point-of-sale/

Small Business Focus: ReLaunch

ReLaunch is a new initiative sponsored by BizLaunch to help newly launched and existing businesses adjust to the “new normal.” What is the cost to participate? It is a free tool underwritten by AED.

Hear what businesses are saying about ReLaunch, “Manoukian Oriental Rugs was grateful to have been selected for Arlington Economic Development’s ReLaunch program,” said the Manoukian Family. “The consultation improved our understanding of a strategic asset which helped us position our business for better customer service and smarter growth. Thank you team AED!”
Case Study 2: AED BizLaunch’s “ReLaunch” Program

Key Performance Indicators

- Testimonials
- Number of businesses that complete the TA program
- Evidence of improved digital infrastructure and online presence
- Long term relationship with community small businesses

Partners and Resources

- Local Chamber of Commerce
- Local media
- Technical Assistance providers:
  - Marketing & Branding
  - Digital Presence
  - Business Strategy
  - Financial & Legal Infrastructure
  - Web Development
Thank You!

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