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Vision

- Create a culture of entrepreneurship
- Increase the # of highly skilled Es
- Transformational in nature
- Systems approach – shorten the curve
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Goals

- 500 Entrepreneurs served by 2017
- % Increase in Gross Sales
- % Increase in Profitability
- % Change in Skills by moving up a tier level
- % Change in exports outside the region

- Target:
  - 2+ years in business
  - Desire to grow
  - Coachable

Service Area
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4 Strategies

➢ Entrepreneurial Development
➢ Entrepreneurial Champions
➢ Campus Initiative
➢ Civic Engagement

Customer Segmentation

CEO Tier Level

<table>
<thead>
<tr>
<th>Tier Four</th>
<th>Beyond CEO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tier Three</td>
<td>CEO</td>
</tr>
<tr>
<td>Tier Two</td>
<td>Manager</td>
</tr>
<tr>
<td>Tier One</td>
<td>Operator</td>
</tr>
</tbody>
</table>

Stage of Business

- Start-up/Exist
- Early Growth
- Growth
- Maturity
- Decline
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Sourcing Clients

- Community Approach
- Entrepreneur Approach
- Brand Management
  - Messaging – Entrepreneurs & CEOs, series
  - Bold, fresh, ent focused
  - 10x better
- E-Champions (2nd Strategy)
- Relationships are key

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Changing Internally

- GG created as a separate brand, yet synergies exist
- Recruitment systems
  - Skills vs. Geography
- Relationship Management & Intake Process
- Brand & Messaging
- Managing scarce resources - advisors, coaches, and expertise
- Train, Train, Train....
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*Lessons Learned*
- Recruitment – intensive, gets easier
- Invest in top talent - $ isn’t driver, fairness key.
- E’s learn from other E’s best.
- Intake systems are key, learned the hard way.
- Innovate, test, implement, learn…repeat.
- Fee for service
- Invest your subsidy in high-return E’s.
- Create Strong Data Systems

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*Successes*
- 88 E’s thru Sept 2011. 55 in coaching
- 950 Jobs maintained. Creation flat.
- E-Champions + organic growth
- 8 new “Be Strategic” communities; 4 repeat
- 56 Entrepreneurs added fall 2011.
South Dakota Rural Enterprise

Stimulates financial and human investment in South Dakota communities that are invested in themselves.

Dakota Rising is a program of SD Rural Enterprise.
What We Believe:

- Entrepreneurs are key change makers in communities.
- Supported entrepreneurs will grow more quickly and profitably.
- Brilliance lies in the heart.
- A safe environment created by people committed to the long song fosters courage.

What We Do:

Dakota Rising cultivates entrepreneurs dedicated to growing themselves and their businesses by connecting them to a system of support, resulting in economic growth.
How We Do It - Sites:
Cultivate Entrepreneur Development Systems grounded in community – “Sites”

• Nurture a pool of entrepreneur and small business talent
• Network Resources
• Build Community Support

Impact
By the Numbers
• Over 60 Resource Team Members
• More than 400 Business Visitations
• 14 youth Events
• Resource Fairs:
  • 1,368 Attended Resource Fairs
  • 154 Resources Participated
• Over $150,000 in local financial support
Impact
The Stories

Site Coordinators

Cindy Turner
Bryan Walker
Barbara Zwetzig

Fall River County On The Rise
Spearfish

How we do it - Fellows:
Support Entrepreneurs through the Dakota Rising Entrepreneur Fellowship

Process
• Intent to Apply
  • Connection to resources and support system
• Applicant
  • Growth plan for business and individual
• Finalist
• Fellow

Award
• $10,000
• Mentors
• Peer Cohort Support
Impact: By the Numbers

Fellows in Aggregate since 2009

- Assets Increased by 50%.
- Revenues Increased by 14%.
- Turned loss to a seven-figure profit
- 24 new full-time employees earning over $13.93/hour (South Dakota rural living wage)

Impact: The Stories
Strength of the System is in the Relationships

The system becomes the community

- Site Coordinators
- Resource and Leadership Teams
- Resource Partners
- Entrepreneurs and Business Owners
- Local and Fellow Mentors
- Selection Teams
- Community Supporters

Lessons Learned

- One size does not fit all
- To best serve entrepreneurs you need to think and behave like one
  - Adapt to change
  - Seize opportunities
  - Take risks
  - Continuously improve
The Future of Dakota Rising

- Each year 8–10 Fellowships are awarded
- Beginning 2012 up to 4 Sites will join the network annually

Long Term Vision
Regional and National Expansion

Creating a Value Added Community
Asset Based Community Planning

The Process:
- Listen
- Organize
- Implement

The Keys to Success:
- Locally Driven
- Asset Based
- "Oh Shit" Factor
Creating a Value Added Community
Asset Based Community Planning

Impacts:
• Conversations Change
• Silos comes down
• New leadership evolves
• Things happen
IMPACT
IT'S WHAT WE DO

CDFI Business Technical Assistance V 2.0

John Hamilton
New Hampshire Community Loan Fund
November 16, 2011

Small-Business Loans
Company profiles

- High growth
- Retail/service
- Sole proprietor

Tailor strategies to audiences
Core message

Creating opportunity by finding pathways to yes

Internal changes

Business skills assessment
What we learned

CEO Peer Groups
“It’s a supportive collective thing that don’t make ya’ feel so alone.
I can tap into the collective wisdom to gain practical advice from other doers.”

Three types of referrals

- Standardized (easy)
- Customized (marketing)
- Training plan and follow-up (mitigating risk)