

**V(A). Planned Program (Summary)**

**Program # 19**

**1. Name of the Planned Program**

Business Development

Reporting on this Program

**V(B). Program Knowledge Area(s)**

1. Program Knowledge Areas and Percentage

KA Code	Knowledge Area	%1862 Extension	%1890 Extension	%1862 Research	%1890 Research
602	Business Management, Finance, and Taxation	70%			
603	Market Economics	10%			
604	Marketing and Distribution Practices	10%			
608	Community Resource Planning and Development	10%			
	<b>Total</b>	100%			

**V(C). Planned Program (Inputs)**

1. Actual amount of FTE/SYs expended this Program

Year: 2012	Extension		Research	
	1862	1890	1862	1890
Plan	11.0	0.0	0.0	0.0
Actual Paid Professional	10.0	0.0	0.0	0.0
Actual Volunteer	0.0	0.0	0.0	0.0

2. Actual dollars expended in this Program (includes Carryover Funds from previous years)

Extension		Research	
Smith-Lever 3b & 3c	1890 Extension	Hatch	Evans-Allen
292612	0	0	0
1862 Matching	1890 Matching	1862 Matching	1890 Matching
319993	0	0	0
1862 All Other	1890 All Other	1862 All Other	1890 All Other
0	0	0	0

**V(D). Planned Program (Activity)**

**1. Brief description of the Activity**

Business counseling and training.

**2. Brief description of the target audience**

Small business owners, managers and their employees. Individuals who want to start a business. Partners, stakeholders and funding agencies, including elected officials.

**3. How was eXtension used?**

Made available for clients and training attendees.

**V(E). Planned Program (Outputs)**

**1. Standard output measures**

2012	Direct Contacts Adults	Indirect Contacts Adults	Direct Contacts Youth	Indirect Contacts Youth
<b>Actual</b>	2010	442135	0	0

**2. Number of Patent Applications Submitted (Standard Research Output)**

**Patent Applications Submitted**

Year: 2012

Actual: 0

**Patents listed**

**3. Publications (Standard General Output Measure)**

**Number of Peer Reviewed Publications**

2012	Extension	Research	Total
<b>Actual</b>	0	0	0

**V(F). State Defined Outputs**

**Output Target**

**Output #1**

**Output Measure**

- Number of counseling clients.

<b>Year</b>	<b>Actual</b>
2012	554

**Output #2**

**Output Measure**

- Training customer satisfaction (scale 1-7 high).

<b>Year</b>	<b>Actual</b>
2012	7

**Output #3**

**Output Measure**

- Number of applied research projects.

<b>Year</b>	<b>Actual</b>
2012	0

**Output #4**

**Output Measure**

- Website statistics (in millions).

<b>Year</b>	<b>Actual</b>
2012	1

**Output #5**

**Output Measure**

- Counseling hours.

<b>Year</b>	<b>Actual</b>
2012	2829

**Output #6**

**Output Measure**

- Counseling customer satisfaction (scale 1-7 high).

<b>Year</b>	<b>Actual</b>
2012	7

**Output #7**

**Output Measure**

- Training attendees.

<b>Year</b>	<b>Actual</b>
2012	2414

**Output #8**

**Output Measure**

- Training events.

<b>Year</b>	<b>Actual</b>
2012	181

**Output #9**

**Output Measure**

- Training hours x attendees.

<b>Year</b>	<b>Actual</b>
2012	7242

**Output #10**

**Output Measure**

- Number of counseling sessions.

<b>Year</b>	<b>Actual</b>
2012	1520

**V(G). State Defined Outcomes**

**V. State Defined Outcomes Table of Content**

O. No.	OUTCOME NAME
1	Increase in knowledge.
2	Business owners will start or expand a business as appropriate to their business goals.
3	Business owners will make or revise decisions about the type of business or business structure as appropriate to their business goals.
4	Business owners will prepare a business plan as appropriate to their business goals.
5	Business owners will develop financial projections as appropriate to their business goals.
6	Business owners will seek start-up funding as appropriate to their business goals.
7	Business owners will develop management systems as appropriate to their business goals.
8	Business owners will investigate legal and compliance issues for their business as appropriate to their business goals.
9	Business owners will develop a marketing plan as appropriate to their business goals.
10	Business owners will commercialize products as appropriate to their business goals.
11	Business owners will inform stakeholders of the outcome of their work with the University of Missouri Extension Business Development as appropriate to their business goals.
12	Number of jobs created.
13	Dollar amount of sales and contracts (in millions).
14	Dollar amount of business investments, including loans and equity approved loans (in millions).
15	Number of new businesses started.

**Outcome #1**

**1. Outcome Measures**

Increase in knowledge.

**2. Associated Institution Types**

- 1862 Extension

**3a. Outcome Type:**

Change in Knowledge Outcome Measure

**3b. Quantitative Outcome**

Year	Actual
2012	1

**3c. Qualitative Outcome or Impact Statement**

**Issue (Who cares and Why)**

Learning exceeds expectation by increasing 1.27 on a 5-point scale. This is important because it demonstrates the effectiveness of classroom training. Attendees and stakeholders care about training effectiveness.

**What has been done**

Faculty use branded programs to ensure high quality training. We have also developed peer review teams to ensure quality of offerings and skill of the instructor.

**Results**

Results were excellent, because goal of 1.0 was significantly exceeded.

**4. Associated Knowledge Areas**

KA Code	Knowledge Area
602	Business Management, Finance, and Taxation
603	Market Economics
604	Marketing and Distribution Practices
608	Community Resource Planning and Development

**Outcome #2**

**1. Outcome Measures**

Business owners will start or expand a business as appropriate to their business goals.

**2. Associated Institution Types**

- 1862 Extension

**3a. Outcome Type:**

Change in Action Outcome Measure

**3b. Quantitative Outcome**

Year	Actual
2012	60

**3c. Qualitative Outcome or Impact Statement**

**Issue (Who cares and Why)**

Businesses started are the key to creating jobs. Kauffman Foundation research demonstrated that companies under five years old create most of the net new jobs. This makes our work important in helping local communities' economy recover from the Great Recession.

**What has been done**

Business Development Specialists are trained how to assist new businesses startups' achieve success.

**Results**

Excellent, exceeded goal

**4. Associated Knowledge Areas**

KA Code	Knowledge Area
602	Business Management, Finance, and Taxation
603	Market Economics
604	Marketing and Distribution Practices
608	Community Resource Planning and Development

**Outcome #3**

**1. Outcome Measures**

Business owners will make or revise decisions about the type of business or business structure as appropriate to their business goals.

**2. Associated Institution Types**

- 1862 Extension

**3a. Outcome Type:**

Change in Action Outcome Measure

**3b. Quantitative Outcome**

<b>Year</b>	<b>Actual</b>
2012	7

**3c. Qualitative Outcome or Impact Statement**

**Issue (Who cares and Why)**

Most business owners know the structure desired before intervention, however for those looking for alternative structures it is important.

**What has been done**

Business Development Specialist responds to request and find needed expertise when issues identified, normally this is recommending good attorneys to assist in the establishment of structure.

**Results**

Results are appropriate as this is not the key focus of the program, instead it is an issue that comes up and when identified it is important to resolve.

**4. Associated Knowledge Areas**

<b>KA Code</b>	<b>Knowledge Area</b>
602	Business Management, Finance, and Taxation
603	Market Economics
604	Marketing and Distribution Practices

**Outcome #4**

**1. Outcome Measures**

Business owners will prepare a business plan as appropriate to their business goals.

**2. Associated Institution Types**

- 1862 Extension

**3a. Outcome Type:**

Change in Action Outcome Measure

**3b. Quantitative Outcome**

<b>Year</b>	<b>Actual</b>
2012	170

**3c. Qualitative Outcome or Impact Statement**

**Issue (Who cares and Why)**

Business plans are a leading indicator to business startup and expansion. Communities need business activity in order to be viable.

**What has been done**

We keep the Business Development Specialist trained and equipped on how to effectively develop business plans

**Results**

Estimated results are very good with 170 plans developed. The focus is on helping owners and managers plan and manage effectively.

**4. Associated Knowledge Areas**

<b>KA Code</b>	<b>Knowledge Area</b>
602	Business Management, Finance, and Taxation
603	Market Economics
604	Marketing and Distribution Practices
608	Community Resource Planning and Development

**Outcome #5**

**1. Outcome Measures**

Business owners will develop financial projections as appropriate to their business goals.

**2. Associated Institution Types**

- 1862 Extension

**3a. Outcome Type:**

Change in Action Outcome Measure

**3b. Quantitative Outcome**

<b>Year</b>	<b>Actual</b>
2012	805

**3c. Qualitative Outcome or Impact Statement**

**Issue (Who cares and Why)**

Financial projections help owners think through ideas that start or expand businesses. It also assists in attracting the needed capital to develop the plan.

**What has been done**

Added software to assist Business Development Specialist. In addition we provided training enabling specialist to become certified as NDC Economic Development Finance Professionals. This makes our specialist capable to set and work with any economic development professional or lender on an equal basis.

**Results**

Specialists developing financial projections attracted \$13,525,107 in closed loans and equity, which is a leading indicator to jobs being created. We view this as an effective result.

**4. Associated Knowledge Areas**

<b>KA Code</b>	<b>Knowledge Area</b>
602	Business Management, Finance, and Taxation
603	Market Economics
604	Marketing and Distribution Practices
608	Community Resource Planning and Development

**Outcome #6**

**1. Outcome Measures**

Business owners will seek start-up funding as appropriate to their business goals.

**2. Associated Institution Types**

- 1862 Extension

**3a. Outcome Type:**

Change in Action Outcome Measure

**3b. Quantitative Outcome**

Year	Actual
2012	760

**3c. Qualitative Outcome or Impact Statement**

**Issue (Who cares and Why)**

Start-up businesses and business growth are the keys to job growth; funding is a good leading indicator.

**What has been done**

Business Development Specialist offer training for businesses and are trained to understand how to assist business owners and managers seek growth and start-up funding.

**Results**

Results are good.

**4. Associated Knowledge Areas**

KA Code	Knowledge Area
602	Business Management, Finance, and Taxation
603	Market Economics
604	Marketing and Distribution Practices
608	Community Resource Planning and Development

## **Outcome #7**

### **1. Outcome Measures**

Business owners will develop management systems as appropriate to their business goals.

### **2. Associated Institution Types**

- 1862 Extension

### **3a. Outcome Type:**

Change in Action Outcome Measure

### **3b. Quantitative Outcome**

<b>Year</b>	<b>Actual</b>
2012	120

### **3c. Qualitative Outcome or Impact Statement**

#### **Issue (Who cares and Why)**

Management systems are critical for companies that are ready to scale their idea or business. This is where many businesses fail because they exceed the knowledge of the owner or manager.

#### **What has been done**

Assessment processes are under development to enable expansion of this area because about 70% of all jobs occur during this phase (growth) of business development.

#### **Results**

Results are good but we have a lot of undeveloped potential. Kathy Macomber, BDS in Lamar is chair of a peer effort to develop better coaching and assessment techniques to improve results. Those were rolled out at our annual meeting and should be fully deployed during the upcoming year.

### **4. Associated Knowledge Areas**

<b>KA Code</b>	<b>Knowledge Area</b>
602	Business Management, Finance, and Taxation
603	Market Economics
604	Marketing and Distribution Practices
608	Community Resource Planning and Development

**Outcome #8**

**1. Outcome Measures**

Business owners will investigate legal and compliance issues for their business as appropriate to their business goals.

**2. Associated Institution Types**

- 1862 Extension

**3a. Outcome Type:**

Change in Action Outcome Measure

**3b. Quantitative Outcome**

<b>Year</b>	<b>Actual</b>
2012	5

**3c. Qualitative Outcome or Impact Statement**

**Issue (Who cares and Why)**

Legal issues are important to make sure business a is structured correctly and in compliance with local, state and federal laws and regulations

**What has been done**

Results are focused on finding appropriate help, as Business Development Specialists are not experts in legal or compliance issues.

**Results**

Good results are dependent on effective assessments and referrals. At this, we are successful.

**4. Associated Knowledge Areas**

<b>KA Code</b>	<b>Knowledge Area</b>
602	Business Management, Finance, and Taxation
603	Market Economics
604	Marketing and Distribution Practices
608	Community Resource Planning and Development

## **Outcome #9**

### **1. Outcome Measures**

Business owners will develop a marketing plan as appropriate to their business goals.

### **2. Associated Institution Types**

- 1862 Extension

### **3a. Outcome Type:**

Change in Action Outcome Measure

### **3b. Quantitative Outcome**

<b>Year</b>	<b>Actual</b>
2012	75

### **3c. Qualitative Outcome or Impact Statement**

#### **Issue (Who cares and Why)**

Helping business owners and managers access markets to grow sales is an effective way to create jobs for a community. This year we deployed a new economic gardening program that is modeled after and trained by the best in the U.S.

#### **What has been done**

This year we developed and deployed an economic gardening program to link to our procurement program and international trade program. This enables our Business Development Specialist to assist with identifying best market opportunities for the company, whether domestic, government or international. Marketing plans enable that knowledge to be converted into a plan that can be communicated and deployed.

#### **Results**

Results are good, but still as an early stage in the process, we invested a lot of time in training, which lowered results this year.

### **4. Associated Knowledge Areas**

<b>KA Code</b>	<b>Knowledge Area</b>
602	Business Management, Finance, and Taxation
603	Market Economics
604	Marketing and Distribution Practices

**Outcome #10**

**1. Outcome Measures**

Business owners will commercialize products as appropriate to their business goals.

**2. Associated Institution Types**

- 1862 Extension

**3a. Outcome Type:**

Change in Action Outcome Measure

**3b. Quantitative Outcome**

Year	Actual
2012	0

**3c. Qualitative Outcome or Impact Statement**

**Issue (Who cares and Why)**

Universities care about research being commercialized to demonstrate their importance in supporting the economic viability of the community.

**What has been done**

We have developed a formal program to enable assistance with opportunities to commercialize technology, however this work is now specialized and mostly accomplished with colleagues with in Extension's BDP.

**Results**

Results are actually good because this work is primary handled by a sister program and as a result it is not the key focus of the Business Development Specialist.

**4. Associated Knowledge Areas**

KA Code	Knowledge Area
602	Business Management, Finance, and Taxation
603	Market Economics
604	Marketing and Distribution Practices
608	Community Resource Planning and Development

**Outcome #11**

**1. Outcome Measures**

Business owners will inform stakeholders of the outcome of their work with the University of Missouri Extension Business Development as appropriate to their business goals.

**2. Associated Institution Types**

- 1862 Extension

**3a. Outcome Type:**

Change in Action Outcome Measure

**3b. Quantitative Outcome**

Year	Actual
2012	102

**3c. Qualitative Outcome or Impact Statement**

**Issue (Who cares and Why)**

It is very important to communicate the results and importance of our work to our stakeholders. It is also critical that stakeholder understand the impact on the economic viability of communities and people's lives.

**What has been done**

Ask those who receive service to send letters to elected official regarding effectiveness of our program. Also did several press releases and other PR work to communicate results.

**Results**

Average, but ok because of related work.

**4. Associated Knowledge Areas**

KA Code	Knowledge Area
602	Business Management, Finance, and Taxation
603	Market Economics
608	Community Resource Planning and Development

**Outcome #12**

**1. Outcome Measures**

Number of jobs created.

**2. Associated Institution Types**

- 1862 Extension

**3a. Outcome Type:**

Change in Condition Outcome Measure

**3b. Quantitative Outcome**

Year	Actual
2012	318

**3c. Qualitative Outcome or Impact Statement**

**Issue (Who cares and Why)**

The Great Recession has made Job creation the number one issue in Missouri.

**What has been done**

Business Development Specialists focus on using training and tools from the leading indicators categories discussed to create and retain jobs.

**Results**

Results are good as this goal was achieved.

**4. Associated Knowledge Areas**

KA Code	Knowledge Area
602	Business Management, Finance, and Taxation
603	Market Economics
604	Marketing and Distribution Practices
608	Community Resource Planning and Development

**Outcome #13**

**1. Outcome Measures**

Dollar amount of sales and contracts (in millions).

**2. Associated Institution Types**

- 1862 Extension

**3a. Outcome Type:**

Change in Condition Outcome Measure

**3b. Quantitative Outcome**

<b>Year</b>	<b>Actual</b>
2012	29307935

**3c. Qualitative Outcome or Impact Statement**

**Issue (Who cares and Why)**

Sales support creation of jobs and reduction of debt, which enable both the business and community to achieve an economically sound footing.

**What has been done**

Through assisting business owners and managers with financial and marketing issues, it has enabled the Business Development Specialist to achieve a good result.

**Results**

Results are significantly improved from last year, we view them as on track.

**4. Associated Knowledge Areas**

<b>KA Code</b>	<b>Knowledge Area</b>
602	Business Management, Finance, and Taxation
603	Market Economics
604	Marketing and Distribution Practices
608	Community Resource Planning and Development

**Outcome #14**

**1. Outcome Measures**

Dollar amount of business investments, including loans and equity approved loans (in millions).

**2. Associated Institution Types**

- 1862 Extension

**3a. Outcome Type:**

Change in Condition Outcome Measure

**3b. Quantitative Outcome**

<b>Year</b>	<b>Actual</b>
2012	13525107

**3c. Qualitative Outcome or Impact Statement**

**Issue (Who cares and Why)**

Communities care about the number of businesses started because it is an indicator of their economic future

**What has been done**

Training and branded programming are in place. In addition, a significant amount of training is done for dislocated workers considering a business or self-employment start.

**Results**

Results are effective as goal was exceeded

**4. Associated Knowledge Areas**

<b>KA Code</b>	<b>Knowledge Area</b>
602	Business Management, Finance, and Taxation
603	Market Economics
604	Marketing and Distribution Practices
608	Community Resource Planning and Development

**Outcome #15**

**1. Outcome Measures**

Number of new businesses started.

**2. Associated Institution Types**

- 1862 Extension

**3a. Outcome Type:**

Change in Condition Outcome Measure

**3b. Quantitative Outcome**

<b>Year</b>	<b>Actual</b>
2012	56

**3c. Qualitative Outcome or Impact Statement**

**Issue (Who cares and Why)**

Communities care about the number of businesses started because it is an indicator of their economic future

**What has been done**

Training and branded programming are in place. In addition, a significant amount of training is done for dislocated workers considering a business or self-employment start.

**Results**

Results are effective as goal was exceeded

**4. Associated Knowledge Areas**

<b>KA Code</b>	<b>Knowledge Area</b>
602	Business Management, Finance, and Taxation
603	Market Economics
604	Marketing and Distribution Practices
608	Community Resource Planning and Development

## V(H). Planned Program (External Factors)

### External factors which affected outcomes

- Natural Disasters (drought, weather extremes, etc.)
- Economy
- Appropriations changes
- Public Policy changes
- Government Regulations
- Competing Public priorities
- Competing Programmatic Challenges
- Populations changes (immigration, new cultural groupings, etc.)

### Brief Explanation

#### **Natural Disasters (drought, weather extremes, etc.)**

Business Development Specialist (BDS) devoted significant time to the Joplin disaster caused by the May of 2011 tornado. A Business Resource Center was established and opened within four days in partnership with SBA. The Center was created to support the redevelopment of 500 damaged or lost businesses. Specialist also worked on the Missouri River flooding caused by Corps of Engineers releasing water in the uplands.

#### **Economy**

Developing and saving businesses has been the focus of the BDS, as the metrics indicate it is with a great deal of success.

#### **Appropriations changes**

State funding is a major issue and funding losses have hindered Extension's BDS programming. However, we have been somewhat successful in offsetting losses with grant funding, but that now seems to be at risk.

#### **Public Policy changes**

Tax policy and regulation are reducing Missouri's business activity significantly below natural levels. Businesses have become unwilling to commit to unknown tax or regulatory risk. For business to make effective investment and growth decision they need a known tax and regulatory structure for the time horizon of business planning. Short-term tax and fiscal policy has caused businesses to delay decisions that would otherwise be made, particularly around issues that create jobs.

#### **Government Regulations**

See public policy statement

#### **Competing Public priorities**

Limited funding is creating competition for programs like the Business Development Specialist that actually generate tax revenue in excess of the cost of delivery.

This concept is not well understood by elected officials, so we wind up competing with programs that expend funds for other purposes. The reality is our program results cause an increase in tax revenues resulting in the government having expanded capacity to fund

other programs.

**Competing Programmatic Challenges**

None known

**Populations changes (immigration, new cultural groupings, etc.)**

Missouri is losing the individuals with the greatest opportunity to create jobs because of the lack of infrastructure to support technology commercialization, entrepreneurship and early stage scaling of businesses.

**V(I). Planned Program (Evaluation Studies)**

**Evaluation Results**

Results are good with an improving trend. Significant untapped potential still exist with the program. Efforts are underway to systemize approaches to take advantage of this potential. Eight teams are in place to develop the disciplines of Marketing, Management and Finance capacities. The focus is develop systemize capacity to develop entrepreneurs.

**Key Items of Evaluation**

Development of small business owners and entrepreneurs is one of the greatest opportunities for Missouri to develop economically, particularly in rural areas. Results indicate it works, our goal is to lead an effort to develop the networks and skills needed to make that happen timely.