

# Leading Edge Webinar Series

---sponsored by Bank of America

## Welcome!

We will begin the webinar shortly



# A Brief Note on the Technology

## Ground Rules

- Please mute your line (\*6 to mute; \*7 to un-mute your line)
- No hold music, please

## Tech Support

- Chat Window: send a message to the presenters
- Email: [jackieo@aspeninst.org](mailto:jackieo@aspeninst.org)

## Chat Feature

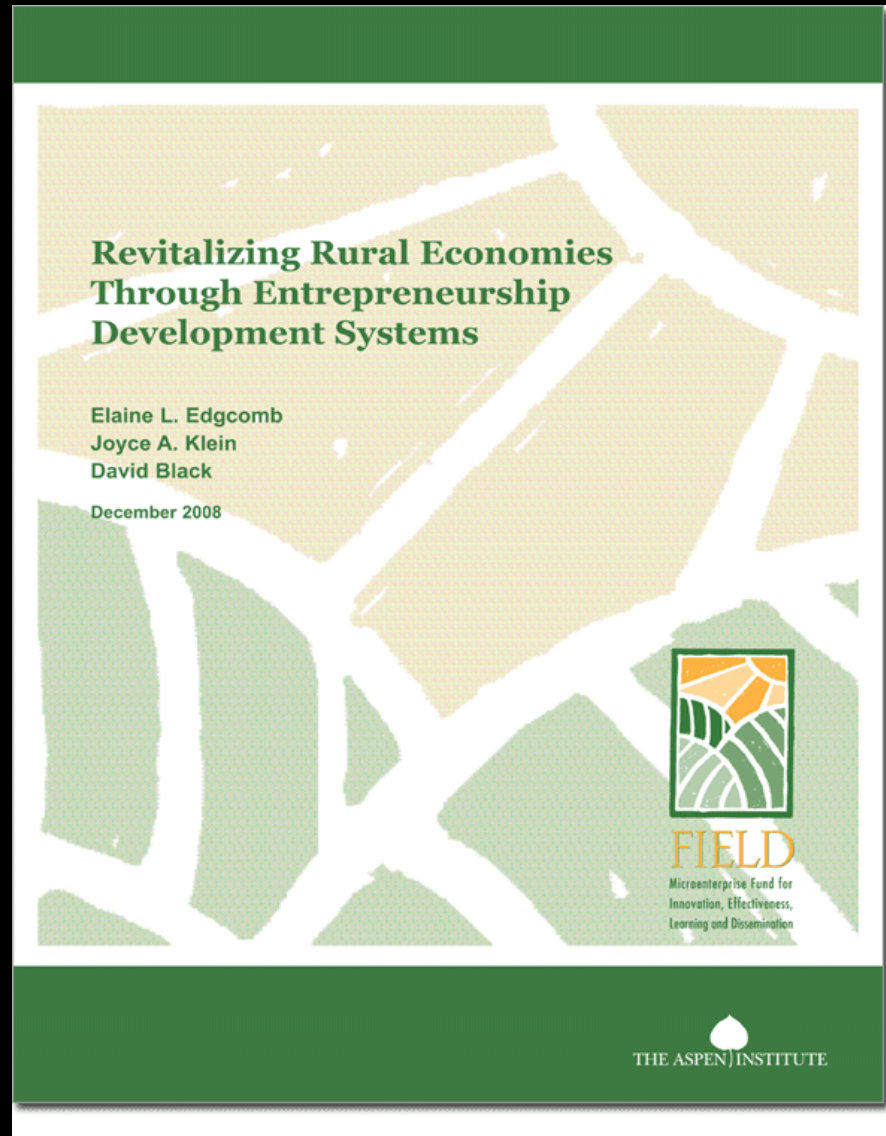
- Type your message in text box below “Chat with Presenter” and click the “Send” button
- You may also use the “Raise Hand” button to alert the presenters that you have a question or comment



# **Microenterprise Fund For Innovation, Effectiveness, Learning and Dissemination**



## **Microenterprise and Entrepreneurship Development Systems**



<http://fieldus.org/Publications/EDS2008.html>

# Webinar goals

- Describe entrepreneurship development systems as an emerging area of economic development practice—concept, components and principles.
- Introduce and share perspectives of microenterprise practitioners active in building an EDS.
- Share lessons learned
- Hear your reactions and what more you'd like to learn.





*Special thanks to*  
**Bank of America**  
For sponsoring the  
Leading Edge Series

## A sense of the room



- How many of you had heard of entrepreneurship development systems before the announcement of this webinar?
- What words or phrases do you think of when you hear this term?
- How many are, or have been engaged, in an EDS in your region?



# Why EDS?

An aerial photograph of a rural landscape. The foreground is dominated by a large, vibrant green field, likely alfalfa or a similar cover crop. To the right, a field of mature, golden-yellow corn stretches towards the horizon. In the distance, a small town or village is visible, with several buildings and a church steeple. The sky is a clear, deep blue. The entire image is framed by a thick black border.

Declines in traditional industries and employment  
Loss of population  
Low rates of entrepreneurial activity  
Lack of support for entrepreneurship  
Gaps in resources  
Disconnected providers

# What is an EDS?



*“An effective entrepreneurship development system integrates a wide range of programs and tailors products and services to meet the diverse needs of entrepreneurs. It should be comprehensive, flexible, culturally sensitive, and integrated, and should require providers to collaborate rather than operate independently or in isolation.”<sup>[1]</sup>*

[1] Brian Dabson, “Fostering Entrepreneurship Development Systems in Rural America: First Review of the Results of the Request for Proposals,” report to the W.K. Kellogg Foundation. CFED and the Rural Policy

Research Institute (RUPRI), January 2005, 3.



# W.K. Kellogg Foundation's Rationale for the EDS Demonstration

*To “promote entrepreneurial activity in their regions, showcase successful models of entrepreneurship activity to rural communities outside their area, leverage significant new investments, and stimulate state and national interest in rural entrepreneurship policies and strategies.”*

[W.K.Kellogg Foundation press release, February 8, 2005-  
<http://www.wkkf.org/default.aspx?tabid=102&CID=4&CatID=4&ItemID=44084&NIID=20&LanguageID=0> ]



# Five Key Components



- Entrepreneurship Education
- Adult entrepreneurship training and technical assistance
- Access to capital
- Access to networks
- Entrepreneurial culture





## An Underlying Concept of Collaboration

*“By requiring collaboration, we hope the process and the final awards will produce models that will show how a region’s often-limited resources can be brought together, through collaboration, to stimulate and encourage entrepreneurship.”*

--Caroline Carpenter, W.K. Kellogg Foundation, press release announcing awards



# Three Goals



*First, to create a **pipeline of entrepreneurs** by nurturing entrepreneurial aspirations in youth, identifying and supporting potential entrepreneurs, and fostering an entrepreneur-friendly environment that attracts entrepreneurs;*

*Next, to implement a **system of financial and technical support** for all types of entrepreneurs of varying motivations and skill levels; and*

*Finally, to foster a **supportive policy and cultural environment** of entrepreneurship within the public, private and nonprofit sectors*

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# Principles

Entrepreneur-  
focused

Community-based  
but  
Regionally-focused

Inclusive

Linked to policy

Asset-based

Sustainable  
over time

Collaborative

Comprehensive  
And  
Integrated

Continuous  
improvement

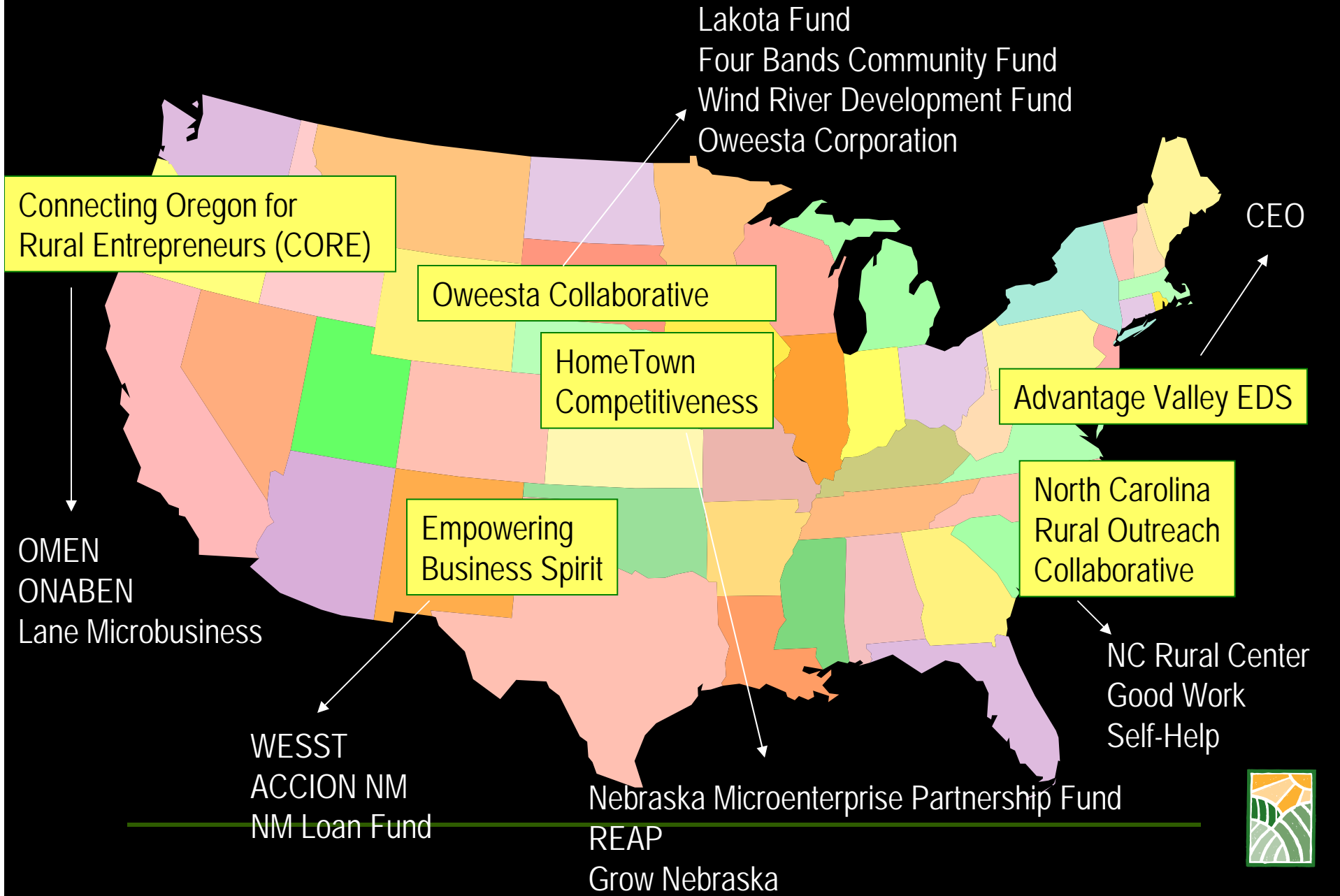


*“Ah, but a man’s reach should exceed his grasp,  
Or what’s a heaven for?”*

---Robert Browning, “Andrea Del Sarto”, lines 97-98



# The Demonstrations



# GOOD WORK

- Focus on self-reliance, economic empowerment, entrepreneurship, stewardship and sustainability
- Trains, coaches, guides and supports potential and existing business owners and enterprise leaders
- [www.goodwork.org](http://www.goodwork.org)





# North Carolina Rural Outreach Collaborative

Region: 85 rural counties across state, organized in six regions

Context: losses in traditional manufacturing, tobacco and other agriculture

Structure: 25 partners led by North Carolina Rural Economic Development Center, organized in management team and project-focused working groups—connected to regional initiatives in varying states of development

Focus: state-wide system with connections to regional initiatives at various stages of development



# North Carolina Rural Outreach Collaborative

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## ➤ Goals:

- Integrate the state's entrepreneurship resources into a more transparent set of options for rural entrepreneurs at various stages
- Create a more supportive state and local policy environment, and
- Give rural community leaders who want to nurture homegrown job creation access to training, models and tools that would help them be effective



# North Carolina EDS and Youth Entrepreneurship

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Launched through the EDS  
As a partnership of the  
Department of Public Instruction  
NC REAL  
N.C. 4-H

Junior Achievement of Eastern NC,  
The NC Rural Center and  
other EDS partners.

Now continued by the Department of Public Instruction

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# Building a system

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What's a system?

- “A group of interacting, interrelated, or interdependent elements or parts that function together as a whole to accomplish a goal.”
- “A system is an assemblage of inter-related elements comprising a unified whole. From the Latin and Greek, the term "system" meant to combine, to set up, to place together.”



# Entrepreneurship Development Systems

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Advocacy to support  
entrepreneurship

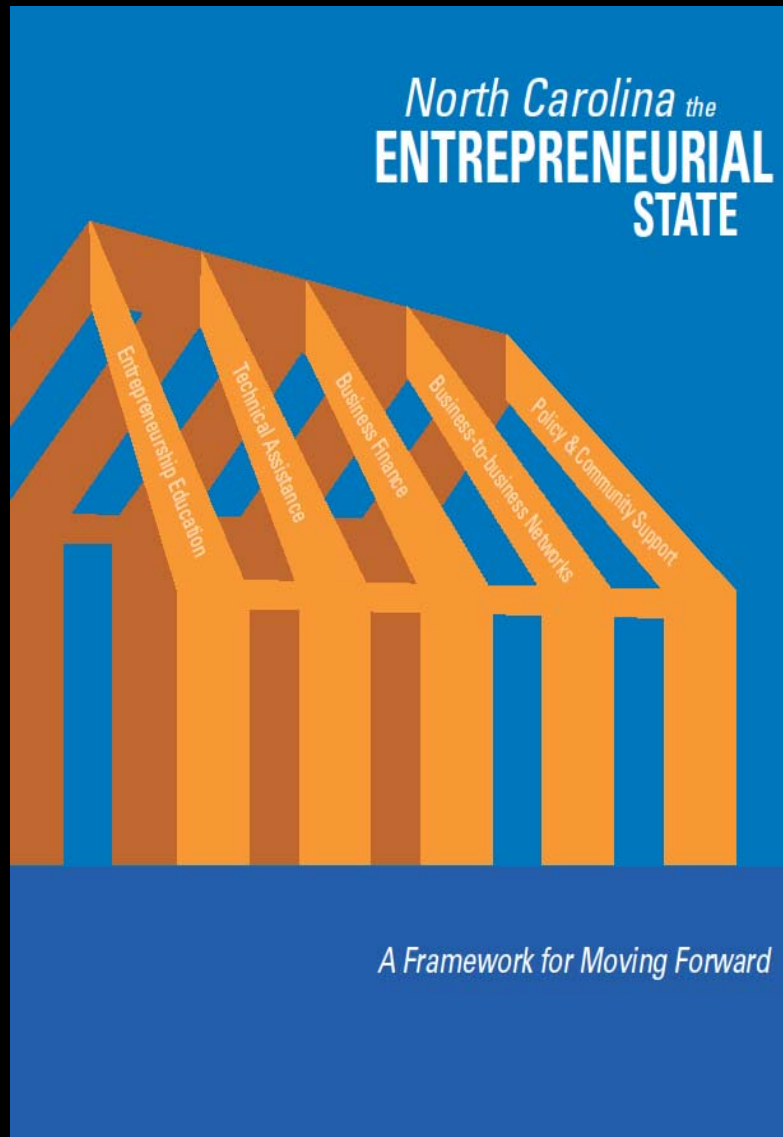
Building a pipeline  
Of entrepreneurs

Coordinating supply  
And filling in gaps

Developing Community  
Engagement/ Support

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## Effecting Policy Change and Community Change

- A big tent for entrepreneurship
- Increased visibility through summits of hundreds of practitioners, policymakers, educators and entrepreneurs
- Training for community level policymakers
- Training and tools for communities engaged in building regional, sub-state EDS





- Promoting the entrepreneurial spirit and creating economic wealth and diversity.
- Training, consulting and lending
- Serve 11 counties in NE Minnesota and NW Wisconsin
- More than 1,000 businesses started, stabilized or expanded; nearly 10,000 program participants
- [www.entrepreneurfund.org](http://www.entrepreneurfund.org)



# Greenstone Group

*Support for the Entrepreneur*

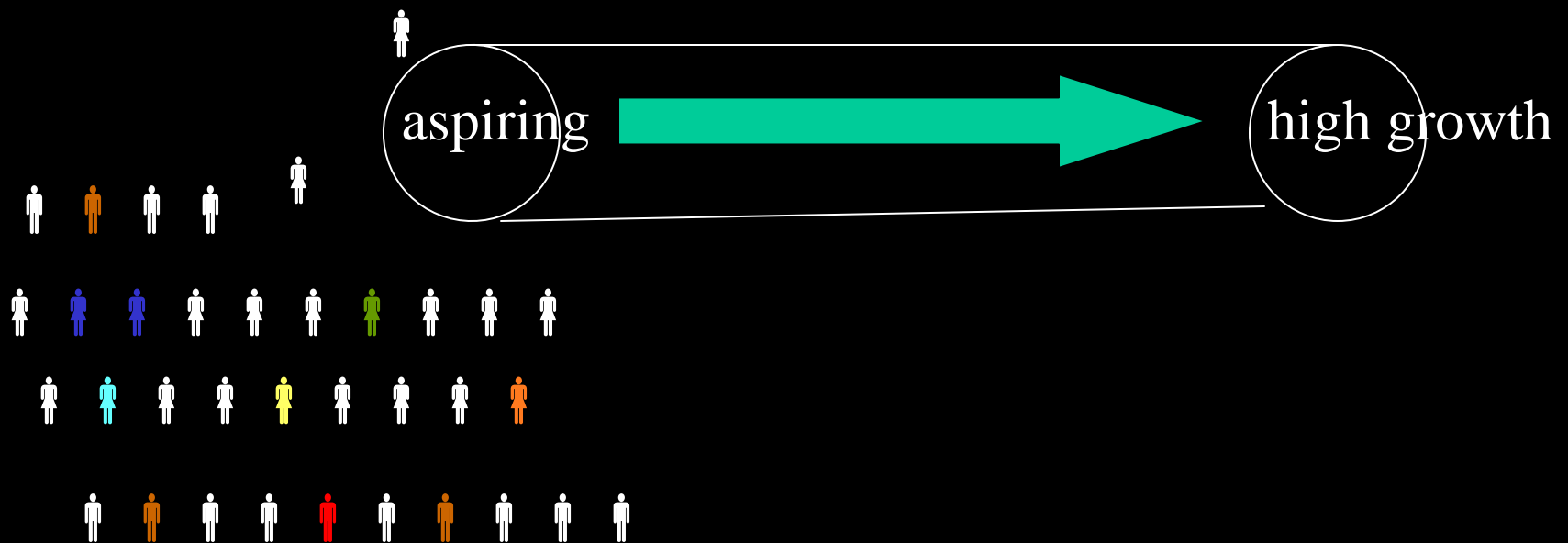
- 10-year initiative of NEF, launched in 1/08
- Purpose is entrepreneurial skill development along with business growth
- Entrepreneurial development through Individual and group coaching
- Access to Entrepreneurial Champions, a professional services network
- Campus connection encourages youth
- Civic initiative aims to foster a culture of entrepreneurship in region
- Currently 31 entrepreneurs, 5 groups, 3 coaches
- [www.greenstonegroup.org](http://www.greenstonegroup.org)



# Creating a Pipeline

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It's about increasing the pool *and* moving them through the process.



# Greenstone Group

*Support for the Entrepreneur*

## Entrepreneurial Transformation models:

- Entrepreneur assessment
- Coaching
- Peer support
- Access to resources

How does the  
Greenstone Group  
work?

What's similar to other  
models?

What's unique?

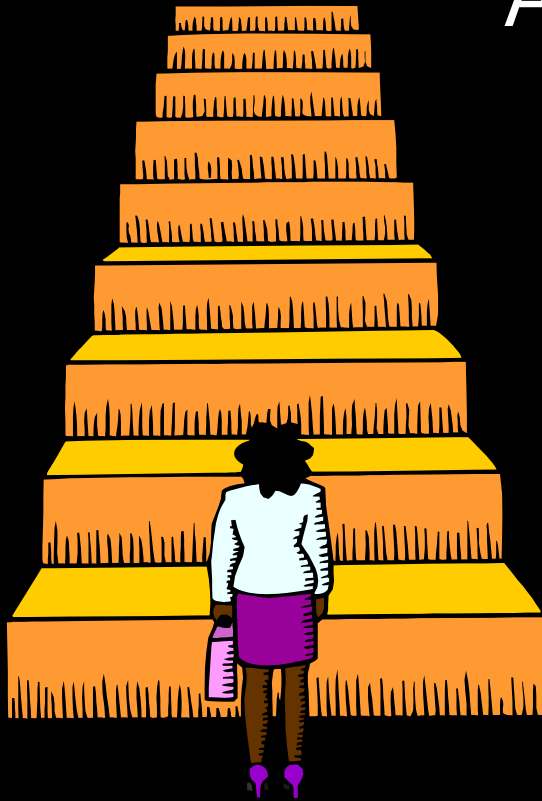


*Support for the Entrepreneur*

Any special capacities or experiences you developed as a microenterprise development organization that helped in developing this program?

What advantages or disadvantages do microenterprise programs have in implementing entrepreneurial transformation programs like this?

And...



What did you learn from  
“watching and waiting”?

What are the:

Challenges?  
Lessons?

Costs?



## EDS Accomplishments and benefits to micro

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- Pipeline work (youth and adult) creates more potential clients for microenterprise services
- Systems that increased coordination among practitioners, and invested in marketing and referral enabled more entrepreneurs to find micro programs
- Micro programs able to engage in, or learn from, new entrepreneurial development strategies
- Financial investments made in programs to deliver services and strengthen infrastructure.
- Raised the profile of entrepreneurship—and micro as a part of that
- Policy gains resulted in funding.



## The Floor is Open!



What other questions do you have for our guests?

What reactions do you have to the EDS framework and strategies?

Where do you think microenterprise programs best fit in these strategies?

What challenges do you see for microenterprise organizations?

What more do you want to know?



## For more information

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Download the EDS report at:

<http://fieldus.org/Publications/EDS2008.html>

(See resource lists in side text throughout case studies)

Go to [www.greenstonegroup.org](http://www.greenstonegroup.org) and see video, read more.

Go to Energizing Entrepreneurs at [www.energizingentrepreneurs.org](http://www.energizingentrepreneurs.org), RUPRI's Center for Rural Entrepreneurship site for tools, information on training institutes, and book.

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