SMALL BUSINESS NETWORK OF THE AMERICAS
The Small Business Network of the Americas (SBNA) was launched during the 2012 Summit of the Americas with the goal of strengthening the micro, small and medium-sized enterprise (MSME) sector and to encourage greater trade throughout the Americas. The SBNA initiative has three core objectives:

1. Develop and strengthen the hemisphere-wide network of MSME assistance centers based on the proven U.S. Small Business Development Center (SBDC) model.
2. Link thousands of MSME assistance centers and advisors from throughout the Americas to drive increased collaboration, share best practices, and continuously improve.
3. Build the number and overall success of small business exporters by promoting deal-flow among SBNA countries.

**SBNA Productivity and Impact by the Numbers**

<table>
<thead>
<tr>
<th>Measure</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Advising Clients</td>
<td>51,394</td>
</tr>
<tr>
<td>Total No. of Training Program Participants</td>
<td>180,792</td>
</tr>
<tr>
<td>Total Entrepreneurs Served</td>
<td>232,186</td>
</tr>
<tr>
<td>Total Number of Advising Hours</td>
<td>900,153</td>
</tr>
<tr>
<td>New Business Starts</td>
<td>5,645</td>
</tr>
<tr>
<td>New Jobs Created</td>
<td>25,164</td>
</tr>
<tr>
<td>Jobs Retained</td>
<td>47,634</td>
</tr>
<tr>
<td>Increased Sales</td>
<td>$171 Million</td>
</tr>
<tr>
<td>Business Formalizations</td>
<td>4,534</td>
</tr>
<tr>
<td>Access to Capital</td>
<td>$56.2 Million</td>
</tr>
<tr>
<td>Total No. of Countries Participating in SBNA</td>
<td>22</td>
</tr>
<tr>
<td>Total SBDCs Operating</td>
<td>254</td>
</tr>
<tr>
<td>Total SBDC Professionals</td>
<td>1,284</td>
</tr>
<tr>
<td>Total MSME Stakeholders Trained</td>
<td>16,924</td>
</tr>
<tr>
<td>Participating Countries Funding Commitment</td>
<td>$79.2 Million</td>
</tr>
</tbody>
</table>

**The SBDC Model is a Critical Element of the SBNA**

- The proven SBDC model has evolved for over 35 years at 1,000 U.S. universities and colleges.
- SBDCs provide one-on-one, confidential and no-cost advising, market research, and group training for both start-up and established MSMEs.
- The focus of every SBDC program is to maximize the creation and capture of client-generated economic impact by providing high-quality and long-term assistance.
- A partnership with the U.S. Congress, Small Business Administration, universities and local business groups has allowed SBDCs to serve over 453,000 SMEs annually, leading to:
  - A new business start every 30 minutes
  - A $100,000 increase in sales every 8.2 minutes
  - A $100,000 in capital accessed every 10 minutes
- A new job created every 5.5 minutes
- Resulting aggregate economic growth by SBDC clients generates more than $2.13 of public-sector tax revenue for every $1 invested in the U.S. SBDC program
- The SBDC Model is flexible, adaptable, and market driven. By applying a common methodology, it has been proven to produce results throughout the Americas and in every country context.

**The SBNA Drives Sustainable and Inclusive Economic Development in the Americas**

MSMEs are key drivers of job creation and broad-based economic growth for every country in the Western Hemisphere. The SBNA initiative aims to build a common MSME assistance infrastructure that:

- Improves MSME start-up and scale-up performance to create jobs, productivity, competitiveness, access to capital, and market access.
- Generates economic opportunities at home that will reduce the informal economy, poverty, inequality, unemployment, delinquency, and migration pressures.
- Emphasizes youth entrepreneurship through student service-learning roles in the Centers.
- Empowers marginalized groups such as women-entrepreneurs, informal businesses, rural and agricultural producers.
- Links SBNA country networks for small business-to-small business trade opportunities via the SBDCGlobal.com web platform and builds globally competitive MSMEs.
- Drives multilateral economic integration inclusive of the MSME sector that builds diverse, growing, innovative, and more equitable economies, which bolsters stability, grows the tax base, and strengthens public institutions.
The U.S. Department of State along with Foreign Affairs Ministries of participating countries, and their Ministries of Economy, have led an extensive policy and promotion dialogue to achieve 22 Western Hemisphere nations committed to becoming part of the SBNA. To date, over 254 SBDCs have been launched throughout Latin America and the Caribbean, in addition to the 1,000+ U.S. SBDCs.

The national SBDC network development process follows five-phases:

① **Phase One: Start-Up** – Introducing the SBDC model to MSME authorities and stakeholders in obtaining a national commitment to adopt the methodology.

② **Phase Two: Transfer** – Training future advisors and directors on how to operate successful centers and assisting national MSME authorities in structuring, funding, administering and launching a national network.

③ **Phase Three: Implementation** – Guiding the launch of a pilot network of SBDCs and assisting with national network administration at the Ministry level.

④ **Phase Four: Consolidation** – Creating accreditation quality standards, generating economic impact results and developing a sustainable funding and legal framework for the national SBDC network.

⑤ **Phase Five: Internationalization** – Applying the SBDC methodology to export promotion and linking MSME clients to trade opportunities among SBNA countries.

- Technical assistance is led by the University of Texas at San Antonio (UTSA) Institute for Economic Development along with many implementation partners, including the U.S. Department of State, Organization of American States, CENPROMYPE/SICA, the Small Business Administration, and America’s SBDC.

- Over 55 SBDC Certified Advisor and Director Training Programs have graduated nearly 6,000 university and economic development professionals to-date in the SBDC methodology, along with strategic implementation plans and accountability systems for each country.

- Participating countries provide the operating budgets for their SBDC networks from domestic resources, typically with funding from the Ministries, and half-matched funds from universities, local agencies and private sectors for an integrated and sustainable public-private-academic partnership structure.

- In 2018, domestic resources committed to implement their own SBNA networks was an estimated $79 million, which is a strong tribute to the efficacy of the SBDC model, its adaptability, and stakeholder support.

UTSA has been a leading organization in the launching and successful operation of national SBDC networks located throughout Central America. The overarching goal of these efforts has been to assist and empower Central American governments in creating sustainable and efficient solutions for expanding entrepreneurship and in building a dynamic MSME sector. This has generated economic opportunities that have reduced the informal economy, poverty, inequality, unemployment and delinquency that can fuel migratory pressures.

These efforts began in 2009 when UTSA assisted the Government of El Salvador in successfully launching a national SBDC network (CDMYPE) that served as an important example for the region. In 2010, and with the support of the U.S. State Department, UTSA began collaborating with the Centro Regional de Promoción de la MIPYME (CENPROMYPE), a regional institution attached to the Secretaría General del Sistema de la Integracion Centroamericana (SG-SICA). The collaboration led to the expansion of the SBDC model to other countries in the Northern Triangle including Guatemala and Honduras.

Over time, the partnership with CENPROMYPE has grown to include the Organization of American States and America’s SBDC, and that has facilitated the expansion of the U.S. SBDC model to Belize, Costa Rica, Panama, and the Dominican Republic.
COLOMBIA CLIENT

COUNTRY FEATURE

COLOMBIA

With plans to implement and adapt the U.S. Small Business Development Center (SBDC) model throughout the entrepreneurship units across their 33 regions, Colombia’s Servicio Nacional de Aprendizaje (SENA) signed into an agreement with the University of Texas at San Antonio (UTSA) in 2015. As a result, a network of 117 SENA-SBDC Centros de Desarrollo Empresarial (CDE) launched on December 15, 2017.

Today, the SENA-SBDC network fosters a culture that promotes entrepreneurship, strengthens business development, generates income, and creates formal employment. Its field centers provide advising on business plans, access to capital, business starts and expansions, rural entrepreneurship, and international trade. Since working with UTSA, the SENA-SBDC network has established a standardized portfolio of services and improved its effectiveness in the implementation of business plans, which allows companies to increase sustainability while using Fondo Emprender, the largest seed capital fund in Latin America.

Under the leadership of the Director General of SENA, José Antonio Lizarazo, the SENA-SBDC network is also in the process of implementing technological strategies that will help new entrepreneurs access seed money and create companies with a high potential for sustainability and scalability at an early stage. Colombia is a proud member of the Small Business Network of the Americas (SBNA), allowing the SENA-SBDC network to match its clients with sister networks in other countries through the SBDCGlobal program.

In 2017, the SENA SBDCs in Colombia advised 9,945 clients, trained 38,432 training participants, started 3,930 new businesses, created 7,549 new jobs, and provided over $23 million in access to capital. SENA has proven itself as a committed partner of the initiative and is positioning itself to become a leader for the entrepreneurship and small business communities in Latin America. SBDCs are particularly important in the post-conflict era to create business and job opportunities in rural Colombia.
For Sercotec, the alliance with the University of Texas at San Antonio was very productive and successful, considering the responsibility of implementing an agreement between the governments of Chile and the United States to install a network of 51 Centros de Desarrollo de Negocios that are currently operating in all regions of the national territory.

- Bernardo Troncoso, Sercotec General Manager, Chile
SMALL BUSINESS NETWORK OF THE AMERICAS

*ALL AMOUNTS ARE LISTED IN U.S. DOLLARS
**Argentina** — Project start: 2014 | Results: 1 center, 6 advisors | 2017: Start of the Programa SBDC Centro PyME Agencia Desarrollo Económico Neuquén | 2017: 64 clients advised, 289 training participants, $745,000 access to capital, $39,962 in domestic funding for center operations | 2018: Ministerio de la Producción SEPYME plans to implement SBDC model in its Entrepreneurship Clubs

**Barbados** — Project start: 2012 | Results: 2 centers, 16 advisors | 2017: 232 clients advised, 624 training participants, $1.2 million in increased sales, $704,580 in new financing

**Belize** — Project Start: 2012 | Results: 2 centers, 3 advisors | 2017: 1,081 clients advised, 600 training participants, $814,698 in new financing, $300,000 in domestic funding for center operations

**Brazil** — Project Start: 2012 | Results: Signed MOU to link the 700 center SEBRAE network with U.S. SBDCs and SBNA partner countries, the SEBRAE network is connected to the SBDCGlobal.com platform for business to business exchange

**Chile** — Project start: 2014 | Results: 51 centers, 225 advisors | 2017: 17,857 clients advised, 2,164 jobs created, $44 million in increased sales, $10.8 million in new financing, 1,149 business starts/formalizations, $24.3 million in domestic funding for center operations | 2018: Participation in the Internationalization Pilot Phase

**Colombia MinCIT** — Project start: 2012 | Results: 9 centers, 40 advisors | 2017: 2,772 clients advised, 1,442 training participants, $451,000 in domestic funding for center operations

**Colombia SENA** — Project start: 2016 | Results: 117 centers, 570 advisors | 2017: 9,945 clients advised, 38,432 training participants, 3,930 business starts, 7,549 jobs created, 1,482 jobs retained, $5.8 million increased sales, $23 million access to capital, $38.2 million in domestic funding for center operations | 2018: Participation in the Internationalization Pilot Phase

**Costa Rica** — Project Start: 2011 | Results: 7 centers, 16 advisors | 2017: 7,297 clients advised, 5,302 training participants, $636,758 in domestic funding for center operations

**Dominican Republic** — Project Start: 2011 | Results: 12 centers, 55 advisors | 2017: 959 clients advised, 1,005 jobs created, 1,585 jobs retained, $2.4 million in increased sales, $2.5 million in domestic funding for center operations

**El Salvador** — Project Start: 2009 | Results: 14 centers, 88 advisors | 2014: Creation of the Asociación CDMYPE (Salvadorian Association of CDMYPEs) | 2017: 2,718 clients advised, 2,343 jobs created, $16.4 million in sales, $10.4 million access to capital, $976,587 of cost reduction, $5.6 million in domestic funding for center operations | 2018: Participation in the Internationalization Pilot Phase

**Guatemala** — Project start: 2012 | Results: 8 centers, 25 advisors | 2017: Creation of the Asociación PROMIPYME (Guatemalan Association of SBDCs) | 2017: 1,382 clients advised, 6,668 jobs created/retained, $4.3 million in increased sales, $1.4 million in domestic funding for center operations

**Honduras** — Project start: 2011 | Results: 13 centers, 150 advisors | 2016: Creation of the Asociación CDE MIPYME (Honduran Association of SBDCs) | 2017: 4,594 clients advised, 1,211 business starts, 10,866 jobs created, $56.3 million in increased sales, $1.7 million in new financing, 3,462 business formalizations, $3.3 million in domestic funding for center operations

**Jamaica** — Project start: 2012 | Results: 6 centers, 10 advisors | 2017: 1,729 clients advised, 1,080 training participants, $40.1 million in increased sales, $6.2 million in new financing, $420,000 in domestic funding for center operations

**Mexico** — Project Start: 2003 | Results: 9 centers, 61 advisors | 2003: Creation of the AMCDPE (Mexican Association of SBDCs) | 2017: 461 clients advised, 4,704 training participants, 572 jobs created, 2,484 jobs retained, $1.1 million in access to capital [2017: Expansion of the BanRegio pilot to a permanent program and to a second location in the Instituto Tecnológico y de Estudios Superiores de Occidente (ITESO) in Guadalajara | 2018: Participation in the Internationalization Pilot Phase

**St. Lucia** — Project Start: 2012 | Results: 3 centers, 19 advisors | 2017: 303 clients advised, 550 training participants, $38,785 in new financing

**Adapting the SBDC Model**

UTSA is continuing to work with the following countries to adapt and implement the SBDC model:

- **Antigua & Barbuda**
- **Bahamas**
- **Dominica**
- **St. Kitts & Nevis**
- **Panama**
- **Peru**
- **Paraguay**
- **Uruguay**
HONDURAS CLIENT

The proof of concept that advising Banregio’s SME clients through a partnership with the SBDC-Monterrey-UANL came to fruition when the bank’s Commercial Intelligence Unit showed more than 40% increase in new loans, account balance, and bank services in a year; vis a vis comparable SMEs that were not advised by the SBDC.

- Eugenio Reyes Guzmán, Ph.D., Director, World Trade Center Nuevo León, Mexico

MEXICO

Based in Monterrey, Nuevo León, BanRegio is a regional bank that positioned itself as one of the most trusted banking institutions supporting small and medium size enterprises (SMEs) in Mexico. In 2016, BanRegio launched an SBDC pilot program in partnership with the World Trade Center of the Universidad Autónoma de Nuevo León (WTC UANL). Based on the U.S. SBDC model, BanRegio finances the program while the WTC UANL runs operations. The Center supports a proactive role of the bank as an active contributor to the growth of the SMEs.

- Within the SBDC Center, 11 full-time advisors provide assistance across multiple areas including administration, marketing, human resources, finances, and more.
- In addition, thanks to the partnership with the University, the advisors collaborate with student interns who provide support in areas of client attraction, logo design, label development, website improvement, and market research.
- Following the SBDC’s success, the BanRegio management team converted the project into a formal program of the bank and expanded it into the Instituto Tecnológico y de Estudios Superiores de Occidente (ITESO) in Guadalajara, which now has an SBDC center.
- In 2017, the Center assisted 249 clients, trained 1,591 training participants, and helped businesses create 331 jobs, retain 1,469 jobs, and access $830,000 (USD) in capital.

DOMINICAN REPUBLIC

El Ministerio de Industria, Comercio y MIPYMES (MICM) developed an initiative to implement the U.S. SBDC model in the Dominican Republic in 2013. In collaboration with UTSA, the ultimate goal aimed to unify efforts from the public, private, and academic sectors to support the productivity and competitiveness of SMEs.

- In September 2014, the MICM began its Request for Proposal process to award funding to the best-qualified organizations that would successfully operate the country’s first SBDCs.
- In November 2014, the Comisión Nacional de la Micro y Pequeña Empresa (CONAMYPE) from El Salvador began a transfer of the Salvadorian SBDC model to the Dominican Republic.
- By March 2015, universities hosted the first six SBDCs known as Centros MIPYMES.
- In 2017, universities hosted 11 of 12 operating Centers strategically located throughout the country. All Centers assisted 959 clients, helped businesses create and retain more than 2,500 jobs, and helped generate sales of $2.4 million (USD).
- The Centros MIPYMES network’s initial operating budget doubled from $1.1 million (USD) in 2015 to $2.5 million (USD) in 2017, including both national government funding and matching funds contributed from local and higher-education partners.
- In 2018 MICM plans to launch 10 additional Centros MIPYMES, three of which will become Specialty Centers.

INDUMACO

Founded in 2010 and located in the city of Choluteca, Industria Manufactura Comercial (INDUMACO) manufactures living room furniture and firmly positioned itself in the industry by becoming the only manufacturer of mini furniture for children throughout the national market.

While the company possessed the capacity and creativity to create new designs, the company faced challenges in locating operational facilities, establishing marketing and branding practices, and general business operations. Honduras’ CDE MIPYME Golfo de Fonseca assisted with the development of a marketing and branding strategy, a diagnostic of business competitiveness, and financial analysis and investment, which allowed the company to strengthen its competitiveness and positioning in the area.

INDUMACO began with five employees and annual sales of $39,000 (USD). With the assistance of the Center, the company has grown to seven employees and reports $72,000 (USD) in annual sales. In 2018, the company intends to continue expanding and hire additional personnel.
Today we can show, with great enthusiasm, the results obtained with the Centros MIPYMES operating since 2015, which offer business advising, connection, training and technical assistance services, generating economic impact that translates into social and economic solutions for the territories, such as creation of new jobs, sales increases, new formalized companies and new products and services.

- Ignacio Méndez, Vice Minister for MSMEs Promotion, Dominican Republic
The Small Business Development Center (SBDC) network is the largest and most successful network of assistance to small and medium-size enterprises in the United States with nearly 1,000 Centers, over 4,000 full-time advisors, and one million businesses served annually.

The mission of America’s nationwide network of SBDCs is to help new entrepreneurs realize the dream of business ownership, and to assist existing businesses remain competitive in the complex marketplace of an ever-changing global economy. It is financed by the U.S. Small Business Administration (SBA) and by local, state, private, and academic institutions, which host each SBDC and match the funds contributed by the federal government.

All SBDCs are members of America’s SBDC network (ASBDC) - the most comprehensive small business assistance network in the United States and its territories. All SBDCs are certified by ASBDC accreditation standards that guarantee the consistency, quality, and effectiveness of the services offered.

The latest annual impact results from the national ASBDC network include the creation of 96,095 jobs, 17,174 new business starts, $6.4 billion generated in new sales, and $5.16 billion obtained in new financing. As a result of client business growth, incremental sales, and employment tax revenues generated, public sector coffers received a total of $576 million ROI last year.

**ADDED VALUE OF SBDCs IN THE LIFE OF A BUSINESS**

2017 FINDINGS FROM A NATIONAL INDEPENDENT STUDY BY JAMES J. CHRISMAN, PH.D.

The following charts and graphs illustrate the added value of SBDCs throughout the life of a business, as reported in a 2017 national independent study by James J. Chrisman, Ph.D.
WHAT IS THE INTERNATIONALIZATION PHASE OF SBDC MODEL DEVELOPMENT?

The overarching goal of the internationalization phase is to create successful small business exporters and generate international trade deal-flow within the Small Business Network of the Americas (SBNA). For this to occur, participating countries must create an internationalization plan that details how the country will apply the U.S. SBDC methodology for export assistance, which will create an ever-growing number of export-ready firms. In addition, SBNA countries must actively collaborate with each other to promote and facilitate bilateral matchmaking opportunities between clients that will open new markets and generate export sales.

THE PROBLEM – WHY DON’T SMALL BUSINESSES EXPORT MORE?

All countries share the same problem regarding the low percentage of small business exporters that do not export for three reasons:

1. Businesses do not understand the export process and the mechanics of trade.
2. Businesses do not receive guidance and preparation on how to engage the global marketplace and navigate complex trade transactions.
3. Businesses do not have access to trade opportunities that will allow them to connect with small business counterparts in the Americas.

As a result, small businesses are not sufficiently prepared, do not have the knowledge, and/or do not have the proper contacts to become successful exporters.

THE SOLUTION – THE SBDC MODEL:

The only proven solution for growing the base of small business exporters is the application of the SBDC methodology for trade assistance. High-value international trade advising, and training and market research across an entire national SBDC network will create thousands of globally competitive small businesses. This will concurrently leverage existing resources and avoid the duplication of creating a new export assistance infrastructure.

THE OPPORTUNITY – THE INTERNATIONALIZATION PHASE AND SBDCGLOBAL.COM:

Never before in the history of the Americas has there existed an interconnected network of SBDCs that share a common methodology, that are focused on creating economic impact, and that are motivated to connect clients with the international marketplace. An interconnected SBDC network will result in creating a globally competitive small business sector and will generate significant amounts of trade-related economic impact such as export sales, financing, and new jobs.

A tool that facilitates the connection of SBDC networks, provides professional development for SBDC advisors, and promotes bilateral trade opportunities for small business clients is SBDCGlobal.com. This web platform for all SBDC networks in the Americas assists in the process of coordinating all internationalization efforts undertaken by each country and connects clients for buy/sell trade opportunities.