SMALL BUSINESS NETWORK OF THE AMERICAS
Launched during the 2012 Summit of the Americas, the SBNA’s goal is to strengthen 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, strengthen and connect 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 throughout the Americas to drive increased collaboration and share best practices.

3. Build the number and overall success of small business exporters by promoting deal-flow among SBNA countries.

WHY IS THE SBNA IMPORTANT?
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, which is supported by the U.S. Department of State, aims to build a common MSME assistance infrastructure that:

- Improves MSME start-up and scale-up performance to create jobs; increase productivity, competitiveness, and access to capital; and open new markets.

- Generates economic opportunities at home that will reduce the informal economy, poverty, inequality, unemployment, and delinquency that drives illegal migration.

- Empowers marginalized groups such as women and youth entrepreneurs, informal businesses, rural and agricultural producers.

- Links SBNA country networks for small business-to-small business trade opportunities and builds globally competitive MSMEs.

- Builds the MSME sector one business at a time, which fuels economic growth, bolsters stability, expands the tax base, and strengthens public institutions.

Participating countries provide the operating budgets for their own SBDC networks from domestic resources, typically with funding from the Ministries, and half-match funds from universities, local agencies and private sector sources. This approach allows for an integrated and sustainable public-private-academic partnership structure that is cost effective.

THE SBDC MODEL DRIVES THE SBNA
The SBDC model provides the SBNA with a common MSME assistance methodology that is efficient, scalable, and most importantly, produces impact. The proven SBDC methodology has been adapted and adopted to every imaginable context in the Americas, from large fast-growing urban centers to small rural communities with significant development challenges. The one common denominator is that the SBDC model generates results.

SBNA PARTNERS
# SBNA Impact Numbers

## Results and Impact by the Numbers

### Service Results

<table>
<thead>
<tr>
<th>Total</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>60,767</td>
<td>Total number of advising clients</td>
</tr>
<tr>
<td>301,232</td>
<td>Total no. of training program participants</td>
</tr>
<tr>
<td>361,999</td>
<td>Total entrepreneurs served</td>
</tr>
<tr>
<td>991,294</td>
<td>Total number of advising hours</td>
</tr>
</tbody>
</table>

### Economic Impact

<table>
<thead>
<tr>
<th>Total</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>10,495</td>
<td>New business starts</td>
</tr>
<tr>
<td>30,361</td>
<td>New jobs created</td>
</tr>
<tr>
<td>133,303</td>
<td>Jobs retained</td>
</tr>
<tr>
<td>$193.3 Million</td>
<td>Increased sales</td>
</tr>
<tr>
<td>1,250</td>
<td>Business formalizations</td>
</tr>
<tr>
<td>$69.6 Million</td>
<td>New financing</td>
</tr>
<tr>
<td>$66.2 Million</td>
<td>Participating countries funding commitment</td>
</tr>
</tbody>
</table>

### Network Overview

<table>
<thead>
<tr>
<th>Total</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>23</td>
<td>Total no. of countries participating in SBNA</td>
</tr>
<tr>
<td>253</td>
<td>Total SBDCs operating</td>
</tr>
<tr>
<td>1,490</td>
<td>Total SBDC professionals</td>
</tr>
<tr>
<td>7,310</td>
<td>Total MSME stakeholders trained</td>
</tr>
</tbody>
</table>
With over 40 years of success, the U.S. Small Business Development Center (SBDC) network is the nation’s proven, cost-effective, and accredited infrastructure focused on small business success. This network empowers entrepreneurs to realize their dream of business ownership and helps existing small businesses grow and become competitive in the global marketplace.

The U.S. SBDC network is financed by the U.S. Small Business Administration (SBA) in collaboration with state and local governments and institutions of higher education and in collaboration with the private sector. This triple helix of public-private-academic collaboration maximizes program resources and produces a sustainable network that spans national election cycles.

WHAT MAKES THE U.S. SBDC MODEL DIFFERENT?

- Focuses on providing no-cost, one-on-one, confidential and long term advising for a large number of small businesses.
- Culture of constant measurement and continuous improvement for all program services.
- Generates documented economic impact including business starts and expansions, increased sales, jobs created, and exports for clients while producing a positive return on investment for funding stakeholders.
- The simplicity, flexibility, and capacity to adapt to local market needs.

U.S. SBDC 2018 RESULTS

<table>
<thead>
<tr>
<th>Service</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Business Starts:</td>
<td>14,716</td>
</tr>
<tr>
<td>Jobs Created:</td>
<td>93,471</td>
</tr>
<tr>
<td>Increased Sales:</td>
<td>$6.99 billion (USD)</td>
</tr>
<tr>
<td>Access to Capital:</td>
<td>$5.92 billion (USD)</td>
</tr>
<tr>
<td>Increased Tax Collection:</td>
<td>$604 million (USD)</td>
</tr>
<tr>
<td>Benefit-Cost Ratio (U.S.):</td>
<td>$2.36 / $1 (USD)</td>
</tr>
<tr>
<td>Benefit-Cost Ratio (UTSA):</td>
<td>$6.58 / $1 (USD)</td>
</tr>
</tbody>
</table>

nearly 1,000 U.S. SBDCs

over 4,000 FULL-TIME ADVISORS

ONE MILLION BUSINESSES served annually

ADDED VALUE OF SBDCs IN THE LIFE OF A BUSINESS
THE UTSA CENTER FOR GLOBAL DEVELOPMENT APPROACH:
THE FIVE PHASES OF SBDC NATIONAL NETWORK DEVELOPMENT

The SBDC methodology is the only proven way to grow the success and competitiveness of the small business sector in a measurable manner and on a scale that actually creates a difference in a national economy. Understanding the basics of the SBDC methodology is quite simple. However, understanding how to structure, launch, implement, and consolidate a successful national SBDC network is complex and requires experienced technical assistance.

With over 20 years of experience in helping countries adopt and adapt the SBDC methodology and with 30-plus years of success in operating a top performing SBDC program, the University of Texas at San Antonio (UTSA) Center for Global Development has created a proprietary, five-phase approach to SBDC National Network Development.

Phase 1: Start-up Phase – Introduces the SBDC model to the national small business ecosystem, assists in evaluating its feasibility, and identifies potential modifications to develop a critical path for the national SBDC network.

Phase 1 Goal: Obtain a firm national commitment to adopt the SBDC model.

Phase 2: Transfer Phase – Transfers the SBDC methodology on two levels: 1) assist authorities with how to structure, fund, launch, and administer a sustainable national SBDC network; 2) train future SBDC advisors and directors on how to successfully operate an SBDC and deliver high-impact services for start-up and established business clients.

Phase 2 Goal: Transfer the SBDC methodology and prepare for the successful launch of a pilot national SBDC network.

Phase 3: Pilot Program Implementation – Provides critical technical assistance on the operation and administration of a pilot national SBDC network including: 1) conducting technical visits of the Centers to ensure that they are properly implementing the methodology; 2) assisting national SBDC administrators with managing and continuously improving the network.

Phase 3 Goal: Certifies the successful operation and administration of a pilot SBDC network that is generating results and is positioned for the consolidation and internationalization phases.

Phase 4: SBDC Network Consolidation – Assists in the creation of national SBDC network accreditation standards by developing services for high-growth established businesses, utilizing data analysis to improve network performance which maximizes the creation of economic impact and generates a positive return on investment.

Phase 4 Goal: Help countries operate a high-performing, national SBDC network that is generating incredible results, is continually improving and has sustainable funding and support that spans national elections.

Phase 5: SBDC Network Internationalization – Assists countries in building their internal capacity to provide high-value export assistance, linking these efforts with national export promotion initiatives, and leveraging the ever-growing base of SBDC clients in the Americas to connect small business clients to trade opportunities.

Phase 5 Goal: Internationalize a national SBDC network and help their small business clients become globally connected and competitive.
SMALL BUSINESS NETWORK OF THE AMERICAS

*All amounts are listed in U.S. dollars*
BARBADOS: Project start: 2012 | Results: 1 center, 12 advisors | 2018: 973 clients advised, 286 training participants, 63 jobs created, $603,780 in new financing

BELIZE: Project start: 2012 | Results: 1 center, 4 advisors | 2018: 771 clients advised, 424 training participants, $952,724 in new financing, $290,336 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, 223 advisors | 2018: 20,786 clients advised, 2,649 jobs created, $58 million in increased sales, $13.8 million in new financing, 1,307 business starts / formalizations, $25 million in domestic funding for center operations

COLOMBIA MINCIT & INNPULSA: Project start: 2012 | Results: 9 centers | 2018: 1,256 clients advised, 1,640 training participants, $87,090 in increased sales

COLOMBIA SENA: Project start: 2016 | Results: 117 centers, 538 advisors | 2018: 13,506 clients advised, 4,383 business starts, 9,882 jobs created, 1,251 jobs retained, $17.9 million in increased sales, $31 million in new financing, $26 million in domestic funding for center operations | 2019: Participation in the Internationalization Pilot Phase

COSTA RICA: Project start: 2011 | Results: 7 centers, 15 advisors | 2018: 7,285 clients advised, 3,956 training participants, 3,343 business starts, $546,000 in domestic funding for center operations

DOMINICAN REPUBLIC: Project start: 2011 | Results: 14 centers, 61 advisors | 2018: 1,509 clients advised, 2,182 jobs created, 7,917 jobs retained, $33.9 million in increased sales, $2.4 million in domestic funding for center operations

EL SALVADOR: Project start: 2009 | Results: 14 centers, 88 advisors | 2018: 2,765 clients advised, 2,851 jobs created, $22.3 million in sales, $6.6 million in new financing, $3.9 million in domestic funding for center operations | 2019: Participation in the Internationalization Pilot Phase

GUATEMALA: Project start: 2012 | Results: 10 centers, 32 advisors | 2018: 1,643 clients advised, 623 jobs created, 7,185 jobs retained, $2.3 million in increased sales, $4 million in new financing, $1.5 million in domestic funding for center operations

HONDURAS: Project start: 2011 | Results: 13 centers, 206 advisors | 2018: 4,436 clients advised, 1,088 business starts, 10,055 jobs created, $4.6 million in increased sales, $2.7 million in new financing, $4.5 million in domestic funding for center operations

JAMAICA: Project start: 2012 | Results: 6 centers, 18 advisors | 2018: 1,049 clients advised, $570,035 in increased sales, $120,100 in new financing, $115,000 in domestic funding for center operations

MEXICO: Project start: 2003 | Results: 10 centers, 293 advisors | 2018: 4,788 clients advised, 1,668 jobs created, 100,277 jobs retained, $52.4 million in increased sales, $9 million in new financing | 2019: Participation in the Internationalization Pilot Phase

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

- ANTIGUA & BARBUDA
- ARGENTINA
- BAHAMAS
- DOMINICA
- GUYANA
- PANAMA
- PARAGUAY
- PERU
- ST. KITTS & NEVIS
- ST. LUCIA
- URUGUAY
“By having Centros de Negocios based on the SBDC model and with UTSA assisting with its implementation, we were able to give a new look at the support provided to entrepreneurs, by providing knowledge and improvements in the management of their businesses. It is essential to continue working to support SMEs and promote the development of new business ventures through the Centros de Negocios Sercotec.”

– Cristóbal Leturia, Sercotec General Manager, Chile
HONDURAS: CENTRO DE DESARROLLO EMPRESARIAL MIPYME REGIÓN OCCIDENTE

The Centro de Desarrollo Empresarial Para La Micro, Pequeña y Mediana Empresa Región Occidente (CDE MIPYME ROC) was created in August of 2013. The Center provides services for the departments of Lempira, Ocotepeque, and Copán. By 2014, the Center had advised 306 micro, small, and medium-sized enterprises (MSME). At the time, the Center had a single office in Santa Rosa de Copán with a staff of seven, and their operations were funded 50% by the Honduran Government and 50% from local partners.

During the past five years, the Center has seen a significant increase in demand for small business technical assistance. By 2018, the Center served 1,584 MSME companies with high-value advising services. Because of their success in the region, the Center has expanded operations with the launch of six satellite offices, building a team of 60 professionals, and developing national and international cooperation agreements.

The Center has generated a tremendous positive impact in the region. In 2018, it helped its MSME clients create 7,435 new jobs, retain 3,911 existing jobs, and generate sales of nearly $33 million (USD). It has also played a critical role in reducing the need for illegal migration.

In 2018, the Honduran Government funded 36.7% of the Center operations. Center partner contributions accounted for 36.5%, and external cooperations assisted with the remaining 26.8%. CDE MIPYME ROC has been particularly efficient in leveraging funding resources and maximizing job creation and economic growth.

MEXICO: WORLD TRADE CENTER OF THE UNIVERSIDAD AUTÓNOMA DE NUEVO LEÓN AND BANCO BANREGIO

Located in Monterrey, Nuevo León, Banregio is a regional bank that has positioned itself as one of the most trusted banking institutions supporting small and medium size enterprises (SME) 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, Banco Banregio finances the program while the WTC UANL manages operations. The Center assists SMEs across multiple areas including administration, marketing, human resources, and financing. In addition, thanks to the partnership with the University, the Center advisors collaborate with student interns who provide support in the areas of logo design, label development, website improvement, and market research. The Center's success contributes to Banregio's reputation as an important contributor to the SME sector in Mexico and is a great example of public, private, and higher-education collaboration.

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 in Guadalajara, which also has an SBDC Center. In 2018, the WTC UANL assisted 291 clients and provided 5,468 hours of advising, helping to create 776 new jobs, retain 2,951 jobs and generate more than $39 million (USD) in sales and close to $2.5 million (USD) in investment.

“Through the SENA-UTSA Alliance, the SENA-SBDC Network has successfully achieved the transfer, implementation, and consolidation phases of the SBDC Model and,—with the 117 ‘SENA SBDC Centros de Desarrollo Empresarial’ Centers—has become the largest SBDC network in Latin America.”

– Carlos Arturo Gamba Castillo, Entrepreneurship Coordinator - SENA, Colombia
WHAT IS THE INTERNATIONALIZATION FINAL PHASE OF SBDC MODEL DEVELOPMENT?

The overarching goal of the final phase of Small Business Development Center (SBDC) Model Development—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).

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

All countries who have a low percentage of small businesses exporting goods and/or services find there are three key challenges; businesses do not:

1. Understand the export process and the mechanics of trade.
2. Receive guidance and preparation on how to engage the global marketplace and navigate complex trade transactions.
3. 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 AND SBDCGLOBAL.COM

The only proven solution for growing the base of small business exporters is the application of the SBDC methodology for trade assistance. First, participating countries must create an internationalization plan that details how the country will apply the U.S. SBDC methodology to create an export infrastructure, that will produce an ever-growing number of export-ready firms.

Second, SBNA countries must actively collaborate with each other on SBDCGlobal.com to promote and facilitate bilateral matchmaking opportunities between clients, which will open new markets and generate export sales. This collaboration allows SBDC networks to leverage a database of millions of legacy clients located throughout the Americas and connect them to trade opportunities. In effect, this will open new markets, generate export sales, and create thousands of new-to-export small businesses.

CLIENT SUCCESS STORY: MEXICO MEZCAL SACRO IMPERIO

Mezcal Sacro Imperio of Durango, Mexico, is a 100% “Duranguense” company that produces mezcal, which combines the best artisanal techniques with modern sciences. The company is owned by Alán Fernando García Flores, who proudly produces a 100% handmade mezcal which conforms to a procedural manual. The Mezcal Sacro Imperio is certified as 100% Agave by the Mexican Mezcal Quality Regulator (COMERCAM) and strictly follows the steps involved in the Agave Mezcal Product System.

Through the assistance provided by the Mexican Association of Small Business Development Centers (AMCDPE), the company was advised on how to brand its product at a mezcal cluster exhibition that was geared to selling to foreign buyers. Thanks to the AMCDPE, they were able to seek and build a strategic alliance with a container manufacturer, and they were also able to improve the product and product image for their expansion into international markets. In addition, the AMCDPE provided the company with legal and financial assistance to grow the company.

In being a proactive and committed client with an export-ready, quality product, Mezcal Sacro Imperio was selected to participate in the University of Texas at San Antonio (UTSA) Center for Global Development’s first SBDCGlobal Internationalization Pilot Program. The objective of the Program is to assist with buy/sell opportunities between the clients of the SBDC Networks throughout the Americas. Thanks to the market research provided by the SENA SBDC Network of Colombia, as well as the international trade advising offered by the AMCDPE, the company was able to successfully enter the Colombian market and are planning on expanding throughout Colombia. Mezcal Sacro Imperio has created five formal jobs, generated 15 indirect jobs, and is also exporting to the United States and Italy.
WHY WORK WITH THE UTSA CENTER FOR GLOBAL DEVELOPMENT?

A common success factor for every SBDC network operating outside the U.S.—including in Central America, the Caribbean, Chile, Colombia, and Mexico—is that they have all received in-depth technical assistance and guidance from the UTSA Center for Global Development during the five phases of SBDC network development.

The SBDC model is quite simple to understand but difficult to implement. By receiving experienced technical assistance, countries are able to:

- Better structure, fund, launch, and administer a sustainable national SBDC network.
- Create top performing Centers that exceed productivity and economic impact goals.
- Generate greater amounts of economic impact in the most efficient manner possible.
- Avoid costly mistakes that can impede SBDC network progress.
- Deliver high-value services for high-impact established business clients.
- Skillfully measure and analyze SBDC network data in order to improve operations.

The UTSA Institute for Economic Development (UTSA IED) is approaching its 40th year of delivering exemplary economic and small business development services to the State of Texas. As a key contributor to UTSA IED, the South-West Texas Border SBDC Network operates 10 SBDCs and four specialty Centers—UTSA Center for Government Contracting SBDC, UTSA SBDC Technology Commercialization Center, the SBDC National Clearinghouse (SBDCNet), and the UTSA SBDC International Trade Center.

The South-West Texas Border SBDC Network is a top performer in the U.S. SBDC network and has significant hands-on experience in successfully operating, administering, and growing a leading SBDC network. This experience includes a proven track-record of generating results from clients that range from start-up entrepreneurs to high-growth businesses that export all over the world.

THE QUALIFICATIONS OF THE UTSA CENTER FOR GLOBAL DEVELOPMENT

The UTSA Center for Global Development is part of the UTSA IED and is the world's foremost expert in helping countries adopt and adapt the SBDC model throughout all phases of development. It has unparalleled experience in providing the hands-on technical assistance that creates successful and sustainable SBDC networks.

Since 2003, the UTSA Center for Global Development has guided and assisted every SBDC network operating outside the U.S. and has been the primary technical assistance provider for the SBNA. This experience, in combination with 30-plus years of knowledge in operating a world-class SBDC network, allows the UTSA Center for Global Development to offer valuable assistance for countries adopting the SBDC model.

If a country is considering the cost of operating a national SBDC network, the UTSA Center for Global Development provides an excellent value that saves countries time, money, lowers risk and generates significantly better results.