GLOBAL SMALL BUSINESS NETWORK
The goal of the GSBN is to strengthen and build the long-term competitiveness of the micro, small, and medium-sized enterprise (MSME) sector. The GSBN has three core objectives:

1. **The SBDC Model Drives the GSBN**
   The SBDC model provides the GSBN with a common MSME assistance methodology that is efficient, scalable, and most importantly generates economic impact. The proven SBDC methodology has been successfully adapted and adopted to every imaginable context, from fast-growing urban centers to rural communities with significant development challenges. The one common denominator is that the SBDC model always generates results.

2. **Why is the GSBN Important?**
   MSMEs are key drivers of job creation and broad-based economic growth for every country. The GSBN initiative, which is supported by the U.S. Department of State, aims to build a common MSME infrastructure that:
   - Improves MSME start-up and scale-up performance that results in increased sales, access to capital, promotes productivity and long-term competitiveness, and that will create and save jobs.
   - Focuses available MSME assistance resources into a single program that reduces inefficient duplication and fragmentation as well as produces a positive return on investment for taxpayers.
   - Generates economic opportunities 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.
   Participating countries administer and finance their own SBDC networks from domestic resources, typically from the national government Ministries, with matching funds from universities, local agencies, NGOs and private sector sources. This approach allows for an integrated and sustainable public-private-academic partnership structure that is cost effective.
## GSBN Impact Numbers

### 2019 Results and Impact

#### By the Numbers

**Service Results**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of advising clients</td>
<td>63,711</td>
</tr>
<tr>
<td>Total no. of training program participants</td>
<td>402,828</td>
</tr>
<tr>
<td>Total entrepreneurs served</td>
<td>466,539</td>
</tr>
<tr>
<td>Total number of advising hours</td>
<td>807,846</td>
</tr>
</tbody>
</table>

**Economic Impact**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>New business starts</td>
<td>9,867</td>
</tr>
<tr>
<td>New jobs created</td>
<td>24,361</td>
</tr>
<tr>
<td>Jobs retained</td>
<td>43,353</td>
</tr>
<tr>
<td>Increased sales</td>
<td>$215.5 Million</td>
</tr>
<tr>
<td>Business formalizations</td>
<td>8,490</td>
</tr>
<tr>
<td>New financing</td>
<td>$72.7 Million</td>
</tr>
<tr>
<td>Participating countries</td>
<td>$48.7 Million</td>
</tr>
<tr>
<td>Funding commitment</td>
<td></td>
</tr>
</tbody>
</table>

**Network Overview**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total no. of countries</td>
<td>23</td>
</tr>
<tr>
<td>Participating in GSBN</td>
<td></td>
</tr>
<tr>
<td>Total SBDCs operating</td>
<td>255</td>
</tr>
<tr>
<td>Total SBDC professionals</td>
<td>1,565</td>
</tr>
<tr>
<td>Total MSME stakeholders trained</td>
<td>8,248</td>
</tr>
</tbody>
</table>

*Latin America & Caribbean Results | All amounts are listed in U.S. Dollars*
THE U.S. SMALL BUSINESS DEVELOPMENT CENTER MODEL

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, institutions of higher education and 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 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, expansions and formalizations, increased sales, jobs created, and exports for clients that will produce a positive return on investment for funding stakeholders.
• The simplicity, flexibility, and capacity to adapt to local market needs.

U.S. SBDC 2019 RESULTS

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Business Starts</td>
<td>16,499</td>
</tr>
<tr>
<td>Jobs Created</td>
<td>99,194</td>
</tr>
<tr>
<td>Increased Sales</td>
<td>$7 billion (USD)</td>
</tr>
<tr>
<td>Access to Capital</td>
<td>$5.6 billion (USD)</td>
</tr>
<tr>
<td>Increased Tax Collection</td>
<td>$613 million (USD)</td>
</tr>
<tr>
<td>Benefit-Cost Ratio (U.S.)</td>
<td>$2.16 / $1 (USD)</td>
</tr>
<tr>
<td>Benefit-Cost Ratio (UTSA)</td>
<td>$7.80 / $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

2019 FINDINGS FROM A NATIONAL INDEPENDENT STUDY BY JAMES J. CHRISMAN, PH.D.
**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 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.

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
<th>Goal</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Phase 1: Start-up Phase</strong></td>
<td>Introduce the SBDC model to the national small business ecosystem, assist in evaluating its feasibility, identify potential modifications and develop a National SBDC Network Critical Path.</td>
<td><strong>Phase 1 Goal:</strong> Obtain a firm national commitment to launch a national SBDC program.</td>
<td><strong>Duration:</strong> 6 to 9 months.</td>
</tr>
<tr>
<td><strong>Phase 2: Transfer Phase</strong></td>
<td>Transfer the SBDC methodology on two levels: 1) assist governments with how to structure, fund, launch and administer a sustainable SBDC network; 2) train future SBDC advisors and directors on how to operate an SBDC and deliver high-impact services for start-up and established business clients.</td>
<td><strong>Phase 2 Goal:</strong> Transfer the SBDC methodology and prepare for the successful launch of a pilot national SBDC network.</td>
<td><strong>Duration:</strong> 6 to 12 months.</td>
</tr>
<tr>
<td><strong>Phase 3: Pilot Program Implementation</strong></td>
<td>Provide UTSA technical assistance on the operation and administration of a pilot national SBDC network including: 1) conduct technical visits for Centers to ensure the proper implementation of the SBDC methodology; 2) assist national SBDC administrators with managing and continuously improving the network; 3) obtain the UTSA SBDC Certification for the national SBDC network.</td>
<td><strong>Phase 3 Goal:</strong> Successful operation of a pilot SBDC network that is generating results and is positioned for the consolidation and internationalization phases.</td>
<td><strong>Duration:</strong> 12 months.</td>
</tr>
<tr>
<td><strong>Phase 4: SBDC Network Consolidation</strong></td>
<td>Develop services for high-growth established businesses, utilize data analysis to improve network performance, maximize the creation of economic impact which generates a positive return on investment, and obtain Global Small Business Network (GSBN) Accreditation.</td>
<td><strong>Phase 4 Goal:</strong> Operate a high-performing national SBDC network that generates incredible results, is continuously improving, obtains GSBN Accreditation, and has sustainable funding and support that spans national elections.</td>
<td><strong>Duration:</strong> Ongoing.</td>
</tr>
<tr>
<td><strong>Phase 5: SBDC Network Internationalization</strong></td>
<td>Internationalize the national SBDC network by building their capacity to provide high-value export assistance, linking efforts with national export promotion programs, and leveraging the ever-growing base of SBDC clients throughout the world to connect small business clients to trade opportunities.</td>
<td><strong>Phase 5 Goal:</strong> Internationalize a national SBDC network and help their small business clients become globally connected and competitive.</td>
<td><strong>Duration:</strong> Ongoing.</td>
</tr>
</tbody>
</table>
2019 COUNTRY RESULTS

BARBADOS: 1 center, 12 advisors | Participating in the development of the Caribbean SBDC Network

Belize: 2 centers, 8 advisors | 246 clients advised | 223 jobs created, 2,348 jobs retained, $15.4 million in increased sales, $900,341 in new financing, $480,336 in domestic funding for center operations | Participating in the development of the Caribbean SBDC Network | Joined the Internationalization Pilot Phase

BRAZIL: Signed MOU to promote increased collaboration between SEBRAE and the Global Small Business Network

CHILE: 52 centers, 251 advisors | 22,736 clients advised | 2,961 jobs created, $73.6 million in increased sales, $17.4 million in new financing, 1,362 business starts, $23.6 million in domestic funding for center operations

COLOMBIA MINCIT & INNPULSA: Launched 9 centers after participating in the SBDC transfer and implementation phases | Operations to start in 2020

COLOMBIA SENA: 117 centers, 509 advisors | 15,744 clients advised | 4,326 business starts, 9,670 jobs created, 1,616 jobs retained, $22 million increased sales, $35 million in new financing, $8.9 million in domestic funding for center operations | Joined the Internationalization Pilot Phase

COSTA RICA: 6 centers, 13 advisors | 5,920 clients advised | 2,045 business starts, $163,400 in new financing, $524,743 in domestic funding for center operations

DOMINICAN REPUBLIC: 24 centers, 134 advisors | 3,050 clients advised | 1,109 jobs created, 9,613 jobs retained, $18 million in increased sales, $1.3 million in new financing, $3.1 million in domestic funding for center operations | Joined the Internationalization Pilot Phase

EL SALVADOR: 14 centers, 88 advisors | 2,721 clients advised | 3,204 jobs created, $20.8 million in sales, $9 million in new financing, $3.6 million in domestic funding for center operations | Joined the Internationalization Pilot Phase

GUATEMALA: 5 centers, 32 advisors | 585 clients advised | 159 jobs created, 3,663 jobs retained, $1.2 million in increased sales, $113,333 in new financing, $1 million in domestic funding for center operations

HONDURAS: 12 centers, 189 advisors | 7,040 clients advised | 1,420 business starts, 5,490 jobs created, $8.1 million in increased sales, $2 million in new financing, $4 million in domestic funding for center operations

JAMAICA: 10 centers, 21 advisors | 1,361 clients advised | $281,148 in increased sales, $714 in new financing, $215,000 in domestic funding for center operations

MEXICO: 9 centers, 288 advisors | 3,125 clients advised | 1,354 jobs created, 10,151 jobs retained, $56.2 million in increased sales, $6 million in new financing | Joined the Internationalization Pilot Phase

ST. LUCIA: 3 centers, 17 advisors | 1,043 clients advised | 103 jobs created, 313 jobs retained, $171,035 in new financing, $403,722 in domestic funding for center operations

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

• ANTIGUA & BARBUDA
• ARGENTINA
• BAHAMAS
• BRAZIL
• DOMINICA
• GUYANA
• PANAMA
• PARAGUAY
• PERU
• ST. KITTS & NEVIS
• URUGUAY
SBDCs are a simple and effective response that assist small and micro businesses to thrive. The results achieved in Chile through the operation of a network of 51 centers are extraordinarily significant and prove that transferring this experience to the region is feasible. The Inter-American Development Bank is working hand in hand with UTSA to support the effective operation of the centers in Latin America and the Caribbean.

– Gonzalo Rivas, Division Chief of Competitiveness, Technology and Innovation, Inter-American Development Bank, Washington, D.C.

In 2013 businessman Mauricio Lemus founded Biocys Sustentable which is committed to the ecological restoration of eroded soils. Biocys Sustentable focuses on recovering the water capacity of soils by introducing optimal species from native plants that are able to promote soil conservation. Thanks to the technical assistance provided by Sercotec Centro de Negocios (CDN) Puente Alto, from the Santiago Metropolitan Region in Chile, the company managed to position itself as a leader in the industry.

The CDN Puente Alto supported Mauricio in various areas of its business: developing a plan to expand to new markets, evaluating team work, improving the organizational climate, and defining the strategic objectives of the organization. Furthermore, Mauricio was offered advice in the development of a marketing plan, and in the implementation of ISO Standards.

In 2019, the CDN Puente Alto continued supporting Biocys Sustentable with techniques to improve its sales pitch and the development of business networks. Biocys Sustentable won first place in the “Forests and Flora” category of the “Green Latin America Awards Contest” held in Guayaquil, Ecuador for their important work in the recovery of their natural resources.

Thanks to the technical support of the Sercotec CDN Puente Alto, Biocys Sustentable has managed to consolidate itself as a successful company, with a committed team that has grown from 6 to 42 employees, increased annual sales from $375,000 (USD) to $1,600,000 (USD) a year, and has become a national and international referent in the area of environmental sustainability.

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José Matías and Mary Lantigua are a married couple, who own M&L Art and Craft. Their passion for artisanal crafts has become a family business that is distinguished by the quality of their porcelanicron dolls, which evoke the daily life of the Dominican woman.

The service strategy of the Instituto Tecnológico de Santo Domingo (INTEC) Micro Small and Medium Enterprises (MSMEs) Center in the Dominican Republic includes connecting students with client companies of the Center. A group of INTEC Industrial Engineering students assisted with needs regarding production issues, time optimization and provided analysis of critical processes and industrial safety. The students identified how to improve the company’s production process. This included optimizing the cutting of parts and improving the work area functionality of the porcelanicron doll production. The implementation of the recommended actions reduced manufacturing time by 50% and drying time of critical parts by 30%. Additionally, M&L Art and Craft participated in training workshops and advising regarding personnel management, business model and marketing plan from the INTEC MSMEs Center.

Thanks to the assistance of the INTEC MSMEs Center, M&L Art and Craft created two new jobs, increased sales by 30% and production by 25%. José and Mary were finally able to take a vacation for the first time in ten years.

In response to the COVID-19 pandemic, M&L Art and Craft utilized the machinery in their workshop to produce facial shields and design social distancing safety solutions for dining rooms and restaurants. The commitment to adaptation has been the key formula of M&L Art and Craft to successfully navigate this difficult situation.

The MSMEs Centers in the Dominican Republic are a successful example of connecting the Small Business Development Center (SBDC) model with universities which benefits professors, students, advisors, clients, and ultimately generates MSME economic impact.
COLOMBIA: CERTIFICATION OF THE SENA SBDC NETWORK

In December 2019, the University of Texas at San Antonio (UTSA) Center for Global Development awarded the 33 regions and 117 centers of the Servicio Nacional de Aprendizaje (SENA) SBDC Network of Colombia with the prestigious UTSA SBDC Certification for having achieved the successful implementation of the SBDC model. In addition to being the largest network in Latin America, the SENA SBDC Network is the first outside the U.S. to earn this important certification.

The UTSA SBDC Certification is a formal review of the SENA SBDC Network’s management and daily operations based on the Malcom Baldridge Quality Standards which encourage continuous improvement and is an important step towards receiving the UTSA Global Small Business Network (GSBN) Accreditation. Over the past four years, the UTSA Center for Global Development has provided technical assistance for SENA throughout the Five Phases of SBDC National Network Development and that has resulted in a successful SENA SBDC Network that is creating high-growth and sustainable small businesses throughout Colombia. SENA also continues to internationalize their SBDC Network by linking clients to trade opportunities with counterpart small businesses within the GSBN and in preparing them on how to successfully export.

“As part of the consolidation phase, we have successfully achieved the Certification of the first network of SBDC Centers in Latin America, positioning the SENA SBDC Network as leading centers of entrepreneurship and business development in the continent,” said Carlos Mario Estrada, SENA National Director.

IN 2019, THE SENA SBDC NETWORK HELPED SMALL BUSINESSES PRODUCE:

$22 Million in increased sales
$35 Million in new financing
9,670 jobs created

All amounts are listed in U.S. Dollars.
THE INTERNATIONALIZATION PHASE OF SBDC MODEL DEVELOPMENT

The goal of the internationalization phase of Small Business Development Center (SBDC) Model Development is to create successful small business exporters and generate international trade deal-flow within the Global Small Business Network (GSBN).

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

Most small businesses do not export their goods and/or services due to the following challenges:

1. They do not understand the export process so they cannot successfully undertake complex trade transactions.
2. They are not receiving hands-on guidance on the creation and execution of an export plan that defines target markets, distribution channels, potential buyers, etc.
3. They do not have access to trade opportunities that will allow them to connect with counterpart small businesses.

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 with 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. This internationalization plan will produce an ever-growing number of export-ready firms.

Second, countries must actively collaborate with each other to promote and facilitate trade opportunities between clients, which will open new markets and generate export sales. This collaboration allows SBDC networks to leverage their millions of legacy clients located throughout the Americas and connect them to trade opportunities. This will open new markets, generate export sales, improve small business competitiveness and create thousands of new-to-export small businesses.

INTERNATIONALIZATION PHASE CLIENT SUCCESS STORY: PARLEVEL SYSTEMS

Founded by pioneering vending and technology professionals and based in San Antonio, Texas, Parlevel Systems is a provider of innovative vending technology tools for the food and beverage industries.

One of the Co-Founders and current CEO of Parlevel Systems, Luis Gonzalez, was a student at the University of Texas at San Antonio (UTSA) and interned at the UTSA SBDC International Trade Center. Having firsthand knowledge of the excellent work provided by the SBDCs, Luis became a client of the UTSA SBDC. At the UTSA SBDC, Luis received technical and financial advising, as well as market research for entering the U.S. market. Luis and his team were also able to develop client software and hardware prototypes with seed capital funds that helped launch Parlevel Systems in 2013.

Gabriel Senior, Parlevel Systems COO, contacted the UTSA SBDC International Trade Center for assistance with international market research, industry and competition analyses, and distribution channel information. Thanks to the technical support of the UTSA SBDC International Trade Center, Parlevel Systems began selling in Australia, Chile, France, Mexico, New Zealand and the United Kingdom.

Being a proactive client with a growing product line and innovative product, Parlevel Systems was selected for the second Internationalization Pilot Program of the UTSA Center for Global Development. The objective of the Internationalization Pilot Program is to facilitate trade opportunities among clients of SBDC networks throughout the Americas. Thanks to the potential buyers identified by the Servicio Nacional de Aprendizaje (SENA) SBDC Network in Colombia and the advising of the UTSA SBDC International Trade Center, Parlevel Systems signed several contracts with Colombian clients.

“The SBDC provided high value assistance, research, and guidance, vital help for a young company like ours”, said Gabriel. In just seven years Parlevel Systems went from being a start-up to a small exporting company with global presence in 22 countries, including Colombia. They represent a great example of how SBDCs successfully help local businesses start, grow and thrive.
THE VALUE OF SBDCs DURING THE COVID-19 PANDEMIC

The COVID-19 pandemic is causing an unprecedented disruption to the global economy that unduly affects the micro, small and medium-sized (MSME) business sector. SBDCs should be at the center of any national economic recovery effort as small businesses are the engine of economic growth, innovation and job creation.

SBDCs deliver the critical advising, training, and market research assistance that will help MSMEs survive and recover from the COVID-19 pandemic and be positioned for future growth. Without SBDC assistance, more businesses will be closed, more jobs will be lost and the process of recovery will be prolonged for the MSME sector.

THE UTSA INSTITUTE FOR ECONOMIC DEVELOPMENT

For 40 years, The UTSA Institute for Economic Development (UTSA IED) has delivered exemplary economic and small business development services to the State of Texas. As a key part of the UTSA IED, the South-West Texas Border SBDC Network operates 10 SBDCs and four specialty SBDCs. It 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.

THE UTSA CENTER FOR GLOBAL DEVELOPMENT QUALIFICATIONS

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 Five Phases of SBDC National Network Development. It has proven and unparalleled experience in providing the hands-on technical assistance that creates successful and sustainable SBDC networks.

Since 2000, 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 Global Small Business Network. 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.

By receiving experienced technical assistance, countries are able to:

• Better structure, fund, launch, and administer a sustainable SBDC network.
• Create top performing Centers that exceed goals.
• Generate greater amounts of economic impact.
• Avoid costly mistakes.
• Skillfully measure and analyze SBDC network data.