



INTELLIGENT OFFICE

Leveraging the SBA For Entrepreneurial Success

PART 4: MARKETING, SALES AND CONTRACTING



The day-to-day details of running a business are complex by themselves, as we have demonstrated in the first three parts of this white paper. However, marketing and sales form the foundation for any small business, whether an entrepreneur is manufacturing widgets in Wichita, Kansas or selling turkey sandwiches out of a shack in Concord, Massachusetts. Understanding marketing and sales as well as the technical complexity of our Internet-driven society gives entrepreneurs a distinct advantage over the competition. This final segment of our four-part report will take a deeper dive into the logistics and philosophy of marketing and sales and their impact on your business success. In order to fully cover the advantages of leveraging SBA programs and resources, we will also provide a detailed overview of the federal contracting process and how SBA programs and technical assistance may be able to augment your market. Finally, we will discuss how you and your employees can access local and regional SBA programs and offices in order to make the most out of your relationship with the Small Business Administration. After all, these are your tax dollars at work, so it makes sense for you to have a clear, common-sense understanding of how to run your business and leverage SBA programs and resources to ensure that your business is agile, competitive, and ready to do business.

Marketing: The Elements

1. Marketing: An Introduction to Basic Concepts

The goal with marketing is not only to manage your business well and lead your employees in service to your customers, but also to grow your business. In order to grow your business to the appropriate level, you will need to attract customers, work hard to satisfy them and meet their needs, but also to retain them as satisfied customer in the long run. Investing in marketing is about valuing the customer as an asset to your business. All company activities should be directed towards satisfying customer needs and operating the business efficiently. Making a profit is a more valuable proposition and platform than achieving maximum sales volume. To achieve these goals, the owners and management teams leading small businesses should adhere to these concepts.

- a. Determine the needs of customers by performing a market analysis.*
- b. Perform an analysis of competitive advantages in order to develop a market strategy.*
- c. Select targeted markets and customers to serve through target marketing.*
- d. Determine how to best serve customer needs by identifying a market mix.*

2. Performing a Market Analysis

A proper market analysis identifies the geographic and demographic demand for your product or service, examines what economic and societal forces are driving your potential market, and lays out research findings, correlations, and conclusions. Let's examine the key elements of a successful market analysis.

a. Prepare a budget and timetable. A generalized best practice is to set aside a small percentage of the previous year's gross sales revenue. If you are launching a new enterprise, you will want to set aside an appropriate amount for market research based on the size and ambition of your entrepreneurial business. A timetable is also key to success, especially if your industry or market is seasonal or cyclical. For instance, a business that relies heavily on holiday purchases should be examining buying trends and patterns well in advance of the selling season. Finally, the timetable for research should provide sufficient scope and resources for detailed research, which can be daunting to novice entrepreneurs.

b. Provide an industry overview and outlook. This section should depict your industry's size and historic growth rate as well as trends, characteristics and major customer or client groups.

c. Collect data from primary and secondary sources. Data is king when it comes to market research because it provides the substructure to support the research exercise. Ideally, data collection should be conducted by experienced researchers; however, new entrepreneurs should set aside time to learn how to collect effective, illustrative data and how to analyze it correctly. Many small and medium-sized businesses also rely on [secondary data](#), which is generally collected by professional data collection agencies, governmental bodies, and public databases.

d. Narrow down the target market. Here it's time to drill down to find where the sweet spot for your idea is within a larger industry. This is also a good place to narrow down market opportunities, which are niche prospects within a larger market where improved technology or an augmented ability to deliver a product or service may give you an advantage over your competition.

e. Identify market profitability. What is the market share percentage and number of customers you expect to obtain in a defined geographic area? This process gives you your [market profitability](#). Explain the logic behind your calculation, taking into account the viability of your supply chain, barriers to entry, perceived threat from competitive products or services, cost structure, and distribution channels.

f. Watch out for regulatory restrictions. Examine and highlight any customer or governmental [regulatory requirements](#) that could impact your business, and identify specifically how your business plan addresses compliance. Also cite any operational or financial impacts the compliance process may have on your business.

g. Analyze the data and present the research findings. Once the best possible data has been collected, it must be organized and analyzed in order to obtain relevant and accurate conclusions that support the conclusions of the market analysis. It is equally important to present the results and findings of the marketing research in a systematic manner to management, investors, consultants and other constituents. There is no room for ambiguity, gaps and inconsistencies in the research findings. Major decisions will be influenced by both primary and secondary research as well as the end analyses, so it is important to not only understand the data but also know how to present the results clearly and efficiently to multiple audiences.

h. Identify success factors. Success factors are identified as those elements that are necessary for your business to achieve your marketing objectives. These elements can include access to essential unique resources, ability to achieve economies of scale, access to distribution channels, and successful applications of technology.

3. Identifying Competitive Advantages

A [competitive analysis](#) identifies your competition by product, service, and market segment. Characteristics to examine include market share, strengths and weaknesses, barriers to entering a competitive market, the viability of your window of opportunity to enter the market, and any barriers such as technology, personnel, or investment.

a. Define your brand. This concept is about [branding](#), meaning defining what makes your small business unique. This is also about presenting a consistent message and telling your customers who you are and why they should do business with you. This step in the process helps you identify what aspects or characteristics of your business define your business in the minds of consumers and what differentiates it from other small businesses providing the same products or services.

b. Know why you should know your competition. Doing a comprehensive analysis of your competition will give you great insights into your market, local consumers, and where your small business fits within the business ecosystem of your community. This step in the process is usually part of an overall market analysis. Essentially, a competitive analysis identifies your competition by product, service, and market segment. This section should include elements like market share, strengths and weaknesses, barriers to entering a competitive market, the viability of your window of opportunity to enter the market, and any other barriers such as technology, personnel or investment.

c. Identify customer preferences. As a business owner, it's important to identify who you would like as your customers. This means identifying the [demographics or psychographics](#) of your target customers. Find out your customer's needs and wants. What do your customers really care about, and what motivates them to frequent any given business? How often do your customers make purchases at your place of business? What are your target customer's current buying trends or habits?

d. Explore your personal preferences. Before coming up with a strategy to attract customers, revisit your own experiences as a consumer. While determining your advantages over other businesses, it is important that you think like a business owner. But you also have to occasionally put yourself in the shoes of a business customer and ask yourself why you like to do business with a given small business, and what it is about that business that attract you. Attraction factors can include competitive pricing, a specific selection of products, customer service, and perceived personal relationships. You can also flip the script on this concept and evaluate the factors that make you choose not to frequent a business, such as poor customer service, poor stock, low quality, or high prices.

e. List strategies for gaining competitive advantage. By this point, you should have valuable insight to make important decisions, and should have the data that you need to craft a strategy for gaining competitive advantage in your market. First of all, it's important to recognize that your small business is different. You cannot be everything to everybody, but you can establish your own unique identity and your own unique selling proposition. It's also important in small business to be price-sensitive. This can be established in your community with coupons, sales, discounts or a loyalty program. Another factor that is important to customers is convenience. Choose a location that is accessible to customers and, if possible, provide online ordering and delivery. Be friendly to customers and provide excellent customer service and accessibility. Finally, you want to be specific about the products or services you deliver. Products should be innovative, durable, reliable and consistent from a reputable, recognized brand. Services should be consistent, reliable, competitively priced and meet a unique need in your community.

f. Implement your competitive strategy. In implementing your business strategy, keep in mind that you originally set a primary goal. Remember who your target audience is and put your focus on delivery of products or services instead of getting distracted with gimmicks or social media. Brag to the public about how proud you are of your unique offerings. While these strategies will likely lead to success, it's also important to have a backup plan in the event unexpected competition arises.

4. Advertising: Basic Concepts & Venues

Even if you have a great product or service and have clearly identified a market for your small business, no one will know about it until you start advertising. Advertising is a clear and manageable tactic for growing your revenue. However, it is not a cure-all for the factors that may be negatively affecting your small business.

What advertising can do is remind your current customers and potential customers about the benefits of your product or service while simultaneously identifying your brand and potentially enhancing your reputation within your community or market. Strategically placed advertising can also encourage existing customers to buy more of your products or services and promote your business to new customers as well as investors, suppliers and other interested parties.

However, it's important to keep in mind that advertising will not create an instant customer base or trigger an immediate increase in your sales. Advertising is also not a panacea to solve cash flow problems or provide relief for poor or indifferent customer service.



It's also important to be aware of the differences between public relations and advertising. Advertising is a very specific tactic that gives the small business owner complete control over where, when and how often their messaging appears. This is important because it allows a small business to target their audience more closely and target specific geographic or demographic customers. Use these steps to help create a framework for your small business's advertising plan:

- » Define the purpose(s) of your advertising program. Plan to use advertising avenues that are complementary to your small business's marketing plan and core values.
- » Set a budget. By assessing your income, expenses and sales projection, you should be able to arrive at a solid number for your advertising plan.
- » Define your product or service, and create a profile of your ideal customer.
- » Identify your competition by doing a competitive market analysis as defined earlier in this white paper.
- » Use the information you collected in your market analysis to identify your customer's buying preferences and media habits.
- » Select the advertising avenues you will use to broadcast your message. Knowing your audience should help you determine whether you want to use print, signage, the web or targeted online messaging to help you communicate with potential customers.

Once your primary advertising campaign is under way, take the time to research and learn about alternative forms of advertising. This could include a variety of promotional tools ranging from giveaway items to Google Hangouts to community volunteer events branded with the identity of your small business.

5. Email Marketing and Websites

Although small businesses with close personal relationships with their customers may find email to be aloof and impersonal, it's impossible to ignore email as a method by which to keep in touch with customers. Not only is it cost effective but it is also an effective way to build brand awareness and loyalty. Compared with more traditional advertising, response rates on email marketing are strong and there are many powerful tools these days to build clear, attractive and effective email campaigns, as well as to analyze the metrics on readership and click-throughs. Another benefit is the wealth of demographic information that customers provide when signing up for email bulletins or online newsletters. This data can help your small business tailor products and services to better serve your customers.

When you're ready to start building your email campaign, it's important to advertise the benefits of receiving your newsletter or email. Providing customers real content such as helpful tips, informative and unique articles or special offers should help drive traffic to your email campaign.

Email advertising or online newsletters should also drive traffic to your web presence. Today's web platforms can help even the most novice Internet user create attractive and functional websites to help identify your brand to customers and drive more sales.

6. Online Advertising Law and Customer Reviews

The proliferation of questionable advertising and marketing practices on the Internet has increased dramatically over the past decade. As a result, federal and state governments have passed many additional advertising laws and regulations to protect consumer privacy and encourage fair and accurate advertising practices online. If you plan to advertise online, whether buying advertising on search engines or marketing directly through email, it's important to understand which of these laws may apply to your small business and how you can stay in compliance. A good starting point is the Federal Trade Commission's "Tips and Resources" page on their website at www.ftc.gov.

It is also important for small businesses to realize that customers today are leaving feedback online like never before in American commercial history. A flurry of bad reviews on sites like Yelp or Tripadvisor can quickly adversely affect your small business's bottom line, so it's important to review user reviews on a regular basis and respond when necessary.

7. Compliance with Advertising Law

Advertising laws protect consumers because they encourage and require advertisers to be truthful about their products. All small businesses must comply with advertising and marketing laws, and noncompliance with these rules can result in costly lawsuits and penalties. The Federal Trade Commission (FTC) is the main federal agency that enforces advertising laws and regulations. Under the Federal Trade Commission Act:

- » Advertising must be truthful and non-deceptive
- » Advertisers must have evidence to back up their claims
- » Advertisements cannot be unfair

Consult the FTC's website at www.ftc.gov to learn more about advertising laws and regulations and consult your state and local government websites to learn more about state and local laws that may govern your small business's advertising plan.

Sales

More than likely, your small business is involved in selling a product or service. Whether you are selling direct to consumers or taking a business-to-business (B2B) strategy, developing a sales strategy will help you zero in on your most important customers and draw potential customers into your market.

1. Creating a Sales Strategy

Designing a sales strategy can be as complex as designing your business plan, marketing plan, or advertising campaign. As you begin building a document that outlines your sales goals and strategies, make sure that your checklist includes these items:

- » **Sales goals.** Your sales goals should be specific and measurable as well as in-line with either previous sales numbers or a sensible market prediction. Base your sales goals on the nature of your product and try to measure them in manageable units. For example, a boutique bakery may want to sell 50 cupcakes a day while a cleaning service would alternatively want to book a minimum number of appointments each week.
- » **Sales activities.** These are the strategic actions you intend to carry out in order to make sales. Whether you are selling food to passers-by on the street or selling widgets direct to business customers via online sales, this point defines the activities and venues through which you intend to sell products.
- » **Targeted accounts.** This helps determine how your small business intends to reach customers, who they are demographically or psychographically, and where the touch points are between your small business and your customers.
- » **Timelines.** Use the calendar year to help define your tactics within a realistic timeline. Keep in mind that seasonal sales may dramatically impact your small business. Additionally, goals and deadlines should be moveable targets that can be adjusted in the event that your marketing, advertising or sales strategies have to be adjusted or corrected.



2. Selling on the Internet

Whether you are using your web presence only to bolster the performance of your brick-and-mortar location or taking a deep dive into e-commerce to only sell products through the Internet, setting up your small business on the web can be a productive way to attract customers, expand your market, and increase sales. However, there are some important things to keep in mind when expanding your small business to offer products or services online. These include:

- » Setting up a small business online creates additional legal and financial considerations, all of which can impact the profitability of your business.
- » Many of these considerations involve the privacy of consumers, the security of your online presence, copyright issues and taxation.
- » Determining how to charge sales tax can be a challenge. Many online retailers use online shopping cart services to handle their sales transactions. Many of these services are programmed to calculate sales tax rates for you.
- » Rules and regulations that govern e-commerce largely apply to online retailers; however, if your customer transactions involve collecting money or data, these laws may still apply to you.

3. Expanding to New Markets

Once your business is up and running, you should have a better idea of the character of your market and be better able to assess the profitability of your small business. At a certain point, it's very possible you may consider expanding to include other markets in order to access a different demographic, new customers, or larger orders. Here are some things to think about as you consider expansion.

Connect to the right customers. One of the more interesting challenges in our high-tech world is finding the right buyer or customer, especially for B2B operations trying to land a large organization as a client or customer. If you can't use useful sites like LinkedIn to find the right person, consider networking with other distributors or suppliers with established relationships in your market.

It's okay to show off. Develop a professional slide show or presentation deck and bring packaging that is finished and ready to go.

Know your market. Take the time to understand what products your potential B2B or B2C customers already carry and be able to articulate how your product will fit in with their offerings.

Take advantage of specialty programs. Some mass market retailers such as Costco or Whole Foods have local purchase programs that empower managers to stock their stores with locally grown or made items. Other retailers give incentives to certain demographic groups including minority-owned businesses, women-owned businesses, and veteran-driven businesses.

Progress takes time. It can take months or years for a product to make it onto store shelves, so have patience during the process.

4. Selling Overseas

The idea of selling products or services overseas can be daunting to many small business owners, but it can be done. While international sales will probably require substantial investment, it can be worth the reward. Explore the SBA's useful site containing [resources for doing business abroad](#) to get started.

5. Using Virtual Assistants to Connect with Customers

One of the most challenging aspects of running a small business can simply be connecting with customers. Whether you are too busy managing timesheets, human resources and accounting to interface with customers or you are a highly trained professional such as a doctor or chiropractor, you may be too busy building products or providing services to connect with customers. At the same time, investing in hiring and managing staff can be daunting to a small business owner. One smart solution is the employment of [virtual assistants provided by Intelligent Office](#), which can outfit your small business with this valuable resource almost anywhere in North America. Our virtual assistants are highly trained and able to provide a number of administrative services depending on the needs of your small business. Whether you just need someone to pick up the phones and talk to customers, schedule appointments or provide more complex administrative support, these virtual assistants can be a lifesaver. Moreover, virtual assistants provide the same connectivity and reliability of traditional office staff but without the overhead, sick days, health care, salary requirements and physical space that traditional staff requires. A final benefit of virtual assistants is that you only pay for the services you need, when you need them, giving your small business the support it needs without wasting unnecessary expenses.

6. Using Virtual Meeting Space to Gain Access to New Customers

If you aren't physically managing a brick-and-mortar small business, why pay for meeting and office space? Renting an on-demand conference room space for meeting can pay significant dividends for your small business. First, because Intelligent Office meeting spaces are co-located in multiple locations in many large and mid-sized cities, you can pick a location to meet your potential customer, supplier or client in a location that is desirable for you. If your small business is located way up north in Boulder, Colorado and your client is a technology firm in the Denver Tech Center far to the south, an Intelligent Office virtual meeting room in Cherry Creek or downtown Denver may just be the solution you need. A professional meeting space also demonstrates to your customers that you are serious about your small business and deserving of their consideration. In addition, virtual meeting rooms come with many amenities your small business may not be able to provide at your headquarters such as presentation technology, catering, virtual receptionist services, and high-speed wireless Internet.

Contracting

1. Getting Started with Federal and State Contracting

You may not think that your small business has the products or expertise necessary to win a contract with the United States government, but by not taking advantage of this market, you are bypassing a potentially huge customer. The U.S. government is the largest single purchaser of goods and services in the world with a total of approximately \$500 billion in contracts annually.

In addition, the SBA's Office of Government Contracting & Business Development works with federal agencies to ensure that at least 23 percent of all government contracts are awarded to small businesses as well as providing special programs for small disadvantaged business, women-owned small businesses, service-disabled veteran-owned small businesses and small businesses located in historically underutilized business zones, known as HUBZones.

SBA's [8\(a\) Business Development Program](#) also assists eligible socially and economically disadvantaged individuals in developing and growing their businesses through one-on-one counseling, training workshops, matchmaking opportunities with federal buyers, and other management and technical guidance. Visit [the SBA's contracting sub-site](#) to learn more.

2. SBA Online Resources for Small Businesses Entering the Government Contract Market

There are several venues through which small businesses can begin to access the government contract market. These include the System for Award Management (SAM), the Dynamic Small Business Search (DSBS) database, the FedBizOpps database, the Federal Procurement Data System and USASpending.com. Spend some time exploring [the SBA's contracting sites](#) to determine which venue is the best entry point into this growing market.

3. Determining Business Size

You may assume that your company is a "small business", but government contracting is very specific and your company must meet [the industry size standards established by the SBA](#). When you register as a government contractor in the System for Award Management (SAM), you will also be required to offer evidence to self-certify your business as small. For most industries, this certification is based either on the average number of employees over the past 12 months or the average annual receipts during the past three years. Other requirements include:

- » The small business is organized for profit.
- » You must have a place of business located in the United States.
- » The small business must operate primarily in the U.S. or makes a significant contribution to the U.S. economy by paying taxes or utilizing American products, materials or labor.
- » The small business must be independently owned and operated.
- » The small business cannot dominate other companies in its field on a national basis.
- » The small business may be a sole proprietorship, partnership, corporation or any other legally acceptable business platform.

4. SBA-Specific Programs

To end our final white paper on Leveraging the SBA for Entrepreneurial Success, we want to offer a simple, easy-to-navigate glossary with simple definitions of the programs and local assistance provided to the small business community on behalf of the SBA.

a. 7(a) Business Development Loans. The 7(a) Loan Guarantee Program is intended to help small entrepreneurs start or expand their businesses. The program makes capital available to small businesses via loans from banks and non-bank lending institutions. The Small Business Jobs Act of 2010 increased the maximum size of these loans from \$2 million to \$5 million.

b. 8(a) Business Development Loans. This SBA program assists in the development of small businesses owned and operated by individuals who are socially and economically disadvantaged. See SBA.gov for more information on requirements and applications.

c. 504 Fixed Asset Financing Program. This program provides funding for the purchase of real estate or building construction and/or the purchase of business equipment and machinery. A lender must provide 50 percent of the financing while a Certified Development Company provides up to 40 percent of the funding through an SBA-guaranteed exchange and the applicant provides approximately 10 percent of the funding. These loans have also been increased through The Small Business Jobs Act from \$2 million to \$5 million.

d. Microloan Program. The Small Business Jobs Act raised the maximum amount of SBA microloans from \$35,000 to \$50,000. These are moved to entrepreneurs through non-profit microloan financial intermediaries.

e. HUBZone Program . This SBA program is designed for small companies that operate and employ people in Historically Underutilized Business Zones (HUBZones). The HUBZone program was created via the HUBZone Empowerment Act passed by the U.S. Congress in 1998.

f. Disaster Loans. Both homeowners and renters may be eligible for long-term, low-interest loans to rebuild or repair a damaged property in the event of a disaster. Before making a loan, the SBA sends out a field inspector to visit the property. Applicants who do not qualify for disaster loans are referred to the Federal Emergency Management Agency (FEMA) for grants. Businesses are also eligible for long-term, low-interest loans to recover from a disaster. Small business owners must commit to pledge any available assets and to surrender those assets if they default on the debt.



SBA Local Assistance

There are a huge variety of ways to access SBA assistance. Throughout the United States, the SBA works together with local partners to offer a complex matrix of services, resources, mentoring and other vital methods by which your small business can grow and thrive.

- » Free counseling, mentoring, advice and information on starting a business through the Service Corps of Retired Executives (SCORE).
- » Financial assistance for new or existing businesses through guaranteed loans delivered through banks and other lenders.
- » Free consulting services through the network of Small Business Development Centers. SBDCs also conduct training events throughout the district.
- » Aid to businesses owned and controlled by socially and economically disadvantaged individuals through the Minority Enterprise Development Program.
- » Women’s Business Ownership Representatives are connected to advise women business owners.
- » Special loan programs are available for businesses involved in international trade.
- » Guaranteed loans are available for credit-worthy veterans.

a. SCORE Centers. The SCORE Association, supported by SBA, is a nonprofit association of thousands of volunteer business counselors throughout the U.S. and its territories. SCORE members are trained to serve as counselors, advisors and mentors to aspiring entrepreneurs and business owners. Business owners can email a SCORE mentor, participate in online workshops, and receive newsletters with valuable advice and content.

b. Small Business Development Centers. Small Business Development Centers, or SBDCs, provide aid and help to small businesses and burgeoning entrepreneurs throughout the United States. SBDCs help entrepreneurs achieve business ownership and help existing businesses remain competitive in the global marketplace. SBDCs are traditionally hosted by leading universities and state economic development agencies, and funded in part through a partnership with SBA. SBDC advisors provide small business owners a diverse range of free business consulting and low-cost training services such as business plan development, lending assistance, export/import support, and market research help.

c. Women's Business Centers. Women's Business Centers (WBCs) are comprised of a national network of nearly one hundred educational centers throughout the United States and its territories that are designed to assist women entrepreneurs in starting and growing small businesses. The goal of WBCs is to "level the playing field" for women entrepreneurs. This program operates under the umbrella of the SBA's Office of Women's Business Ownership. The network teaches women how to overcome the unique obstacles they face in the business world by providing comprehensive training and counseling.

e. U.S. Export Assistance Centers. Women's Business Centers (WBCs) are comprised of a national network of nearly one hundred educational centers throughout the United States and its territories that are designed to assist women entrepreneurs in starting and growing small businesses. The goal of WBCs is to "level the playing field" for women entrepreneurs. This program operates under the umbrella of the SBA's Office of Women's Business Ownership. The network teaches women how to overcome the unique obstacles they face in the business world by providing comprehensive training and counseling.

f. Veteran's Business Outreach Centers. The Veterans Business Outreach Program (VBOP) is intended to provide entrepreneurial development for eligible veterans who own a small business or are considering starting one. Their services include business training, counseling and mentoring as well as referrals for eligible veterans. The SBA has 15 organizations participating in this partnership that service as Veterans Business Outreach Centers (VBOC). They are housed at several state universities as well as foundations and other business assistance centers.

g. Certified Development Companies. Certified Development Companies (CDCs) are nonprofit corporations that have been certified and regulated by the SBA. These businesses work with participating lenders to provide financing to small businesses. There are 270 CDCs nationwide, each covering a specific geographic area.

h. Disaster Field Offices & Assistance. There are seven Disaster Field Offices within the continental United States. These offices offer counseling and financial help to those who are rebuilding their homes and businesses.

i. Procurement & Technical Assistance Centers. Having access to governmental contracts is a huge step towards growing a small business. Procurement Technical Assistance Centers (PTACs) provide local, in-person counseling and training services for small business owners. They are designed to provide technical assistance to businesses that want to sell products and services to federal, state and local governments. The services of these offices are generally available either free-of-charge or at a very low cost. These agencies can help small business owners determine if their business is ready for government contracting, help them register in the proper systems, check eligibility for small business certifications, and research past contract opportunities. In addition to helping small businesses identify and bid on a contract, a PTAC can also help small businesses measure their performance and help with contract audits.

Conclusion and Summary

Thank you for reading and considering this guide to marketing, sales and contracting, which we sincerely believe will help you achieve success by leveraging the resources of the Small Business Administration. Over the course of our four-part series, we have introduced you to the enormous scope of the Small Business Administration and everything it can provide to a small business owner through its programs and services. We have also examined the complex logistics of starting a business, and helped you learn how not only to manage your business but also to grow it and ultimately move on from it. In this segment, we have focused on the operational aspects of marketing and selling your product or service as well as offering common-sense advice and resources for planning and executing your marketing and sales strategy. We wish you every success as you enter the exciting and dynamic field of small business ownership.

About Intelligent Office

Intelligent Office (www.intelligentoffice.com) is a professionally staffed temporary and virtual office space for mobile executives and small businesses. Founded in 1995 and headquartered in Denver, Colorado, Intelligent Office operates over 50 service locations throughout North America. In addition to flexible shared office and conference space, Intelligent Office also markets Intelligent Assistant®, a virtual receptionist and executive assistant service that serves as a modern alternative to traditional staffing as well as Intelligent Solutions, a concierge service that provides a battery of vital services to busy executives. Visit our website today for a free, customized quote to find out how Intelligent Office can help you manage, market and grow your small business.



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