TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Entrepreneur and the Internet
download PDF

principles of Entrepreneurship

Chinese | Español

Introduction

Economists and business people differ in their definitions of entrepreneurship. Most, however, agree that entrepreneurship is vital for stimulating economic growth and employment opportunities in all societies. This is particularly true in the developing world, where successful small businesses are the primary engines of job creation and poverty reduction. This page introduces the first eight of what eventually will be a series of 21 one-page primers on the fundamentals of entrepreneurship. It discusses the essentials for building and running a business from the planning stages to marketing a product.

Author Jeanne Holden is a free-lance writer with expertise in economic issues. She worked as a writer-editor in the U.S. Information Agency for 17 years.

Next>>> Part 1 What Is Entrepreneurship?

Editor-in-Chief: *George Clack* | Executive Editor: *Mildred Neely* | Writer: *Jeanne Holden* | Designer: *Tim Brown*

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Entrepreneur and the Internet
download PDF

principles of Entrepreneurship

1. What Is Entrepreneurship?

What is meant by entrepreneurship? The concept of entrepreneurship was first established in the 1700s, and the meaning has evolved ever since. Many simply equate it with starting one's own business. Most economists believe it is more than that.

To some economists, the entrepreneur is one who is willing to bear the risk of a new venture if there is a significant chance for profit. Others emphasize the entrepreneur's role as an innovator who markets his innovation. Still other economists say that entrepreneurs develop new goods or processes that the market demands and are not currently being supplied.

In the 20th century, economist Joseph Schumpeter (1883-1950) focused on how the entrepreneur's drive for innovation and improvement creates upheaval and change. Schumpeter viewed entrepreneurship as a force of "creative destruction." The entrepreneur carries out "new combinations," thereby helping render old industries obsolete. Established ways of doing business are destroyed by the creation of new and better ways to do them.

Business expert Peter Drucker (1909-2005) took this idea further, describing the entrepreneur as someone who actually searches for change, responds to it, and exploits change as an opportunity. A quick look at changes in communications – from typewriters to personal computers to the Internet – illustrates these ideas.

Most economists today agree that entrepreneurship is a necessary ingredient for stimulating economic growth and employment opportunities in all societies. In the developing world, successful small businesses are the primary engines of job creation, income growth, and poverty reduction. Therefore, government support for entrepreneurship is a crucial strategy for economic development.

As the Business and Industry Advisory Committee to the Organization for Economic Cooperation and Development (OECD) said in 2003, "Policies to foster entrepreneurship are essential to job creation and economic growth." Government officials can provide incentives that encourage entrepreneurs to risk attempting new ventures. Among these are laws to enforce property rights and to encourage a competitive market system.

The culture of a community also may influence how much entrepreneurship there is within it. Different levels of entrepreneurship may stem from cultural differences that make entrepreneurship more or less rewarding personally. A community that accords the highest status to those at the top of hierarchical organizations or those with professional expertise may discourage entrepreneurship. A culture or policy that accords high status to the "self-made" individual is more likely to encourage entrepreneurship.

This overview is the first in a series of one-page essays about the fundamental elements of entrepreneurship. Each paper combines the thinking of mainstream economic theorists with examples of practices that are common to entrepreneurship in many countries. The series attempts to answer: Why and how do people become entrepreneurs? Why is entrepreneurship

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

beneficial to an economy? How can governments encourage entrepreneurship, and, with it, economic growth?

Next>>> Part 2 What Makes Someone an Entrepreneur?

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of Entrepreneurship

>>>> 1. What Is Entrepreneurship?

What is meant by entrepreneurship? The concept of entrepreneurship was first established in the 1700s, and the meaning has evolved ever since. Many simply equate it with starting one's own business. Most economists believe it is more than that.

To some economists, the entrepreneur is one who is willing to bear the risk of a new venture if there is a significant chance for profit. Others emphasize the entrepreneur's role as an innovator who markets his innovation. Still other economists say that entrepreneurs develop new goods or processes that the market demands and are not currently being supplied.

In the 20th century, economist Joseph Schumpeter (1883-1950) focused on how the entrepreneur's drive for innovation and improvement creates upheaval and change. Schumpeter viewed entrepreneurship as a force of "creative destruction." The entrepreneur carries out "new combinations," thereby helping render old industries obsolete. Established ways of doing business are destroyed by the creation of new and better ways to do them.

Business expert Peter Drucker (1909-2005) took this idea further, describing the entrepreneur as someone who actually searches for change, responds to it, and exploits change as an opportunity. A quick look at changes in communications—from typewriters to personal computers to the Internet—illustrates these ideas.

Most economists today agree that entrepreneurship is a necessary ingredient for stimulating economic growth and employment opportunities in all societies. In the developing world, successful small businesses are the primary engines of job creation, income growth, and poverty reduction. Therefore, government support for entrepreneurship is a crucial strategy for economic development.

As the Business and Industry Advisory Committee to the Organization for Economic Cooperation and Development (OECD) said in 2003, "Policies to foster entrepreneurship are essential to job creation and economic growth." Government officials can provide incentives that encourage entrepreneurs to risk attempting new ventures. Among these are laws to enforce property rights and to encourage a competitive market system.

The culture of a community also may influence how much entrepreneurship there is within it. Different levels of entrepreneurship may stem from cultural differences that make entrepreneurship more or less rewarding personally. A community that accords the highest status to those at the top of hierarchical organizations or those with professional expertise may discourage entrepreneurship. A culture or policy that accords high status to the "self-made" individual is more likely to encourage entrepreneurship.

This overview is the first in a series of one-page essays about the fundamental elements of entrepreneurship. Each paper combines the thinking of mainstream economic theorists with examples of practices that are common to entrepreneurship in many countries. The series attempts to answer:

- Why and how do people become entrepreneurs?
- Why is entrepreneurship beneficial to an economy?
- How can governments encourage entrepreneurship, and, with it, economic growth?

TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Entrepreneur and the Internet
download PDF

principles of Entrepreneurship

2. What Makes Someone an Entrepreneur?

Who can become an entrepreneur? There is no one definitive profile. Successful entrepreneurs come in various ages, income levels, gender, and race. They differ in education and experience. But research indicates that most successful entrepreneurs share certain personal attributes, including: creativity, dedication, determination, flexibility, leadership, passion, self-confidence, and "smarts."

- Creativity is the spark that drives the development of new products or services, or ways to do business. It is the push for innovation and improvement. It is continuous learning, questioning, and thinking outside of prescribed formulas.

- Dedication is what motivates the entrepreneur to work hard, 12 hours a day or more, even seven days a week, especially in the beginning, to get the endeavor off the ground. Planning and ideas must be joined by hard work to succeed. Dedication makes it happen.

- Determination is the extremely strong desire to achieve success. It includes persistence and the ability to bounce back after rough times. It persuades the entrepreneur to make the 10th phone call, after nine have yielded nothing. For the true entrepreneur, money is not the motivation. Success is the motivator; money is the reward.

- Flexibility is the ability to move quickly in response to changing market needs. It is being true to a dream while also being mindful of market realities. A story is told about an entrepreneur who started a fancy shop selling only French pastries. But customers wanted to buy muffins as well. Rather than risking the loss of these customers, the entrepreneur modified her vision to accommodate these needs.

- Leadership is the ability to create rules and to set goals. It is the capacity to follow through to see that rules are followed and goals are accomplished.

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

- Passion is what gets entrepreneurs started and keeps them there. It gives entrepreneurs the ability to convince others to believe in their vision. It can't substitute for planning, but it will help them to stay focused and to get others to look at their plans.

- Self-confidence comes from thorough planning, which reduces uncertainty and the level of risk. It also comes from expertise. Self-confidence gives the entrepreneur the ability to listen without being easily swayed or intimidated.

- "Smarts" is an American term that describes common sense joined with knowledge or experience in a related business or endeavor. The former gives a person good instincts, the latter, expertise. Many people have smarts they don't recognize. A person who successfully keeps a household on a budget has organizational and financial skills. Employment, education, and life experiences all contribute to smarts.

Every entrepreneur has these qualities in different degrees. But what if a person lacks one or more? Many skills can be learned. Or, someone can be hired who has strengths that the entrepreneur lacks. The most important strategy is to be aware of strengths and to build on them.

Next>>> Part 3 Why Become an Entrepreneur?

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of

Entrepreneurship

>>>> 2. What Makes Someone an Entrepreneur?

Who can become an entrepreneur? There is no one definitive profile. Successful entrepreneurs come in various ages, income levels, gender, and race. They differ in education and experience. But research indicates that most successful entrepreneurs share certain personal attributes, including: creativity, dedication, determination, flexibility, leadership, passion, self-confidence, and "smarts."

- Creativity is the spark that drives the development of new products or services or ways to do business. It is the push for innovation and improvement. It is continuous learning, questioning, and thinking outside of prescribed formulas.

- Dedication is what motivates the entrepreneur to work hard, 12 hours a day or more, even seven days a week, especially in the beginning, to get the endeavor off the ground. Planning and ideas must be joined by hard work to succeed. Dedication makes it happen.

- Determination is the extremely strong desire to achieve success. It includes persistence and the ability to bounce back after rough times. It persuades the entrepreneur to make the 10th phone call, after nine have yielded nothing. For the true entrepreneur, money is not the motivation. Success is the motivator; money is the reward.

- Flexibility is the ability to move quickly in response to changing market needs. It is being true to a dream while also being mindful of market realities. A story is told about an entrepreneur who started a fancy shop selling only French pastries. But customers wanted to buy muffins as well. Rather than risking the loss of these customers, the entrepreneur modified her vision to accommodate these needs.

- Leadership is the ability to create rules and to set goals. It is the capacity to follow through to see that rules are followed and goals are accomplished.

- Passion is what gets entrepreneurs started and keeps them there. It gives entrepreneurs the ability to convince others to believe in their vision. It can't substitute for planning, but it will help them to stay focused and to get others to look at their plans.

- Self-confidence comes from thorough planning, which reduces uncertainty and the level of risk. It also comes from expertise. Self-confidence gives the entrepreneur the ability to listen without being easily swayed or intimidated.

- "Smarts" consists of common sense joined with knowledge or experience in a related business or endeavor. The former gives a person good instincts, the latter, expertise. Many people have smarts they don't recognize. A person who successfully keeps a household on a budget has organizational and financial skills. Employment, education, and life experiences all contribute to smarts.

.

Every entrepreneur has these qualities in different degrees. But what if a person lacks one or more? Many skills can be learned. Or, someone can be hired who has strengths that the entrepreneur lacks. The most important strategy is to be aware of strengths and to build on them.

TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Entrepreneur and the Internet
download PDF

principles of
Entrepreneurship

3. Why Become an Entrepreneur?

What leads a person to strike out on his own and start a business? Perhaps a person has been laid off once or more. Sometimes a person is frustrated with his or her current job and doesn't see any better career prospects on the horizon. Sometimes a person realizes that his or her job is in jeopardy. A firm may be contemplating cutbacks that could end a job or limit career or salary prospects. Perhaps a person already has been passed over for promotion. Perhaps a person sees no opportunities in existing businesses for someone with his or her interests and skills.

Some people are actually repulsed by the idea of working for someone else. They object to a system where reward is often based on seniority rather than accomplishment, or where they have to conform to a corporate culture.

Other people decide to become entrepreneurs because they are disillusioned by the bureaucracy or politics involved in getting ahead in an established business or profession. Some are tired of trying to promote a product, service, or way of doing business that is outside the mainstream operations of a large company.

In contrast, some people are attracted to entrepreneurship by the advantages of starting a business. These include:

- Entrepreneurs are their own bosses. They make the decisions. They choose whom to do business with and what work they will do. They decide what hours to work, as well as what to pay and whether to take vacations.
- Entrepreneurship offers a greater possibility of achieving significant financial rewards than working for someone else.
- It provides the ability to be involved in the total operation of the business, from concept to design and creation, from sales to business operations and customer response.
- It offers the prestige of being the person in charge.
- It gives an individual the opportunity to build equity, which can be kept, sold, or passed on to the next generation.

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

- Entrepreneurship creates an opportunity for a person to make a contribution. Most new entrepreneurs help the local economy. A few – through their innovations – contribute to society as a whole. One example is entrepreneur Steve Jobs, who co-founded Apple in 1976, and ignited the subsequent revolution in desktop computers.

Some people evaluate the possibilities for jobs and careers where they live and make a conscious decision to pursue entrepreneurship.

No one reason is more valid than another; none guarantee success. However, a strong desire to start a business, combined with a good idea, careful planning, and hard work, can lead to a very engaging and profitable endeavor.

Next>>> Part 4 Decisions and Downfalls

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of

Entrepreneurship

>>>> 3. Why Become an Entrepreneur?

What leads a person to strike out on his own and start a business? Perhaps a person has been laid off once or more. Sometimes a person is frustrated with his or her current job and doesn't see any better career prospects on the horizon. Sometimes a person realizes that his or her job is in jeopardy. A firm may be contemplating cutbacks that could end a job or limit career or salary prospects. Perhaps a person already has been passed over for promotion. Perhaps a person sees no opportunities in existing businesses for someone with his or her interests and skills.

Some people are actually repulsed by the idea of working for someone else. They object to a system where reward is often based on seniority rather than accomplishment, or where they have to conform to a corporate culture.

Other people decide to become entrepreneurs because they are disillusioned by the bureaucracy or politics involved in getting ahead in an established business or profession. Some are tired of trying to promote a product, service, or way of doing business that is outside the mainstream operations of a large company.

In contrast, some people are attracted to entrepreneurship by the advantages of starting a business. These include:

- Entrepreneurs are their own bosses. They make the decisions. They choose whom to do business with and what work they will do. They decide what hours to work, as well as what to pay and whether to take vacations.
- Entrepreneurship offers a greater possibility of achieving significant financial rewards than working for someone else.
- It provides the ability to be involved in the total operation of the business, from concept to design and creation, from sales to business operations and customer response.
- It offers the prestige of being the person in charge.
- It gives an individual the opportunity to build equity, which can be kept, sold, or passed on to the next generation.
- Entrepreneurship creates an opportunity for a person to make a contribution. Most new entrepreneurs help the local economy. A few—through their innovations—contribute to society as a whole. One example is entrepreneur Steve Jobs, who co-founded Apple in 1976, and the subsequent revolution in desktop computers.

Some people evaluate the possibilities for jobs and careers where they live and make a conscious decision to pursue entrepreneurship.

No one reason is more valid than another; none guarantee success. However, a strong desire to start a business, combined with a good idea, careful planning, and hard work, can lead to a very engaging and profitable endeavor.

TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Entrepreneur and the Internet
download PDF

principles of Entrepreneurship

4. Decisions and Downfalls

Entrepreneurship is an attractive career choice. But many decisions have to be made before launching and managing a new business, no matter its size. Among the questions that need to be answered are:

- Does the individual truly want to be responsible for a business?
- What product or service should be the basis of the business?
- What is the market, and where should it be located?
- Is the potential of the business enough to provide a living wage for its employees and the owner?
- How can a person raise the capital to get started?
- Should an individual work full or part time to start a new business? Should the person start alone or with partners?

Answers to these questions are not empirically right or wrong. Rather, the answers will be based on each entrepreneur's judgment. An entrepreneur gathers as much information and advice as possible before making these and other crucial decisions.

The entrepreneur's challenge is to balance decisiveness with caution – to be a person of action who does not procrastinate before seizing an opportunity – and at the same time, to be ready for an opportunity by having done all the preparatory work possible to reduce the risks of the new endeavor.

Preparatory work includes evaluating the market opportunity, developing the product or service, preparing a good business plan, figuring out how much capital is needed, and making arrangements to obtain that capital.

Through careful analysis of entrepreneurs' successes and failures, economists have identified key factors for up-and-coming business owners to consider closely. Taking them into account can reduce risk. In contrast, paying them no attention can precipitate the downfall of a new enterprise.

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

- **Motivation:** What is the incentive for starting a business? Is it money alone? True, many entrepreneurs achieve great wealth. However, money is almost always tight in the startup and early phases of a new business. Many entrepreneurs do not even take a salary until they can do so and still leave the firm with a positive cash flow.

- **Strategy:** What is the strategy for distinguishing the product or service? Is the plan to compete solely on the basis of selling price? Price is important, but most economists agree that it is extremely risky to compete on price alone. Large firms that produce huge quantities have the advantage in lowering costs.

- **Realistic Vision:** Is there a realistic vision of the enterprise's potential? Insufficient operating funds are the cause of many failed businesses. Entrepreneurs often underestimate start-up costs and overestimate sales revenues in their business plans. Some analysts advise adding 50 percent to final cost estimates and reducing sales projections. Only then can the entrepreneur examine cash flow projections and decide if he or she is ready to launch a new business.

Next>>> Part 5 Go It Alone or Team Up?

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of

Entrepreneurship

>>>> 4. Decisions and Downfalls

Entrepreneurship is an attractive career choice. But many decisions have to be made before launching and managing a new business, no matter its size. Among the questions that need to be answered are:

- Does the individual truly want to be responsible for a business?
- What product or service should be the basis of the business?
- What is the market, and where should it be located?
- Is the potential of the business enough to provide a living wage for its employees and the owner?
- How can a person raise the capital to get started?
- Should an individual work full or part time to start a new business? Should the person start alone or with partners?

Answers to these questions are not empirically right or wrong. Rather, the answers will be based on each entrepreneur's judgment. An entrepreneur gathers as much information and advice as possible before making these and other crucial decisions.

The entrepreneur's challenge is to balance decisiveness with caution—to be a person of action who does not procrastinate before seizing an opportunity—and at the same time, to be ready for an opportunity by having done all the preparatory work possible to reduce the risks of the new endeavor.

Preparatory work includes evaluating the market opportunity, developing the product or service, preparing a good business plan, figuring out how much capital is needed, and making arrangements to obtain that capital.

Through careful analysis of entrepreneurs' successes and failures, economists have identified key factors for up-and-coming business owners to consider closely. Taking them into account can reduce risk. In contrast, paying them no attention can precipitate the downfall of a new enterprise.

- **Motivation:** What is the incentive for starting a business? Is it money alone? True, many entrepreneurs achieve great wealth. However, money is almost always tight in the startup and early phases of a new business. Many entrepreneurs do not even take a salary until they can do so and still leave the firm with a positive cash flow.

- **Strategy:** What is the strategy for distinguishing the product or service? Is the plan to compete solely on the basis of selling price? Price is important, but most economists agree that it is extremely risky to compete on price alone. Large firms that produce huge quantities have the advantage in lowering costs.

- **Realistic Vision:** Is there a realistic vision of the enterprise's potential? Insufficient operating funds are the cause of many failed businesses. Entrepreneurs often underestimate start-up costs and overestimate sales revenues in their business plans. Some analysts advise adding 50 percent to final cost estimates and reducing sales projections. Only then can the entrepreneur examine cash flow projections and decide if he or she is ready to launch a new business.

TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Entrepreneur and the Internet
download PDF

principles of
Entrepreneurship

5. Go It Alone or Team Up?

One important choice that new entrepreneurs have to make is whether to start a business alone or with other entrepreneurs. They need to consider many factors, including each entrepreneur's personal qualities and skills and the nature of the planned business.

In the United States, for instance, studies show that almost half of all new businesses are created by teams of two or more people. Often the people know each other well; in fact, it is common for teams to be spouses.

There are many advantages to starting a firm with other entrepreneurs. Team members share decision-making and management responsibilities. They can also give each other emotional support, which can help reduce individual stress.

Companies formed by teams have somewhat lower risks. If one of the founders is unavailable to handle his or her duties, another can step in.

Team interactions often generate creativity. Members of a team can bounce ideas off each other and "brainstorm" solutions to problems.

Studies show that investors and banks seem to prefer financing new businesses started by more than one entrepreneur. This alone may justify forming a team.

Other important benefits of teaming come from combining monetary resources and expertise. In the best situations, team members have complementary skills. One may be experienced in engineering, for example, and the other may be an expert in promotion.

In general, strong teams have a better chance at success. In Entrepreneurs in High Technology, Professor Edward Roberts of the Massachusetts Institute of Technology (MIT) reported that technology companies formed by entrepreneurial teams have a lower rate of failure than those started by individuals. This is particularly true when the team includes a marketing expert.

Entrepreneurs of different ages can create complementary teams also. Optimism and a "can-do" spirit characterize youth, while age brings experience and realism. In 1994, for example, Marc Andreessen was a talented young computer scientist with an innovative idea. James Clark, the founder and chairman of Silicon Graphics, saw his vision. Together they created Netscape Navigator, the Internet-browsing computer software that transformed personal computing.

But entrepreneurial teams have potential disadvantages as well. First, teams share ownership. In general, entrepreneurs should not offer to share ownership unless the potential partner can make a significant contribution to the venture.

Teams share control in making decisions. This may create a problem if a team member has

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

poor judgment or work habits.

Most teams eventually experience serious conflict. This may involve management plans, operational procedures, or future goals. It may stem from an unequal commitment of time or a personality clash. Sometimes such conflicts can be resolved; in others, a conflict can even lead to selling the company or, worse, to its failure.

It is important for a new entrepreneur to be aware of potential problems while considering the advantages of working with other entrepreneurs. In general, however, the benefits of teaming outweigh the risks.

Next>>> Part 6 Choosing a Product and a Market

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of

Entrepreneurship

>>>> 5. Go It Alone or Team Up?

One important choice that new entrepreneurs have to make is whether to start a business alone or with other entrepreneurs. They need to consider many factors, including each entrepreneur's personal qualities and skills and the nature of the planned business.

In the United States, for instance, studies show that almost half of all new businesses are created by teams of two or more people. Often the people know each other well; in fact, it is common for teams to be spouses.

There are many advantages to starting a firm with other entrepreneurs. Team members share decision-making and management responsibilities. They can also give each other emotional support, which can help reduce individual stress.

Companies formed by teams have somewhat lower risks. If one of the founders is unavailable to handle his or her duties, another can step in.

Team interactions often generate creativity. Members of a team can bounce ideas off each other and "brainstorm" solutions to problems.

Studies show that investors and banks seem to prefer financing new businesses started by more than one entrepreneur. This alone may justify forming a team.

Other important benefits of teaming come from combining monetary resources and expertise. In the best situations, team members have complementary skills. One may be experienced in engineering, for example, and the other may be an expert in promotion.

In general, strong teams have a better chance at success. In *Entrepreneurs in High Technology*, Professor Edward Roberts of the Massachusetts Institute of Technology (MIT) reported that technology companies formed by entrepreneurial teams have a lower rate of failure than those started by individuals. This is particularly true when the team includes a marketing expert.

Entrepreneurs of different ages can create complementary teams also. Optimism and a "can-do" spirit characterize youth, while age brings experience and realism. In 1994, for example, Marc Andreessen was a talented, young computer scientist with an innovative idea. James Clark, the founder and chairman of Silicon Graphics, saw his vision. Together they created Netscape Navigator, the Internet-browsing computer software that transformed personal computing.

But entrepreneurial teams have potential disadvantages as well. First, teams share ownership. In general, entrepreneurs should not offer to share ownership unless the potential partner can make a significant contribution to the venture.

Teams share control in making decisions. This may create a problem if a team member has poor judgment or work habits.

Most teams eventually experience serious conflict. This may involve management plans, operational procedures, or future goals. It may stem from an unequal commitment of time or a personality clash. Sometimes such conflicts can be resolved; in others, a conflict can even lead to selling the company or, worse, to its failure.

It is important for a new entrepreneur to be aware of potential problems while considering the advantages of working with other entrepreneurs. In general, the benefits of teaming outweigh the risks.

TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Entrepreneur and the Internet
download PDF

principles of Entrepreneurship

6. Choosing a Product and a Market

A prospective entrepreneur needs to come up with a good idea. This will serve as the foundation of the new venture.

Sometimes an entrepreneur sees a market need and – Eureka! – has an idea for a product or service to fill it. Other times an entrepreneur gets an idea for a product or service and tries to find a market for it. A Scottish engineer working at General Electric created putty that bounces but had no use for it. In the hands of a creative entrepreneur, it became a toy, "Silly Putty," with an enthusiastic market: children.

The idea doesn't have to be revolutionary. Research, timing, and a little luck transform commonplace ideas into successful businesses. In 1971, Chuck Burkett launched a firm to make an ordinary product, novelty key chains. But when he got a contract with a new venture in Florida – Disney World – he started making Mickey Mouse key chains, and achieved tremendous success.

There are many ways to look for ideas. Read a lot, talk to people, and consider questions such as: What limitations exist in current products and services? What would you like that is not available? Are there other uses for new technology?

What are innovative ways to use or to provide existing products? In Australia in 1996, two entrepreneurs founded Aussie Pet Mobile Inc. to bring pet bathing and grooming to busy people's homes. It is now a top U.S. franchise business.

Is society changing? What groups have unfulfilled needs? What about people's perceptions? Growing demand for healthy snacks created many business opportunities in the United States, for example.

Business ideas usually fit into one of four categories that were described by H. Igor Ansoff in the *Harvard Business Review* in 1957:

- An existing good or service for an existing market. This is a difficult approach for a start-up operation. It means winning over consumers through merchandising appeal, advertising, etc. Entry costs are high, and profit is uncertain.

- A new good or service for a new market. This is the riskiest strategy for a new firm because both the product and the market are unknown. It requires the most research and planning. If successful, however, it has the most

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

potential for new business and can be extremely profitable.

- A new good or service for an existing market. (Often this is expanded to include modified goods/services.) For example, entrepreneurial greeting-card makers use edgy humor and types of messages not produced by Hallmark or American Greetings – the major greeting-card makers – to compete in an existing market.

- An existing good or service for a new market. The new market could be a different country, region, or market niche. Entrepreneurs who provide goods/services at customers' homes or offices, or who sell them on the Internet, are also targeting a new market – people who don't like shopping or are too busy to do so.

The last two categories have moderate risk, but product and market research can reduce it. They also offer opportunities for utilizing effective start-up strategies – innovation, differentiation, and market specification.

Next>>> Part 7 Entry Strategies for New Ventures

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of

Entrepreneurship

>>>> 6. Choosing a Product and a Market

A prospective entrepreneur needs to come up with a good idea. This will serve as the foundation of the new venture.

Sometimes an entrepreneur sees a market need and—Eureka!—has an idea for a product or service to fill it. Other times an entrepreneur gets an idea for a product or service and tries to find a market for it. A Scottish engineer working at General Electric created putty that bounces but had no use for it. In the hands of a creative entrepreneur, it became a toy, "Silly Putty," with an enthusiastic market: children.

The idea doesn't have to be revolutionary. Research, timing, and a little luck transform commonplace ideas into successful businesses. In 1971, Chuck Burkett launched a firm to make an ordinary product, novelty key chains. But when he got a contract with a new venture in Florida—Disney World—he started making Mickey Mouse key chains, and achieved tremendous success.

There are many ways to look for ideas. Read a lot, talk to people, and consider such questions as: What limitations exist in current products and services? What would you like that is not available? Are there other uses for new technology?

What are innovative ways to use or to provide existing products? In Australia in 1996, two entrepreneurs founded Aussie Pet Mobile Inc. to bring pet bathing and grooming to busy people's homes. It is now a top U.S. franchise business.

Is society changing? What groups have unfulfilled needs? What about people's perceptions? Growing demand for healthy snacks created many business opportunities in the United States, for example.

Business ideas usually fit into one of four categories that were described by H. Igor Ansoff in the *Harvard Business Review* in 1957:

- An existing good or service for an existing market. This is a difficult approach for a start-up operation. It means winning over consumers through merchandising appeal, advertising, etc. Entry costs are high, and profit is uncertain.

- A new good or service for a new market. This is the riskiest strategy for a new firm because both the product and the market are unknown. It requires the most research and planning. If successful, however, it has the most potential for new business and can be extremely profitable.

- A new good or service for an existing market. (Often this is expanded to include modified goods/services.) For example, entrepreneurial greeting-card makers use edgy humor and types of messages not produced by Hallmark or American Greetings—the major greeting-card makers—to compete in an existing market.

- An existing good or service for a new market. The new market could be a different country, region, or market niche. Entrepreneurs who provide goods/services at customers' homes or offices, or who sell them on the Internet, are also targeting a new market—people who don't like shopping or are too busy to do so.

The last two categories have moderate risk, but product and market research can reduce it. They also offer opportunities for utilizing effective start-up strategies—innovation, differentiation, and market specification.

TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Entrepreneur and the Internet
download PDF

principles of
Entrepreneurship

7. Entry Strategies for New Ventures

It is easy to be captivated by the promise of entrepreneurship and the lure of becoming one's own boss. It can be difficult, however, for a prospective entrepreneur to determine what product or service to provide. Many factors need to be considered, including: an idea's market potential, the competition, financial resources, and one's skills and interests. Then it is important to ask: Why would a consumer choose to buy goods or services from this new firm?

One important factor is the uniqueness of the idea. By making a venture stand out from its competitors, uniqueness can help facilitate the entry of a new product or service into the market.

It is best to avoid an entry strategy based on low cost alone. New ventures tend to be small. Large firms usually have the advantage of lowering costs by producing large quantities.

Successful entrepreneurs often distinguish their ventures through differentiation, niche specification, and innovation.

- Differentiation is an attempt to separate the new company's product or service from that of its competitors. When differentiation is successful, the new product or service is relatively less sensitive to price fluctuations because customers value the quality that makes the product unique.

  A product can be functionally similar to its competitors' product but have features that improve its operation, for example. It may be smaller, lighter, easier to use or install, etc. In 1982, Compaq Computer began competing with Apple and IBM. Its first product was a single-unit personal computer with a handle. The concept of a portable computer was new and extremely successful.

- Niche specification is an attempt to provide a product or service that fulfills the needs of a specific subset of consumers. By focusing on a fairly narrow market sector, a new venture may satisfy customer needs better than larger competitors can.

  Changes in population characteristics may create opportunities to serve niche markets. One growing market segment in developed countries comprises people over 65 years old. Other niches include groups defined by interests or lifestyle, such as fitness enthusiasts, adventure-travel buffs, and working parents. In fact, some entrepreneurs specialize in making "homemade" dinners for working parents to heat and serve.

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

- Innovation is perhaps the defining characteristic of entrepreneurship. Visionary business expert Peter F. Drucker explained innovation as "change that creates a new dimension of performance." There are two main types of product innovation. Pioneering or radical innovation embodies a technological breakthrough or new-to-the-world product. Incremental innovations are modifications of existing products.

But innovation occurs in all aspects of businesses, from manufacturing processes to pricing policy. Tom Monaghan's decision in the late 1960s to create Domino's Pizza based on home delivery and Jeff Bezos's decision in 1995 to launch Amazon.com as a totally online bookstore are examples of innovative distribution strategies that revolutionized the marketplace.

Entrepreneurs in less-developed countries often innovate by imitating and adapting products created in developed countries. Drucker called this process "creative imitation." Creative imitation takes place whenever the imitators understand how an innovation can be applied, used, or sold in their particular market better than the original creators do.

Innovation, differentiation, and/or market specification are effective strategies to help a new venture to attract customers and start making sales.

Next>>> Part 8 Marketing Is Selling

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of

Entrepreneurship

>>>> 7. Entry Strategies for New Ventures

It is easy to be captivated by the promise of entrepreneurship and the lure of becoming one's own boss. It can be difficult, however, for a prospective entrepreneur to determine what product or service to provide. Many factors need to be considered, including: an idea's market potential, the competition, financial resources, and one's skills and interests. Then it is important to ask: Why would a consumer choose to buy goods or services from this new firm?

One important factor is the uniqueness of the idea. By making a venture stand out from its competitors, uniqueness can help facilitate the entry of a new product or service into the market.

It is best to avoid an entry strategy based on low cost alone. New ventures tend to be small. Large firms usually have the advantage of lowering costs by producing large quantities.

Successful entrepreneurs often distinguish their ventures through differentiation, niche specification, and innovation.

- Differentiation is an attempt to separate the new company's product or service from that of its competitors. When differentiation is successful, the new product or service is relatively less sensitive to price fluctuations because customers value the quality that makes the product unique.

  A product can be functionally similar to its competitors' product but have features that improve its operation, for example. It may be smaller, lighter, easier to use or install, etc. In 1982, Compaq Computer began competing with Apple and IBM. Its first product was a single-unit personal computer with a handle. The concept of a portable computer was new and extremely successful.

- Niche specification is an attempt to provide a product or service that fulfills the needs of a specific subset of consumers. By focusing on a fairly narrow market sector, a new venture may satisfy customer needs better than larger competitors can.

  Changes in population characteristics may create opportunities to serve niche markets. One growing market segment in developed countries comprises people over 65 years old. Other niches include groups defined by interests or lifestyle, such as fitness enthusiasts, adventure-travel buffs, and working parents. In fact, some entrepreneurs specialize in making "homemade" dinners for working parents to heat and serve.

- Innovation is perhaps the defining characteristic of entrepreneurship. Visionary business expert Peter F. Drucker explained innovation as "change that creates a new dimension of performance." There are two main types of product innovation. Pioneering or radical innovation embodies a technological breakthrough or new-to-the-world product. Incremental innovations are modifications of existing products.

  But innovation occurs in all aspects of businesses, from manufacturing processes to pricing policy. Tom Monaghan's decision in the late 1960s to create Domino's Pizza based on home delivery and Jeff Bezos' decision in 1995 to launch Amazon.com as a totally online bookstore are examples of innovative distribution strategies that revolutionized the marketplace.

Entrepreneurs in less-developed countries often innovate by imitating and adapting products created in developed countries. Drucker called this process "creative imitation." Creative imitation takes place whenever the imitators understand how an innovation can be applied, used, or sold in their particular market better than the original creators do.

Innovation, differentiation, and/or market specification are effective strategies to help a new venture to attract customers and start making sales.

TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Entrepreneur and the Internet
download PDF

principles of Entrepreneurship

8. Marketing Is Selling

Marketing is often defined as all the activities involved in the transfer of goods from the producer to the consumer, including advertising, shipping, storing, and selling. For a new business, however, marketing means selling. Without paying customers to buy the goods or services, all the entrepreneur's plans and strategies will undoubtedly fail.

How does a new business get orders? Before launching the business, the entrepreneur should research the target market and analyze competitive products. "Most business sectors have specific marketing strategies that work best for them and have already been put into practice," entrepreneur Phil Holland said. In 1970, Holland founded Yum Yum Donut Shops, Inc., which grew into the largest chain of privately owned doughnut shops in the United States. He suggests analyzing competitors' successful selling methods, pricing, and advertising.

For example, an entrepreneur can also develop a file of potential customers by collecting names or mailing lists from local churches, schools, and community groups or other organizations. This file can be used later for direct mailings – even for invitations to the opening of the new business.

After the new firm is launched, its owners need to get information about their product or service to as many potential customers as possible – efficiently, effectively, and within the constraints of a budget.

The most effective salesperson in a new venture is often the head of the business. People will almost always take a call from the "president" of a firm. This is the person with the vision, the one who knows the advantages of the new venture, and who can make quick decisions. Many famous entrepreneurs, such as Bill Gates at Microsoft, have been gifted at selling their products.

Company-employed sales people can be effective for a new venture, particularly one aimed at a fairly narrow market. Direct sales conducted by mail order or on the Internet are less expensive options that can be equally successful.

External channels also can be used. Intermediaries, such as agents or distributors, can be hired to market a product or service. Such individuals must be treated fairly and paid promptly. Some analysts advise treating external representatives like insiders and offering them generous bonuses so that the product or service stands out among the many they represent.

Advertising and promotion are essential marketing tools. Newspaper, magazine, television, and radio advertisements are effective for reaching large numbers of consumers. A less expensive option is printing fliers, which can be mailed to potential customers, handed out door to door, or displayed in businesses that permit it. New companies can also compose new product releases, which trade magazines usually publish without charge.

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

It is important to be listed in local telephone directories that group similar businesses under a single heading, such as the Yellow Pages in the United States. It is also useful to be listed on Internet search engines such as Google or Yahoo, which are used by consumers for locating local businesses. These often link to a company's Web site, thereby communicating more information.

Publicity is also an extremely valuable way to promote a new product or service. New firms should send press releases to media outlets. A local newspaper might publish a feature about the startup. A TV or radio station might interview its owners. This can be very effective in generating sales, and it's free!

Next>>> Part 9 The Entrepreneur and the Internet

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of

Entrepreneurship

>>>> 8. Marketing Is Selling

Marketing is often defined as all the activities involved in the transfer of goods from the producer to the consumer, including advertising, shipping, storing, and selling. For a new business, however, marketing means selling. Without paying customers to buy the goods or services, all the entrepreneur's plans and strategies will undoubtedly fail.

How does a new business get orders? Before launching the business, the entrepreneur should research the target market and analyze competitive products. "Most business sectors have specific marketing strategies that work best for them and have already been put into practice," entrepreneur Phil Holland said. In 1970, Holland founded Yum Yum Donut Shops, Inc., which grew into the largest chain of privately owned doughnut shops in the United States. He suggests analyzing competitors' successful selling methods, pricing, and advertising.

An entrepreneur can also develop a file of potential customers, for example, by collecting names or mailing lists from local churches, schools, and community groups or other organizations. This file can be used later for direct mailings—even for invitations to the opening of the new business.

After the new firm is launched, its owners need to get information about their product or service to as many potential customers as possible—efficiently, effectively, and within the constraints of a budget.

The most effective salesperson in a new venture is often the head of the business. People will almost always take a call from the "president" of a firm. This is the person with the vision, the one who knows the advantages of the new venture and who can make quick decisions. Many famous entrepreneurs, such as Bill Gates at Microsoft, have been gifted at selling their products.

Company-employed sales people can be effective for a new venture, particularly one aimed at a fairly narrow market. Direct sales conducted by mail order or on the Internet are less expensive options that can be equally successful.

External channels also can be used. Intermediaries, such as agents or distributors, can be hired to market a product or service. Such individuals must be treated fairly and paid promptly. Some analysts advise treating external representatives like insiders and offering them generous bonuses so that the product or service stands out among the many they represent.

Advertising and promotion are essential marketing tools. Newspaper, magazine, television, and radio advertisements are effective for reaching large numbers of consumers. A less expensive option is printing fliers, which can be mailed to potential customers, handed out door to door, or displayed in businesses that permit it. New companies can also compose new product releases, which trade magazines usually publish without charge.

It is important to be listed in local telephone directories that group similar businesses under a single heading, such as the Yellow Pages in the United States. It is also useful to be listed on Internet search engines such as Google or Yahoo, which are used by consumers for locating local businesses. These often link to a company's Web site, thereby communicating more information.

Publicity is also an extremely valuable way to promote a new product or service. New firms should send press releases to media outlets. A local newspaper might publish a feature about the startup. A TV or radio station might interview its owners. This can be very effective in generating sales, and it's free!

TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Entrepreneur and the Internet
download PDF

principles of
Entrepreneurship

9. The Entrepreneur and the Internet

The Internet — a vast computer network linking smaller computer networks — has revolutionized commerce by bringing together people from all over the globe. Many of its features can be used to shape a new business.

Communications: An entrepreneur must communicate with many people-suppliers, distributors, and customers, for example. A quick and relatively inexpensive way to send letters, reports, photographs, etc. to other Internet users is with electronic mail or "e-mail." E-mail can be used even for marketing. Various forms of computer software are available to protect documents from unauthorized access or alteration so that they can be securely shared and easily authenticated.

Research: Starting a business takes lots of research. An entrepreneur can find information on almost any subject very rapidly by using the Internet's World Wide Web.(The Web is a collection of text and multimedia documents linked to create a huge electronic library.) Many government agencies, universities, organizations, and businesses provide information on the Internet, usually at no cost.

The easiest way to find information on the Web is by using a search engine-a data retrieval system. The user types key words for a subject on the computer, clicks the enter button, and receives a list of materials — often within seconds. The items are linked electronically to the actual documents so that Internet users can read them on their computer screens. Among the most popular search engines are Yahoo! (http://yahoo.com) and Google (http://google.com).

Promotion: Web sites, pages of print and visual information that are linked together electronically, offer an opportunity for entrepreneurs to introduce a new business and its products and/or services to a huge audience. In general, Web sites can be created and updated more quickly and inexpensively than printed promotional materials. Moreover, they run continuously!

To create a Web site for her business, the entrepreneur can hire a firm to create one or purchase computer software to create it on her own. Many universities offer courses that teach how to build a Web site, also.

A Web site needs a name and an address. On the Internet, the two are usually the same. Web site names and addresses must be registered. Http://rs.internic.net is a Web site that lists registrars by country and language used. The address of the online business is expressed as a Uniform Resource Locator (URL). It usually ends in dot com (.com), which indicates a "commercial" site. Dot net (.net), an alternate ending; is often used when a specific Web site name ending in .com has already been registered. Good business Web site names are easy to remember and evoke the firm and its products or services.

The entrepreneur also needs a piece of property in cyberspace, where her Web site will reside.

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

Many commercial "hosting services," called Internet service providers (ISPs), rent space on their large computers (called servers) for a small monthly or annual fee.

Web site promotion is critical. A Web site address can be put on business cards, stationery, brochures — anything having to do with the new firm. Or, an entrepreneur can pay to place a colorful advertisement on non-competitive Web sites, such as ones for complementary products. Advertising banners usually link back to the advertised firm's Web site.

Entrepreneurs also can provide information about their Web sites to well-known Internet search engines. For a fee, most search engines will promote a Web site when a selected set of search terms is used. Online shoppers, for instance, often use search engines to find businesses that provide specific products and services.

Safe Use: Just as shopkeepers lock their storefronts, entrepreneurs who use the Internet need to take steps to keep their computer systems safe from the potential hazards of security breaches and viruses. One of the most effective steps is installing security software. Another is setting up an Internet firewall to screen and block undesired traffic between a computer network and the Internet. A technology consultant on contract can install these and other computer defenses. There is a lot of information about computer safety available, and often for free. For example, the National Cyber Security Alliance (http://www.staysafeonline.info/), an organization devoted to raising Internet security awareness, offers educational materials and other resources.

As Julian E. Lange, associate professor of entrepreneurship at Babson College, has said, "For creative entrepreneurs with limited resources, the Internet offers significant opportunities to build new businesses and enhance existing enterprises." New businesses will develop solutions to enhance the Internet user's experience. Existing businesses will take advantage of myriad Internet applications — from customer service to order processing to investor relations. Lange suggests that, for many entrepreneurs, the challenges posed by the Internet are "opportunities to delight customers and create exciting entrepreneurial ventures."

Next>>> Part 10 Selling Online

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of Entrepreneurship

>>>> 9. The Entrepreneur and the Internet

The Internet — a vast computer network linking smaller computer networks — has revolutionized commerce by bringing together people from all over the globe. Many of its features can be used to shape a new business.

Communications: An entrepreneur must communicate with many people—suppliers, distributors, and customers, for example. A quick and relatively inexpensive way to send letters, reports, photographs, etc. to other Internet users is with electronic mail or "e-mail." E-mail can be used even for marketing. Various forms of computer software are available to protect documents from unauthorized access or alteration so that they can be securely shared and easily authenticated.

Research: Starting a business takes lots of research. An entrepreneur can find information on almost any subject very rapidly by using the Internet's World Wide Web.. (The Web is a collection of text and multimedia documents linked to create a huge electronic library.) Many government agencies, universities, organizations, and businesses provide information on the Internet, usually at no cost.

The easiest way to find information on the Web is by using a search engine—a data retrieval system. The user types key words for a subject on the computer, clicks the enter button, and receives a list of materials–often within seconds. The items are linked electronically to the actual documents so that Internet users can read them on their computer screens. Among the most popular search engines are Yahoo! (http://yahoo.com) and Google (http://google.com).

Promotion: Web sites, pages of print and visual information that are linked together electronically, offer an opportunity for entrepreneurs to introduce a new business and its products and/or services to a huge audience. In general, Web sites can be created and updated more quickly and inexpensively than printed promotional materials. Moreover, they run continuously!

To create a Web site for her business, the entrepreneur can hire a firm to create one or purchase computer software to create it on her own. Many universities offer courses that teach how to build a Web site, also.

A Web site needs a name and an address. On the Internet, the two are usually the same. Web site names and addresses must be registered. Http://rs.internic.net is a Web site that lists registrars by country and language used. The address of the online business is expressed as a Uniform Resource Locator (URL). It usually ends in dot com (.com), which indicates a "commercial" site. Dot net (.net), an alternate ending; is often used when a specific Web site name ending in .com has already been registered. Good business Web site names are easy to remember and evoke the firm and its products or services.

The entrepreneur also needs a piece of property in cyberspace, where her Web site will reside. Many commercial "hosting services," called Internet service providers (ISPs), rent space on their large computers (called servers) for a small monthly or annual fee.

Web site promotion is critical. A Web site address can be put on business cards, stationery, brochures— anything having to do with the new firm. Or, an entrepreneur can pay to place a colorful advertisement on non-competitive Web sites, such as ones for complementary products. Advertising banners usually link back to the advertised firm's Web site.

Entrepreneurs also can provide information about their Web sites to well-known Internet search engines. For a fee, most search engines will promote a Web site when a selected set of search terms is used. Online shoppers, for instance, often use search engines to find businesses that provide specific products and services.

Safe Use: Just as shopkeepers lock their storefronts, entrepreneurs who use the Internet need to take steps to keep their computer systems safe from the potential hazards of security breaches and viruses. One of the most effective steps is installing security software. Another is setting up an Internet firewall to screen and block undesired traffic between a computer network and the Internet. A technology consultant on contract can install these and other computer defenses. There is a lot of information about computer safety available, and often for free. For example, the National Cyber Security Alliance (http://www.staysafeonline.info/), an organization devoted to raising Internet security awareness, offers educational materials and other resources.

As Julian E. Lange, associate professor of entrepreneurship at Babson College, has said, "For creative entrepreneurs with limited resources, the Internet offers significant opportunities to build new businesses and enhance existing enterprises." New businesses will develop solutions to enhance the Internet user's experience. Existing businesses will take advantage of myriad Internet applications — from customer service to order processing to investor relations. Lange suggests that, for many entrepreneurs, the challenges posed by the Internet are "opportunities to delight customers and create exciting entrepreneurial ventures."

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

10
网上销售
下载PDF文件(英文)

创业
指南

前言

经济学家和企业家对创业精神有不同的定义。但是，大多数 人都同意创业精神在任何社会中对刺激经济增长和增加就业都至关重要。在发展中国家尤为如此， 成功的小企业是创造就业机会和减少贫困的主要途径。这一组文章介绍了创业的基本条件，并阐 述了从准备创业到产品营销等各个阶段的成功要素。

作者珍妮霍尔登（Jeanne Holden）是自由撰稿人，也是经济问题专家。她曾在美国新 闻总署担任撰稿人与编辑达17年之久。

下一篇>>> 1 何谓创业精 神？

主编：*George Clack* | 执行编辑： *Mildred Neely* | 撰稿人： *Jeanne Holden* | 网页设计： *Tim Brown*

11
选择企业形式
下载**PDF**文件(英文)

12
制订企业经营计划
下载**PDF**文件(英文)

13
创业的资本需求
下载**PDF**文件(英文)

14
资金来源
下载**PDF**文件(英文)

15
知识产权：宝贵的商业资产
下载**PDF**文件(英文)

16
小型企业的优势
下载**PDF**文件(英文)

17
创业带动经济发展
下载**PDF**文件(英文)

18
政府政策的重要性
下载**PDF**文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载**PDF**文件(英文)

20
创业术语表
下载**PDF**文件(英文)

21
补充阅读材料**(**英文**)**
下载**PDF**文件(英文)

下 载全套**PDF**文件(英文)压缩文件

请提出宝贵意见：
iiptcp@state.gov.

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Internet and The Entrepreneur

principles of Entrepreneurship

10. Selling Online

Many entrepreneurs sell goods or services on the Internet. Why? The Internet provides access to a large and growing market. Approximately 627 million people were shopping online worldwide in 2005, according to ACNielsen, a global information-marketing company.

By selling on the Internet, a neighborhood shop or home-based firm can reach a national or even international group of potential customers. When entrepreneurs sell online, they are on a more level playing field with larger competitors.

There are costs to Internet selling, certainly. But the price of creating and managing a Web site has dropped, and the number of Web site design and management companies has grown. In fact, some entrepreneurs find it less costly to run an Internet store than to hire a large sales force and maintain one or more bricks and mortar — or actual — stores.

Some businesses — books, airline travel, and the stock market, for example - have been transformed by their success in online sales. Others, such as amusement parks, bowling alleys, or utility companies, may not at first seem well suited to the Internet. But a Web site also can be used for selling tickets, offering discounts, or letting customers make payments over the Internet.

To start an online business, an entrepreneur must:

- Register a domain name — an Internet name and address.
- Purchase a server or contract with an Internet service provider to host the Web site. Buy Internet software to create a Web site or hire an expert to do so. Design an attractive and easy-to-navigate online store.
- Create an online catalog. Provide clearly written information, without technical language or jargon. Use lots of photos to encourage potential customers to buy. Include clear instructions to order by phone or online.
- Establish a payment method. Some companies bill a customer before or after shipping merchandise. This may cause payment delays, however. Another option is to have customers use credit or debit cards online. A business can get a bank-authorized transaction-processing account

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

(merchant account) for handling the revenue (and fees) from credit card transactions from a bank or other institution that processes credit cards online. Alternately, it is possible to hire an online payment service, such as WorldPay (www.worldpay.com), to handle these transactions.

- Make the Web site secure, especially to protect customers' financial information. Hiring a technology expert is time and money well spent as compared to the potential risk of security violations.

- Establish a policy for shipping. Options include letting the business absorb the cost (no charge), including costs in the listed prices, or explicitly listing shipping charges. Customers should never be surprised at the end of a transaction with shipping costs. Customers may cancel the sale.

- Offer customers an e-mail address or phone number for complaints, suggestions, or compliments, and respond to them. This can boost customer loyalty.

After creating an online store, there is still much to do. An entrepreneur needs to attract potential customers. There are many ways to advertise a Web site. One is to print a Web address on business receipts, letterhead, newsletters, and other materials. Another is to contact search engines like Google and Yahoo, and to use key subject words in the Web site design so that search-engine users are directed to the entrepreneur's Web site. For example, a restaurant specializing in food from Afghanistan might include the key words and phrases "Afghan cuisine," "traditional recipes," "contemporary cooking," "bulani," "hummus," "korma," "kabobs," "kofta," "lamb, "ashwak," "steamed dumplings," and others like these.

Web site promotion is crucial. Getting noticed is the first step to making online sales.

Next>>> Part 11 Choosing a Form of Business

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of

Entrepreneurship

>>>>10. Selling Online

Many entrepreneurs sell goods or services on the Internet. Why? The Internet provides access to a large and growing market. Approximately 627 million people were shopping online worldwide in 2005, according to ACNielsen, a global information-marketing company.

By selling on the Internet, a neighborhood shop or home-based firm can reach a national or even international group of potential customers. When entrepreneurs sell online, they are on a more level playing field with larger competitors.

There are costs to Internet selling, certainly. But the price of creating and managing a Web site has dropped, and the number of Web site design and management companies has grown. In fact, some entrepreneurs find it less costly to run an Internet store than to hire a large sales force and maintain one or more bricks and mortar — or actual — stores.

Some businesses — books, airline travel, and the stock market, for example — have been transformed by their success in online sales. Others, such as amusement parks, bowling alleys, or utility companies, may not at first seem well suited to the Internet. But a Web site also can be used for selling tickets, offering discounts, or letting customers make payments over the Internet.

To start an online business, an entrepreneur must:

- Register a domain name — an Internet name and address.

- Purchase a server or contract with an Internet service provider to host the Web site. Buy Internet software to create a Web site or hire an expert to do so. Design an attractive and easy-to-navigate online store.

- Create an online catalog. Provide clearly written information, without technical language or jargon. Use lots of photos to encourage potential customers to buy. Include clear instructions to order by phone or online.

- Establish a payment method. Some companies bill a customer before or after shipping merchandise. This may cause payment delays, however. Another option is to have customers use credit or debit cards online. A business can get a bank-authorized transaction-processing account (merchant account) for handling the revenue (and fees) from credit card transactions from a bank or other institution that processes credit cards online. Alternately, it is possible to hire an online payment service, such as WorldPay (www.worldpay.com), to handle these transactions.

- Make the Web site secure, especially to protect customers' financial information. Hiring a technology expert is time and money well spent as compared to the potential risk of security violations.

- Establish a policy for shipping. Options include letting the business absorb the cost (no charge), including costs in the listed prices, or explicitly listing shipping charges. Customers should never be surprised at the end of a transaction with shipping costs. Customers may cancel the sale.

- Offer customers an e-mail address or phone number for complaints, suggestions, or compliments, and respond to them. This can boost customer loyalty.

After creating an online store, there is still much to do. An entrepreneur needs to attract potential customers. There are many ways to advertise a Web site. One is to print a Web address on business receipts, letterhead, newsletters, and other materials. Another is to contact search engines like Google and Yahoo, and to use key subject words in the Web site design so that search-engine users are directed to the entrepreneur's Web site. For example, a restaurant specializing in food from Afghanistan might include the key words and phrases "Afghan cuisine," "traditional recipes," "contemporary cooking," "bulani," "hummus," "korma," "kabobs," "kofta," "lamb, "ashwak," "steamed dumplings," and others like these.

Web site promotion is crucial. Getting noticed is the first step to making online sales.

TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Internet and The Entrepreneur

principles of
Entrepreneurship

11. Choosing a Form of Business

In many countries, entrepreneurs must select a form of organization when they start a small business. The basic forms of organization are sole proprietorships, partnerships, and corporations. Each has advantages and disadvantages. Moreover, the laws and regulations that apply to business owners vary from country to country and by local jurisdiction. Entrepreneurs should consult an attorney or other expert to make sure that they have all the necessary licenses and permits, and are aware of all their legal obligations. In many countries, the local Chamber of Commerce or local business council is also a good source of information.

Sole Proprietorship: In a sole proprietorship, the individual entrepreneur owns the business and is fully responsible for all its debts and legal liabilities. More than 75 percent of all U.S. businesses are sole proprietorships. Examples include writers and consultants, local restaurants and shops, and home-based businesses.

This is the easiest and least expensive form of business to start. In general, an entrepreneur files all required documents and opens a shop. The disadvantage is that there is unlimited personal liability — all personal and business assets owned by the entrepreneur may be at risk if the business goes into debt.

Partnership: A partnership consists of two or more people who share the assets, liabilities, and profits of a business. The greatest advantage comes from shared responsibilities. Partnerships also benefit by having more investors and a greater range of knowledge and skills.

There are two main kinds of partnerships, general partnerships and limited partnerships. In a general partnership, all partners are liable for the acts of all other partners. All also have unlimited personal liability for business debts. In contrast, a limited partnership has at least one general partner who is fully liable plus one or more limited partners who are liable only for the amount of money they invest in the partnership.

The largest disadvantage of any partnership is the potential for disagreements, regardless of how well or how long the partners have known each other.

Experts agree that a partnership agreement drawn up by an experienced lawyer is essential to a successful partnership. It is often used to:

- create a mechanism for resolving disagreements;
- specify each partner's contribution to the partnership;
- divide up management responsibilities; and

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

- specify what happens if a partner leaves or dies.

Corporations: Corporations are recommended for entrepreneurs who plan to conduct a large-scale enterprise. As a legal entity that has a life separate from its owners, a corporation can sue or be sued, acquire and sell property, and lend money.

Corporations are divided into shares or stocks, which are owned by one, a few, or many people. Ownership is based on the percentage of stock owned. Shareholders are not responsible for the debts of the corporation, unless they have personally guaranteed them. A shareholder's investment is the limit of her liability. Corporations can more easily obtain investment, raise capital by selling stock, and survive a change of ownership. They provide more protection from liability than other forms of business. Their potential for growth is unlimited.

However, corporations are more complex and expensive to set up than other forms of business and are usually subject to a higher level of government regulation.

Next>>> Part 12 Creating a Business Plan

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of

Entrepreneurship

>>>> 11. Choosing a Form of Business

In many countries, entrepreneurs must select a form of organization when they start a small business. The basic forms of organization are sole proprietorships, partnerships, and corporations. Each has advantages and disadvantages. Moreover, the laws and regulations that apply to business owners vary from country to country and by local jurisdiction. Entrepreneurs should consult an attorney or other expert to make sure that they have all the necessary licenses and permits, and are aware of all their legal obligations. In many countries, the local Chamber of Commerce or local business council is also a good source of information.

Sole Proprietorship: In a sole proprietorship, the individual entrepreneur owns the business and is fully responsible for all its debts and legal liabilities. More than 75 percent of all U.S. businesses are sole proprietorships. Examples include writers and consultants, local restaurants and shops, and home-based businesses.

This is the easiest and least expensive form of business to start. In general, an entrepreneur files all required documents and opens a shop. The disadvantage is that there is unlimited personal liability — all personal and business assets owned by the entrepreneur may be at risk if the business goes into debt.

Partnership: A partnership consists of two or more people who share the assets, liabilities, and profits of a business. The greatest advantage comes from shared responsibilities. Partnerships also benefit by having more investors and a greater range of knowledge and skills.

There are two main kinds of partnerships, general partnerships and limited partnerships. In a general partnership, all partners are liable for the acts of all other partners. All also have unlimited personal liability for business debts. In contrast, a limited partnership has at least one general partner who is fully liable plus one or more limited partners who are liable only for the amount of money they invest in the partnership.

The largest disadvantage of any partnership is the potential for disagreements, regardless of how well or how long the partners have known each other.

Experts agree that a partnership agreement drawn up by an experienced lawyer is essential to a successful partnership. It is often used to:

- create a mechanism for resolving disagreements;
- specify each partner's contribution to the partnership;
- divide up management responsibilities; and
- specify what happens if a partner leaves or dies.

Corporations: Corporations are recommended for entrepreneurs who plan to conduct a large-scale enterprise. As a legal entity that has a life separate from its owners, a corporation can sue or be sued, acquire and sell property, and lend money.

Corporations are divided into shares or stocks, which are owned by one, a few, or many people. Ownership is based on the percentage of stock owned. Shareholders are not responsible for the debts of the corporation, unless they have personally guaranteed them. A shareholder's investment is the limit of her liability. Corporations can more easily obtain investment, raise capital by selling stock, and survive a change of ownership. They provide more protection from liability than other forms of business. Their potential for growth is unlimited.

However, corporations are more complex and expensive to set up than other forms of business and are usually subject to a higher level of government regulation.

TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Entrepreneur and the Internet
download PDF

principles of Entrepreneurship

12. Creating a Business Plan

A comprehensive business plan is crucial for a start-up business. It defines the entrepreneur's vision and serves as the firm's resume.

There are many reasons for writing a business plan:

- To convince oneself that the new venture is worthwhile before making a significant financial and personal commitment.
- To assist management in goal-setting and long-range planning.
- To attract investors and get financing.
- To explain the business to other companies with which it would be useful to create an alliance or contract.
- To attract employees.

A business plan can help an entrepreneur to allocate resources appropriately, handle unexpected problems, and make good business decisions.

A well-organized plan is an essential part of any loan application. It should specify how the business would repay any borrowed money. The entrepreneur also should take into account all startup expenses and potential risks so as not to appear naive.

However, according to Andrew Zacharakis, a common misperception is that a business plan is primarily used for raising capital. Zacharakis, a professor of entrepreneurship at Babson College, suggests that the primary purpose of a business plan is to help entrepreneurs gain a deeper understanding of the opportunity they envision. He explains: "The business plan process helps the entrepreneur shape her original vision into a better opportunity by raising critical questions, researching answers for those questions, and then answering them."

Some entrepreneurs create two plans: a planning document for internal use and a marketing document for attracting outside investment. In this situation, the information in each plan is essentially the same, but the emphasis is somewhat different. For example, an internal document intended to guide the business does not need detailed biographies of the management. However, in a plan intended for marketing, the background and experience of management may be the most important feature.

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

A standard business plan is usually about 40 pages in length. It should use good visual formatting, such as bulleted lists and short paragraphs. The language should be free of jargon and easy to understand.

The tone should be business-like and enthusiastic. It should be strong on facts in order to convince people to invest money or time in the new venture.

The basic elements of a standard business plan include:

Title Page
Table of Contents
Executive Summary
Company Description
Product/Service
Market and Competition
Marketing and Selling Strategy
Operating Plan
Management/Organization
Financing
Supporting Documents

The executive summary is the cornerstone of a good plan. This is the section that people read in order to decide whether to read the rest. It should concisely summarize the technical, marketing, financial, and managerial details. More importantly, it needs to convince the reader that the new venture is a worthy investment.

The company description highlights the entrepreneur's dream, strategy, and goals.

The product/service section should stress the characteristics and benefits of the new venture. What differentiates it from its competition? Is it innovative?

The financial components of a new venture's business plan typically include three projections: a balance sheet, an income statement, and a cash-flow analysis. These require detailed estimates of expenses and sales. Expenses are relatively easy to estimate. Sales projections are usually based on market research, and often utilize sales data for similar products and services produced by competitors.

Writing a business plan may seem overwhelming. However, there are ways to make the process more manageable. First, there are many computer software packages for producing a standard business plan. Numerous books on entrepreneurship have detailed instructions, and many universities sponsor programs for new businesses.

Next>>> Part 13 The Entrepreneur's Need for Capital

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of

Entrepreneurship

>>>> 12. Creating a Business Plan

A comprehensive business plan is crucial for a start-up business. It defines the entrepreneur's vision and serves as the firm's resume.

There are many reasons for writing a business plan:

- To convince oneself that the new venture is worthwhile before making a significant financial and personal commitment.
- To assist management in goal-setting and long-range planning.
- To attract investors and get financing.
- To explain the business to other companies with which it would be useful to create an alliance or contract.
- To attract employees.

A business plan can help an entrepreneur to allocate resources appropriately, handle unexpected problems, and make good business decisions.

A well-organized plan is an essential part of any loan application. It should specify how the business would repay any borrowed money. The entrepreneur also should take into account all startup expenses and potential risks so as not to appear naive.

However, according to Andrew Zacharakis, a common misperception is that a business plan is primarily used for raising capital. Zacharakis, a professor of entrepreneurship at Babson College, suggests that the primary purpose of a business plan is to help entrepreneurs gain a deeper understanding of the opportunity they envision. He explains: "The business plan process helps the entrepreneur shape her original vision into a better opportunity by raising critical questions, researching answers for those questions, and then answering them."

Some entrepreneurs create two plans: a planning document for internal use and a marketing document for attracting outside investment. In this situation, the information in each plan is essentially the same, but the emphasis is somewhat different. For example, an internal document intended to guide the business does not need detailed biographies of the management. However, in a plan intended for marketing, the background and experience of management may be the most important feature.

A standard business plan is usually about 40 pages in length. It should use good visual formatting, such as bulleted lists and short paragraphs. The language should be free of jargon and easy to understand.

The tone should be business-like and enthusiastic. It should be strong on facts in order to convince people to invest money or time in the new venture.

The basic elements of a standard business plan include:

Title Page
Table of Contents
Executive Summary
Company Description
Product/Service
Market and Competition
Marketing and Selling Strategy
Operating Plan
Management/Organization
Financing
Supporting Documents

The executive summary is the cornerstone of a good plan. This is the section that people read in order to decide whether to read the rest. It should concisely summarize the technical, marketing, financial, and managerial details. More importantly, it needs to convince the reader that the new venture is a worthy investment.

The company description highlights the entrepreneur's dream, strategy, and goals.

The product/service section should stress the characteristics and benefits of the new venture. What differentiates it from its competition? Is it innovative?

The financial components of a new venture's business plan typically include three projections: a balance sheet, an income statement, and a cash-flow analysis. These require detailed estimates of expenses and sales. Expenses are relatively easy to estimate. Sales projections are usually based on market research, and often utilize sales data for similar products and services produced by competitors.

Writing a business plan may seem overwhelming. However, there are ways to make the process more manageable. First, there are many computer software packages for producing a standard business plan. Numerous books on entrepreneurship have detailed instructions, and many universities sponsor programs for new businesses.

TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Entrepreneur and the Internet
download PDF

principles of Entrepreneurship

13. The Entrepreneur's Need for Capital

New businesses rarely show a profit in the early months of operation. Generating sales takes time, and receipts are not usually sufficient to offset start-up costs and monthly expenses. Therefore, entrepreneurs need to estimate how much money they need and then raise that amount to transform their dream into a reality.

It doesn't necessarily take a lot of cash to create a successful business. In the mid-1970s, Steve Jobs and Steve Wozniak started Apple Computer by selling a Volkswagen microbus and a Hewlett-Packard scientific calculator to raise $1,300 — enough for a makeshift production line. In 1997, Bill Martin and Greg Wright used the free Internet connections in their college dorm rooms and $175 — $75 for a New Jersey partnership fee, $70 to register their Web domain name, and $30 for a month's hosting fee -- to start www.ragingbull.com, which is now a successful financial Web site.

Many entrepreneurs start businesses with $5,000 or less, just enough to establish the business, invest in some inventory, and create some advertising materials. There are many ways to reduce expenses: for instance, by initially working out of one's home rather than leasing an office or leasing office equipment rather than buying it.

However, all entrepreneurs need to estimate how much cash they need to cover expenses until the business begins to make a profit. For this task, the best financial tools are the income statement and cash flow statement. Cash flow refers to the amount of money actually available to make purchases and pay current bills and obligations. It is the difference between cash receipts (money taken in) and cash disbursements (money spent) over a specific time period.

It is important to attach notes to these forecasts to explain any unusual expenses or assumptions used in the calculations.

- An income statement sets out all of the entrepreneur's projected revenues and expenses (including depreciation and mortgages) to determine a venture's profits per month and year. Depreciation is a method to account for assets whose value is considered to decrease over time.

- A cash flow statement estimates anticipated cash sales as well as anticipated cash payments of bills. This estimate can be done on a weekly, monthly, or quarterly basis, but experts recommend that it be done at least once every month for the first year or two of a new business. This forecast is used to project the money required to finance the operation annually. By

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

calculating this forecast on a cumulative basis, the entrepreneur can forecast his company's overall capital needs at start up.

The monthly net cash flow shows how much an entrepreneur's cash receipts exceed or fall short of monthly cash expenditures. For most of the first year, the monthly expenditures are likely to exceed the receipts. In many cases, goods are shipped out before payment is received. Meanwhile, the entrepreneur still has to pay his bills. Therefore, the cumulative cash flow, which adds each month's total to that of previous months, will result in a growing negative amount.

A critical point for a new business occurs when monthly sales receipts are enough to cover monthly expenses. At this point, the negative cumulative cash flow will begin to decrease and move toward a positive one. The cumulative cash flow amount reached just before it reverses direction indicates approximately how much capital the new business will need.

Financial projections are inevitably somewhat inaccurate simply because every contingency cannot be predicted. For this reason, experts recommend that entrepreneurs add at least 20 percent to the financial needs calculated in the cash flow statement to create a safety net for unforeseen events.

With these estimates, the entrepreneur can seek funding and concentrate more clearly on launching the new business.

Next>>> Part 14 Sources of Financing

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of

Entrepreneurship

>>>> 13. The Entrepreneur's Need for Capital

New businesses rarely show a profit in the early months of operation. Generating sales takes time, and receipts are not usually sufficient to offset start-up costs and monthly expenses. Therefore, entrepreneurs need to estimate how much money they need and then raise that amount to transform their dream into a reality.

It doesn't necessarily take a lot of cash to create a successful business. In the mid-1970s, Steve Jobs and Steve Wozniak started Apple Computer by selling a Volkswagen microbus and a Hewlett-Packard scientific calculator to raise $1,300 — enough for a makeshift production line. In 1997, Bill Martin and Greg Wright used the free Internet connections in their college dorm rooms and $175: $75 for a New Jersey partnership fee, $70 to register their Web domain name, and $30 for a month's hosting fee — to start www.ragingbull.com, which is now a successful financial Web site.

Many entrepreneurs start businesses with $5,000 or less, just enough to establish the business, invest in some inventory, and create some advertising materials. There are many ways to reduce expenses: for instance, by initially working out of one's home rather than leasing an office or leasing office equipment rather than buying it.

However, all entrepreneurs need to estimate how much cash they need to cover expenses until the business begins to make a profit. For this task, the best financial tools are the income statement and cash flow statement. Cash flow refers to the amount of money actually available to make purchases and pay current bills and obligations. It is the difference between cash receipts (money taken in) and cash disbursements (money spent) over a specific time period.

It is important to attach notes to these forecasts to explain any unusual expenses or assumptions used in the calculations.

- An income statement sets out all of the entrepreneur's projected revenues and expenses (including depreciation and mortgages) to determine a venture's profits per month and year. Depreciation is a method to account for assets whose value is considered to decrease over time.
- A cash flow statement estimates anticipated cash sales as well as anticipated cash payments of bills. This estimate can be done on a weekly, monthly, or quarterly basis, but experts recommend that it be done at least once every month for the first year or two of a new business. This forecast is used to project the money required to finance the operation annually. By calculating this forecast on a cumulative basis, the entrepreneur can forecast his company's overall capital needs at start up.

The monthly net cash flow shows how much an entrepreneur's cash receipts exceed or fall short of monthly cash expenditures. For most of the first year, the monthly expenditures are likely to exceed the receipts. In many cases, goods are shipped out before payment is received. Meanwhile, the entrepreneur still has to pay his bills. Therefore, the cumulative cash flow, which adds each month's total to that of previous months, will result in a growing negative amount.

A critical point for a new business occurs when monthly sales receipts are enough to cover monthly expenses. At this point, the negative cumulative cash flow will begin to decrease and move toward a positive one. The cumulative cash flow amount reached just before it reverses direction indicates approximately how much capital the new business will need.

Financial projections are inevitably somewhat inaccurate simply because every contingency cannot be predicted. For this reason, experts recommend that entrepreneurs add at least 20 percent to the financial needs calculated in the cash flow statement to create a safety net for unforeseen events.

With these estimates, the entrepreneur can seek funding and concentrate more clearly on launching the new business.

TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Entrepreneur and the Internet
download PDF

principles of Entrepreneurship

14. Sources of Financing

Many entrepreneurs struggle to find the capital to start a new business. There are many sources to consider, so it is important for an entrepreneur to fully explore all financing options. He also should apply for funds from a wide variety of sources.

Personal savings: Experts agree that the best source of capital for any new business is the entrepreneur's own money. It is easy to use, quick to access, has no payback terms, and requires no transfer of equity (ownership). Also, it demonstrates to potential investors that the entrepreneur is willing to risk his own funds and will persevere during hard times.

Friends and family: These people believe in the entrepreneur, and they are the second easiest source of funds to access. They do not usually require the paperwork that other lenders require. However, these funds should be documented and treated like loans. Neither part ownership nor a decision-making position should be given to these lenders, unless they have expertise to provide. The main disadvantage of these funds is that, if the business fails and money goes lost, a valuable relationship may be jeopardized.

Credit cards: The entrepreneur's personal credit cards are an easy source of funds to access, especially for acquiring business equipment such as photocopiers, personal computers, and printers. These items can usually be obtained with little or no money paid up front and with small monthly payments. The main disadvantage is the high rate of interest charged on credit card balances that are not paid off in full each month.

Banks: Banks are very conservative lenders. As successful entrepreneur Phil Holland explains, "Many prospective business owners are disappointed to learn that banks do not make loans to start-up businesses unless there are outside assets to pledge against borrowing." Many entrepreneurs simply do not have enough assets to get a secured loan from a lending institution.

However, if an entrepreneur has money in a bank savings account, she can usually borrow against that money. If an entrepreneur has good credit, it is also relatively easy to get a personal loan from a bank. These loans tend to be short-term and not as large as business loans.

Venture investors: This is a major source of funding for start-ups that have a strong potential for growth. However, venture investors insist on retaining part ownership in new businesses that they fund.

- Formal institutional venture funds are usually limited partnerships in which passive limited partners, such as retirement funds, supply most of the money. These funds have large amounts of money to invest. However, the

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

process of obtaining venture capital is very slow. Several books, such as *Galante's Venture Capital & Private Equity Directory*, give detailed information on these funds.

- Corporate venture funds are large corporations with funds for investing in new ventures. These often provide technical and management expertise in addition to large monetary investments. However, these funds are slow to access compared to other sources of funds. Also, they often seek to gain control of new businesses.

- Angel investors tend to be successful entrepreneurs who have capital that they are willing to risk. They often insist on being active advisers to businesses they support. Angel funds are quicker to access than corporate venture funds, and they are more likely to be invested in a start-up operation. But they may make smaller individual investments and have fewer contacts in the banking community.

Government programs: Many national and regional governments offer programs to encourage small- and medium-sized businesses. In the United States, the Small Business Administration (SBA) assists small firms by acting as a guarantor of loans made by private institutions for borrowers who may not otherwise qualify for a commercial loan.

Next>>> Part 15 Intellectual Property: A Valuable Business Asset

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of

Entrepreneurship

>>>> 14. Sources of Financing

Many entrepreneurs struggle to find the capital to start a new business. There are many sources to consider, so it is important for an entrepreneur to fully explore all financing options. He also should apply for funds from a wide variety of sources.

Personal savings: Experts agree that the best source of capital for any new business is the entrepreneur's own money. It is easy to use, quick to access, has no payback terms, and requires no transfer of equity (ownership). Also, it demonstrates to potential investors that the entrepreneur is willing to risk his own funds and will persevere during hard times.

Friends and family: These people believe in the entrepreneur, and they are the second easiest source of funds to access. They do not usually require the paperwork that other lenders require. However, these funds should be documented and treated like loans. Neither part ownership nor a decision-making position should be given to these lenders, unless they have expertise to provide. The main disadvantage of these funds is that, if the business fails and money goes lost, a valuable relationship may be jeopardized.

Credit cards: The entrepreneur's personal credit cards are an easy source of funds to access, especially for acquiring business equipment such as photocopiers, personal computers, and printers. These items can usually be obtained with little or no money paid up front and with small monthly payments. The main disadvantage is the high rate of interest charged on credit card balances that are not paid off in full each month.

Banks: Banks are very conservative lenders. As successful entrepreneur Phil Holland explains, "Many prospective business owners are disappointed to learn that banks do not make loans to start-up businesses unless there are outside assets to pledge against borrowing." Many entrepreneurs simply do not have enough assets to get a secured loan from a lending institution.

However, if an entrepreneur has money in a bank savings account, she can usually borrow against that money. If an entrepreneur has good credit, it is also relatively easy to get a personal loan from a bank. These loans tend to be short-term and not as large as business loans.

Venture investors: This is a major source of funding for start-ups that have a strong potential for growth. However, venture investors insist on retaining part ownership in new businesses that they fund.

- Formal institutional venture funds are usually limited partnerships in which passive limited partners, such as retirement funds, supply most of the money. These funds have large amounts of money to invest. However, the process of obtaining venture capital is very slow. Several books, such as Galante's Venture Capital & Private Equity Directory, give detailed information on these funds.

- Corporate venture funds are large corporations with funds for investing in new ventures. These often provide technical and management expertise in addition to large monetary investments. However, these funds are slow to access compared to other sources of funds. Also, they often seek to gain control of new businesses.

- Angel investors tend to be successful entrepreneurs who have capital that they are willing to risk. They often insist on being active advisers to businesses they support. Angel funds are quicker to access than corporate venture funds, and they are more likely to be invested in a start-up operation. But they may make smaller individual investments and have fewer contacts in the banking community.

Government programs: Many national and regional governments offer programs to encourage small- and medium-sized businesses. In the United States, the Small Business Administration (SBA) assists small firms by acting as a guarantor of loans made by private institutions for borrowers who may not otherwise qualify for a commercial loan.

TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Entrepreneur and the Internet
download PDF

principles of
Entrepreneurship

15. Intellectual Property: A Valuable Business Asset

Intellectual property is a valuable asset for an entrepreneur. It consists of certain intellectual creations by entrepreneurs or their staffs that have commercial value and are given legal property rights. Examples of such creations are a new product and its name, a new method, a new process, a new promotional scheme, and a new design.

A fence or a lock cannot protect these intangible assets. Instead, patents, copyrights, and trademarks are used to prevent competitors from benefiting from an individual's or firm's ideas.

Protecting intellectual property is a practical business decision. The time and money invested in perfecting an idea might be wasted if others could copy it. Competitors could charge a lower price because they did not incur the startup costs. The purpose of intellectual property law is to encourage innovation by giving creators time to profit from their new ideas and to recover development costs.

Intellectual property rights can be bought, sold, licensed, or given away freely. Some businesses have made millions of dollars by licensing or selling their patents or trademarks.

Every entrepreneur should be aware of intellectual property rights in order to protect these assets in a world of global markets. An intellectual property lawyer can provide information and advice.

The main forms of intellectual property rights are:

- **Patents:** A patent grants an inventor the right to exclude others from making, using, offering for sale, or selling an invention for a fixed period of time — in most countries, for up to 20 years. When the time period ends, the patent goes into the public domain and anyone may use it.

- **Copyright:** Copyrights protect original creative works of authors, composers, and others. In general, a copyright does not protect the idea itself, but only the form in which it appears — from sound recordings to books, computer programs, or architecture. The owner of copyrighted material has the exclusive right to reproduce the work, prepare derivative works, distribute copies of the work, or perform or display the work publicly.

- **Trade Secrets:** Trade secrets consist of knowledge that is kept secret in

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

order to gain an advantage in business. "Customer lists, sources of supply of scarce materials, or sources of supply with faster delivery or lower prices may be trade secrets," explains Joseph S. Iandiorio, the founding partner of Iandiorio and Teska, an intellectual property law firm. "Certainly, secret processes, formulas, techniques, manufacturing know-how, advertising schemes, marketing programs, and business plans are all protectable."

Trade secrets are usually protected by contracts and non-disclosure agreements. No other legal form of protection exists. The most famous trade secret is the formula for Coca-Cola, which is more than 100 years old.

Trade secrets are valid only if the information has not been revealed. There is no protection against discovery by fair means such as accidental disclosure, reverse engineering, or independent invention.

- **Trademarks:** A trademark protects a symbol, word, or design, used individually or in combination, to indicate the source of goods and to distinguish them from goods produced by others. For example, Apple Computer uses a picture of an apple with a bite out of it and the symbol ®, which means registered trademark. A service mark similarly identifies the source of a service. Trademarks and service marks give a business the right to prevent others from using a confusingly similar mark.

In most countries, trademarks must be registered to be enforceable and renewed to remain in force. However, they can be renewed endlessly. Consumers use marks to find a specific firm's goods that they see as particularly desirable — for example, Barbie dolls or Toyota automobiles. Unlike copyrights or patents, which expire, many business's trademarks become more valuable over time.

Next>>> Part 16 The Strengths of Small Business

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of

Entrepreneurship

>>15. Intellectual Property: A Valuable Business Asset

Intellectual property is a valuable asset for an entrepreneur. It consists of certain intellectual creations by entrepreneurs or their staffs that have commercial value and are given legal property rights. Examples of such creations are a new product and its name, a new method, a new process, a new promotional scheme, and a new design.

A fence or a lock cannot protect these intangible assets. Instead, patents, copyrights, and trademarks are used to prevent competitors from benefiting from an individual's or firm's ideas.

Protecting intellectual property is a practical business decision. The time and money invested in perfecting an idea might be wasted if others could copy it. Competitors could charge a lower price because they did not incur the startup costs. The purpose of intellectual property law is to encourage innovation by giving creators time to profit from their new ideas and to recover development costs.

Intellectual property rights can be bought, sold, licensed, or given away freely. Some businesses have made millions of dollars by licensing or selling their patents or trademarks.

Every entrepreneur should be aware of intellectual property rights in order to protect these assets in a world of global markets. An intellectual property lawyer can provide information and advice.

The main forms of intellectual property rights are:

- Patents: A patent grants an inventor the right to exclude others from making, using, offering for sale, or selling an invention for a fixed period of time - in most countries, for up to 20 years. When the time period ends, the patent goes into the public domain and anyone may use it.

- Copyright: Copyrights protect original creative works of authors, composers, and others. In general, a copyright does not protect the idea itself, but only the form in which it appears - from sound recordings to books, computer programs, or architecture. The owner of copyrighted material has the exclusive right to reproduce the work, prepare derivative works, distribute copies of the work, or perform or display the work publicly.

- Trade Secrets: Trade secrets consist of knowledge that is kept secret in order to gain an advantage in business. "Customer lists, sources of supply of scarce materials, or sources of supply with faster delivery or lower prices may be trade secrets," explains Joseph S. Iandiorio, the founding partner of Iandiorio and Teska, an intellectual property law firm. "Certainly, secret processes, formulas, techniques, manufacturing know-how, advertising schemes, marketing programs, and business plans are all protectable."

Trade secrets are usually protected by contracts and non-disclosure agreements. No other legal form of protection exists. The most famous trade secret is the formula for Coca-Cola, which is more than 100 years old.

Trade secrets are valid only if the information has not been revealed. There is no protection against discovery by fair means such as accidental disclosure, reverse engineering, or independent invention.

Trademarks: A trademark protects a symbol, word, or design, used individually or in combination, to indicate the source of goods and to distinguish them from goods produced by others. For example, Apple Computer uses a picture of an apple with a bite out of it and the symbol (®) which means registered trademark. A service mark similarly identifies the source of a service. Trademarks and service marks give a business the right to prevent others from using a confusingly similar mark.

In most countries, trademarks must be registered to be enforceable and renewed to remain in force. However, they can be renewed endlessly. Consumers use marks to find a specific firm's goods that they see as particularly desirable — for example, Barbie dolls or Toyota automobiles. Unlike copyrights or patents, which expire, many business's trademarks become more valuable over time.

TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Entrepreneur and the Internet
download PDF

principles of Entrepreneurship

16. The Strengths of Small Business

Any entrepreneur who is contemplating a new venture should examine the strengths of small businesses as compared to large ones and make the most of those competitive advantages. With careful planning, an entrepreneur can lessen the advantages of the large business vis-à-vis his operation and thereby increase his chances for success.

The strengths of large businesses are well documented. They have greater financial resources than small firms and therefore can offer a full product line and invest in product development and marketing. They benefit from economies of scale because they manufacture large quantities of products, resulting in lower costs and potentially lower prices. Many large firms have the credibility that a well-known name provides and the support of a large organization.

How can a small firm possibly compete?

In general, small start-up firms have greater flexibility than larger firms and the capacity to respond promptly to industry or community developments. They are able to innovate and create new products and services more rapidly and creatively than larger companies that are mired in bureaucracy. Whether reacting to changes in fashion, demographics, or a competitor's advertising, a small firm usually can make decisions in days — not months or years.

A small firm has the ability to modify its products or services in response to unique customer needs. The average entrepreneur or manager of a small business knows his customer base far better than one in a large company. If a modification in the products or services offered — or even the business's hours of operation — would better serve the customers, it is possible for a small firm to make changes. Customers can even have a role in product development.

Another strength comes from the involvement of highly skilled personnel in all aspects of a start-up business. In particular, start-ups benefit from having senior partners or managers working on tasks below their highest skill level. For example, when entrepreneur William J. Stolze helped start RF Communications in 1961 in Rochester, New York, three of the founders came from the huge corporation General Dynamics, where they held senior marketing and engineering positions. In the new venture, the marketing expert had the title "president" but actually worked to get orders. The senior engineers were no longer supervisors; instead, they were designing products. As Stolze said in his book *Start Up*, "In most start-ups that I know of, the key managers have stepped back from much more responsible positions in larger companies, and this gives the new company an immense competitive advantage."

Another strength of a start-up is that the people involved — the entrepreneur, any partners, advisers, employees, or even family members — have a passionate, almost compulsive, desire to succeed. This makes them work harder and better.

Finally, many small businesses and start-up ventures have an intangible quality that comes from people who are fully engaged and doing what they want to do. This is "the entrepreneurial spirit," the atmosphere of fun and excitement that is generated when people work together to

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

create an opportunity for greater success than is otherwise available. This can attract workers and inspire them to do their best.

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of

Entrepreneurship

>>>> 16. The Strengths of Small Business

Any entrepreneur who is contemplating a new venture should examine the strengths of small businesses as compared to large ones and make the most of those competitive advantages. With careful planning, an entrepreneur can lessen the advantages of the large business vis-à-vis his operation and thereby increase his chances for success.

The strengths of large businesses are well documented. They have greater financial resources than small firms and therefore can offer a full product line and invest in product development and marketing. They benefit from economies of scale because they manufacture large quantities of products, resulting in lower costs and potentially lower prices. Many large firms have the credibility that a well-known name provides and the support of a large organization.

How can a small firm possibly compete?

In general, small start-up firms have greater flexibility than larger firms and the capacity to respond promptly to industry or community developments. They are able to innovate and create new products and services more rapidly and creatively than larger companies that are mired in bureaucracy. Whether reacting to changes in fashion, demographics, or a competitor's advertising, a small firm usually can make decisions in days - not months or years.

A small firm has the ability to modify its products or services in response to unique customer needs. The average entrepreneur or manager of a small business knows his customer base far better than one in a large company. If a modification in the products or services offered — or even the business's hours of operation — would better serve the customers, it is possible for a small firm to make changes. Customers can even have a role in product development.

Another strength comes from the involvement of highly skilled personnel in all aspects of a start-up business. In particular, start-ups benefit from having senior partners or managers working on tasks below their highest skill level. For example, when entrepreneur William J. Stolze helped start RF Communications in 1961 in Rochester, New York, three of the founders came from the huge corporation General Dynamics, where they held senior marketing and engineering positions. In the new venture, the marketing expert had the title "president" but actually worked to get orders. The senior engineers were no longer supervisors; instead, they were designing products. As Stolze said in his book *Start Up*, "In most start-ups that I know of, the key managers have stepped back from much more responsible positions in larger companies, and this gives the new company an immense competitive advantage."

Another strength of a start-up is that the people involved — the entrepreneur, any partners, advisers, employees, or even family members — have a passionate, almost compulsive, desire to succeed. This makes them work harder and better.

Finally, many small businesses and start-up ventures have an intangible quality that comes from people who are fully engaged and doing what they want to do. This is "the entrepreneurial spirit," the atmosphere of fun and excitement that is generated when people work together to create an opportunity for greater success than is otherwise available. This can attract workers and inspire them to do their best.

TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Entrepreneur and the Internet
download PDF

principles of Entrepreneurship

17. Entrepreneurship Aids the Economy

Most economists agree that entrepreneurship is essential to the vitality of any economy, developed or developing.

Entrepreneurs create new businesses, generating jobs for themselves and those they employ. In many cases, entrepreneurial activity increases competition and, with technological or operational changes, it can increase productivity as well.

In the United States, for example, small businesses provide approximately 75 percent of the net new jobs added to the American economy each year and represent over 99 percent of all U. S. employers. The small businesses in the United States are often ones created by self-employed entrepreneurs. "Entrepreneurs give security to other people; they are the generators of social welfare," Carl J. Schramm, president and chief executive officer of Ewing Marion Kauffman Foundation, said in February 2007. The foundation is dedicated to fostering entrepreneurship, and Schramm is one of the world's leading experts in this field.

Others agree that the benefits of small businesses go beyond income. Hector V. Baretto, administrator of the U.S. Small Business Administration (SBA), explains, "Small businesses broaden the base of participation in society, create jobs, decentralize economic power, and give people a stake in the future."

Entrepreneurs innovate and innovation is a central ingredient in economic growth. As Peter Drucker said, "The entrepreneur always searches for change, responds to it, and exploits it as an opportunity." Entrepreneurs are responsible for the commercial introduction of many new products and services, and for opening new markets. A look at recent history shows that entrepreneurs were essential to many of the most significant innovations, ones that revolutionized how people live and work. From the automobile to the airplane to personal computers - individuals with dreams and determination developed these commercial advances.

Small firms also are more likely than large companies to produce specialty goods and services and custom-demand items. As Schramm has suggested, entrepreneurs provide consumers with goods and services for needs they didn't even know they had.

Innovations improve the quality of life by multiplying consumers' choices. They enrich people's lives in numerous ways - making life easier, improving communications, providing new forms of entertainment, and improving health care, to name a few.

Small firms in the United States, for instance, innovate far more than large ones do. According to the Small Business Administration, small technology companies produce nearly 13 times more patents per employee than large firms. They represent one-third of all companies in possession of 15 or more patents.

According to the *2006 Summary Results of the Global Entrepreneurship Monitor (GEM)* project,

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

"Regardless of the level of development and firm size, entrepreneurial behavior remains a crucial engine of innovation and growth for the economy and for individual companies since, by definition, it implies attention and willingness to take advantage of unexploited opportunities." The GEM project is a multi-country study of entrepreneurship and economic growth. Founded and sponsored by Babson College (USA) and the London Business School in 1999, the study included 42 countries by 2006.

International and regional institutions, such as the United Nations and the Organization for Economic Cooperation and Development, agree that entrepreneurs can play a crucial role in mobilizing resources and promoting economic growth and socio-economic development. This is particularly true in the developing world, where successful small businesses are primary engines of job creation and poverty reduction.

For all of these reasons, governments may wish to pursue policies that encourage entrepreneurship.

Next>>> Part 18 The Importance of Government Policies

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of

Entrepreneurship

>>>> 17. Entrepreneurship Aids the Economy

Most economists agree that entrepreneurship is essential to the vitality of any economy, developed or developing.

Entrepreneurs create new businesses, generating jobs for themselves and those they employ. In many cases, entrepreneurial activity increases competition and, with technological or operational changes, it can increase productivity as well.

In the United States, for example, small businesses provide approximately 75 percent of the net new jobs added to the American economy each year and represent over 99 percent of all U.S. employers. The small businesses in the United States are often ones created by self-employed entrepreneurs.

"Entrepreneurs give security to other people; they are the generators of social welfare," Carl J. Schramm, president and chief executive officer of Ewing Marion Kauffman Foundation, said in February 2007. The foundation is dedicated to fostering entrepreneurship, and Schramm is one of the world's leading experts in this field.

Others agree that the benefits of small businesses go beyond income. Hector V. Baretto, administrator of the U.S. Small Business Administration (SBA), explains, "Small businesses broaden the base of participation in society, create jobs, decentralize economic power, and give people a stake in the future."

Entrepreneurs innovate and innovation is a central ingredient in economic growth. As Peter Drucker said, "The entrepreneur always searches for change, responds to it, and exploits it as an opportunity." Entrepreneurs are responsible for the commercial introduction of many new products and services, and for opening new markets. A look at recent history shows that entrepreneurs were essential to many of the most significant innovations, ones that revolutionized how people live and work. From the automobile to the airplane to personal computers – individuals with dreams and determination developed these commercial advances.

Small firms also are more likely than large companies to produce specialty goods and services and custom-demand items. As Schramm has suggested, entrepreneurs provide consumers with goods and services for needs they didn't even know they had.

Innovations improve the quality of life by multiplying consumers' choices. They enrich people's lives in numerous ways – making life easier, improving communications, providing new forms of entertainment, and improving health care, to name a few.

Small firms in the United States, for instance, innovate far more than large ones do. According to the Small Business Administration, small technology companies produce nearly 13 times more patents per employee than large firms. They represent one-third of all companies in possession of 15 or more patents.

According to the 2006 Summary Results of the Global Entrepreneurship Monitor (GEM) project, "Regardless of the level of development and firm size, entrepreneurial behavior remains a crucial engine of innovation and growth for the economy and for individual companies since, by definition, it implies attention and willingness to take advantage of unexploited opportunities." The GEM project is a multi-country study of entrepreneurship and economic growth. Founded and sponsored by Babson College (USA) and the London Business School in 1999, the study included 42 countries by 2006.

International and regional institutions, such as the United Nations and the Organization for Economic Cooperation and Development, agree that entrepreneurs can play a crucial role in mobilizing resources and promoting economic growth and socio-economic development. This is particularly true in the developing world, where successful small businesses are primary engines of job creation and poverty reduction.

For all of these reasons, governments may wish to pursue policies that encourage entrepreneurship.

TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Entrepreneur and the Internet
download PDF

principles of Entrepreneurship

18. The Importance of Government Policies

Entrepreneurial activity leads to economic growth and helps to reduce poverty, create a middle class, and foster stability. It is in the interest of all h governments to implement policies to foster entrepreneurship and reap the benefits of its activity.

Thomas A. Garrett, a senior economist with the Federal Reserve Bank of St. Louis, says that government policies can be categorized as "active" or "passive" depending on whether they involve the government in determining which types of businesses are promoted. Active policies, such as targeted tax breaks, help specific forms of businesses, while passive policies help create an environment that is friendly to entrepreneurs without regard to specific firms.

Both active and passive policies are effective in promoting small business, Garrett says, but passive policies promote entrepreneurship most broadly. "It is this entrepreneurial-friendly environment that will allow any individual or business-regardless of size, location or mission-to expand and to thrive," he says.

Among the most successful strategies for encouraging entrepreneurship and small business are changes in tax policy, regulatory policy, access to capital, and the legal protection of property rights.

Tax Policy: Governments use taxes to raise money. But taxes increase the cost of the activity taxed, discouraging it somewhat. Therefore, policymakers need to balance the goals of raising revenue and promoting entrepreneurship. Corporate tax rate reductions, tax credits for investment or education, and tax deductions for businesses are all proven methods for encouraging business growth.

Regulatory Policy: "The simpler and more expedited the regulatory process, the greater the likelihood of small business expansion," says Steve Strauss, a lawyer and author, who specializes in entrepreneurship. Reducing the cost of compliance with government regulations is also helpful. Governments can, for example, provide one-stop service centers where entrepreneurs can find assistance and allow electronic filing and storage of forms.

Access to Capital: Starting a business takes money. There are required procedures and fees as well as the initial costs of the new enterprise itself. Therefore, the most important activity a government can undertake is to assist potential entrepreneurs with finding money for start-ups. In the United States, the Small Business Administration (SBA) helps entrepreneurs get funds. The SBA is a federal agency whose main function is guaranteeing loans. Banks and other lenders that participate in SBA programs often relax strict loan requirements because the government has promised repayment if the borrower defaults. This policy makes many loans available for risky new businesses. Legal Protection of Property Rights: Small business can thrive where there is respect for individual property rights and a legal system to protect those rights. Without property rights, there is little incentive to create or invest.

For entrepreneurship to flourish, the law needs to protect intellectual property. If innovations

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

are not legally protected through patents, copyrights, and trademarks, entrepreneurs are unlikely to engage in the risks necessary to invent new products or new methods. According to the World Bank report, "Doing Business 2007: How to Reform," new technologies are adopted more quickly when courts are efficient. "The reason is that most innovations take place in new businesses-which unlike large firms do not have the clout to resolve disputes outside the courts."

Creating a Business Culture: Governments can also show that they value private enterprise by making it easier for individuals to learn business skills and by honoring entrepreneurs and small business owners. Policy makers can:

- Offer financial incentives for the creation of business incubators. These usually provide new businesses with an inexpensive space in which to get started and services - such as a copier and a fax machine - which most new businesses couldn't otherwise afford. Often business incubators are associated with colleges, and professors offer their expertise.

- Make information available. In the United States, for example, the SBA has many offices, making publications widely accessible. Its "Small Business Answer Desk" (telephone: 800-827-5722) and its Web site (www.sba.gov) answer general business questions. Its online business tutorials are available to anyone with Internet access (http://sba.gov/training/coursestake.html).

- Enhance the status of entrepreneurs and businessmen in the society. Governments might create local or national award programs that honor entrepreneurs and call on business leaders to serve on relevant commissions or panels.

Next>>> Part 19 Resources for Aspiring and Existing Entrepreneurs

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of

Entrepreneurship

>>>>18. The Importance of Government Policies

Entrepreneurial activity leads to economic growth and helps to reduce poverty, create a middle class, and foster stability. It is in the interest of all h governments to implement policies to foster entrepreneurship and reap the benefits of its activity.

Thomas A. Garrett, a senior economist with the Federal Reserve Bank of St. Louis, says that government policies can be categorized as "active" or "passive" depending on whether they involve the government in determining which types of businesses are promoted. Active policies, such as targeted tax breaks, help specific forms of businesses, while passive policies help create an environment that is friendly to entrepreneurs without regard to specific firms.

Both active and passive policies are effective in promoting small business, Garrett says, but passive policies promote entrepreneurship most broadly. "It is this entrepreneurial-friendly environment that will allow any individual or business—regardless of size, location or mission—to expand and to thrive," he says.

Among the most successful strategies for encouraging entrepreneurship and small business are changes in tax policy, regulatory policy, access to capital, and the legal protection of property rights.

Tax Policy: Governments use taxes to raise money. But taxes increase the cost of the activity taxed, discouraging it somewhat. Therefore, policymakers need to balance the goals of raising revenue and promoting entrepreneurship. Corporate tax rate reductions, tax credits for investment or education, and tax deductions for businesses are all proven methods for encouraging business growth.

Regulatory Policy: "The simpler and more expedited the regulatory process, the greater the likelihood of small business expansion," says Steve Strauss, a lawyer and author, who specializes in entrepreneurship. Reducing the cost of compliance with government regulations is also helpful. Governments can, for example, provide one-stop service centers where entrepreneurs can find assistance and allow electronic filing and storage of forms.

Access to Capital: Starting a business takes money. There are required procedures and fees as well as the initial costs of the new enterprise itself. Therefore, the most important activity a government can undertake is to assist potential entrepreneurs with finding money for start-ups.

In the United States, the Small Business Administration (SBA) helps entrepreneurs get funds. The SBA is a federal agency whose main function is guaranteeing loans. Banks and other lenders that participate in SBA programs often relax strict loan requirements because the government has promised repayment if the borrower defaults. This policy makes many loans available for risky new businesses.

Legal Protection of Property Rights: Small business can thrive where there is respect for individual property rights and a legal system to protect those rights. Without property rights, there is little incentive to create or invest.

For entrepreneurship to flourish, the law needs to protect intellectual property. If innovations are not legally protected through patents, copyrights, and trademarks, entrepreneurs are unlikely to engage in the risks necessary to invent new products or new methods. According to the World Bank report, "Doing Business 2007: How to Reform," new technologies are adopted more quickly when courts are efficient. "The reason is that most innovations take place in new businesses—which unlike large firms do not have the clout to resolve disputes outside the courts."

Creating a Business Culture: Governments can also show that they value private enterprise by making it easier for individuals to learn business skills and by honoring entrepreneurs and small business owners. Policy makers can:

- Offer financial incentives for the creation of business incubators. These usually provide new businesses with an inexpensive space in which to get started and services – such as a copier and a fax machine – which most new businesses couldn't otherwise afford. Often business incubators are associated with colleges, and professors offer their expertise.

- Make information available. In the United States, for example, the SBA has many offices, making publications widely accessible. Its "Small Business Answer Desk" (telephone: 800-827-5722) and its Web site (www.sba.gov) answer general business questions. Its online business tutorials are available to anyone with Internet access (http://sba.gov/training/coursestake.html).

- Enhance the status of entrepreneurs and businessmen in the society. Governments might create local or national award programs that honor entrepreneurs and call on business leaders to serve on relevant commissions or panels.

TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Entrepreneur and the Internet
download PDF

principles of Entrepreneurship

19. Resources for Aspiring and Existing Entrepreneurs

U.S. Government

The *Small Business Administration (SBA)* is an independent agency of the federal government that aids, counsels, assists, and protects the interests of small business. SBA delivers its services through an extensive network of field offices and partnerships with public and private organizations. Its Web site provides wide-ranging information on starting and running a small business. http://www.sba.gov/

International Agencies

The *Organization for Economic Cooperation and Development, Centre for Entrepreneurship, SMEs, and Local Development* "is in charge of disseminating best practices on the design, implementation, and evaluation of initiatives to promote entrepreneurship, SME growth, and local economic and employment development." The Web site includes links to publications and programs. http://www.oecd.org/department/0,2688,en_2649_33956792_1_1_1_1_1,00.html

The *United Nations Development Program, Commission on the Private Sector and Development* was created to address the obstacles blocking the expansion of the indigenous private sector in developing nations. The Web site includes the Commission's 2004 Report, "Unleashing Entrepreneurship: Making Business Work for the Poor." http://www.undp.org/cpsd/indexF.html

The World Bank's *The Doing Business Project* provides objective measures of business regulations and their enforcement across 178 countries and selected cities at the subnational and regional level. http://www.doingbusiness.org/Downloads/

Academic, Research, and Private Resources

The *Arthur M. Blank Center for Entrepreneurship* at Babson College (Massachusetts, USA) describes its mission as leading the global advancement of entrepreneurship education and practice through teaching, research, and outreach initiatives. In partnership with the London School of Business, it carries out globally focused entrepreneurship research. It holds an annual entrepreneurship research conference and publishes Frontiers of Entrepreneurship Research. http://www3.babson.edu/eship/research-publications/

The Center for Rural Entrepreneurship supports efforts to stimulate entrepreneurship in communities throughout rural America, and publishes a newsletter. Its site shares information on tools, success stories, and research. http://www.energizingentrepreneurs.org/

Collegiate Entrepreneurs' Organization is a global entrepreneurship network serving approximately 30,000 students, through 400 chapters and affiliated student organizations at colleges and universities. http://www.c-e-o.org/page.php?mode=privateview&pageID=124&navID=24

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

Entrepreneur.com is an online and print small business publication that provides information to help start, grow, or manage a small business. http://www.entrepreneur.com/

The *Entrepreneurs' Organization (EO)* is a global membership organization of more than 6,000 business owners who share a common desire to grow their businesses, learn from others, and share their experiences. http://www.eonetwork.org/Default.aspx

The *Ewing Marion Kauffman Foundation* is a major supporter of research and grants to promote entrepreneurship, develop educational programs, train educators, and to facilitate the commercialization of new technologies. One of the largest foundations in the United States, the Kauffman Foundation Web site includes links to research, publications, and reports. http://www.kauffman.org/

FastTrac is a comprehensive entrepreneurship education program that includes practical, hands-on business development courses and workshops for entrepreneurs as well as entrepreneurship curriculum for college students. FastTrac programs are currently provided in 50 U.S. states and in Australia and Russia. http://www.fasttrac.org/

The *Global Entrepreneurship Monitor (GEM)* is a not-for-profit academic research consortium that aims to make international research data on entrepreneurial activity readily available. A partnership of Babson College and the London School of Economics, the research program is based on an assessment of the level of national entrepreneurial activity in participating countries and an exploration of the role of entrepreneurship in national economic growth. Started in 1999 with 10 countries, GEM 2007 conducted research in 42 countries. The Web site features global reports and national summaries. http://www.gemconsortium.org

International Council for Small Business was the first international membership organization to promote the growth and development of small businesses worldwide. It hosts an annual conference aimed at advancing small business and entrepreneurship. http://www.icsb.org/

My Own Business, Inc. is a nonprofit organization dedicated to providing free training and resources to aspiring entrepreneurs. The Web site includes a free, complete and in-depth online course on how to start a business. http://www.myownbusiness.org/

The *Public Forum Institute, National Dialog on Entrepreneurship* provides a wide range of information on entrepreneurship, including news and research. It includes reports about steps being taken around the world to encourage innovation and new enterprise growth. It also includes links to entrepreneurship success stories. http://www.publicforuminstitute.org/nde/global/index.htm

Students in Free Enterprise is a global non-profit organization active in 47 countries that works in partnership with business. SIFE challenges teams of college students to develop community outreach projects that include entrepreneurship. http://www.sife.org/

Next>>> Part 20 Entrepreneurship: Glossary of Terms

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of Entrepreneurship

19. Resources for Aspiring and Existing Entrepreneurs

U.S. Government

The Small Business Administration (SBA) is an independent agency of the federal government that aids, counsels, assists, and protects the interests of small business. SBA delivers its services through an extensive network of field offices and partnerships with public and private organizations. Its Web site provides wide-ranging information on starting and running a small business. http://www.sba.gov/

International Agencies

The Organization for Economic Cooperation and Development, Centre for Entrepreneurship, SMEs, and Local Development "is in charge of disseminating best practices on the design, implementation, and evaluation of initiatives to promote entrepreneurship, SME growth, and local economic and employment development." The Web site includes links to publications and programs. http://www.oecd.org/department/0,2688,en_2649_33956792_1_1_1_1_1,00.html

The United Nations Development Program, Commission on the Private Sector and Development was created to address the obstacles blocking the expansion of the indigenous private sector in developing nations. The Web site includes the Commission's 2004 Report, "Unleashing Entrepreneurship: Making Business Work for the Poor." http://www.undp.org/cpsd/indexF.html

The World Bank's The Doing Business Project provides objective measures of business regulations and their enforcement across 178 countries and selected cities at the subnational and regional level. http://www.doingbusiness.org/Downloads/

Academic, Research, and Private Resources

The Arthur M. Blank Center for Entrepreneurship at Babson College (Massachusetts, USA) describes its mission as leading the global advancement of entrepreneurship education and practice through teaching, research, and outreach initiatives. In partnership with the London School of Business, it carries out globally focused entrepreneurship research. It holds an annual entrepreneurship research conference and publishes Frontiers of Entrepreneurship Research. http://www3.babson.edu/eship/research-publications/

The Center for Rural Entrepreneurship supports efforts to stimulate entrepreneurship in communities throughout rural America, and publishes a newsletter. Its site shares information on tools, success stories, and research. http://www.energizingentrepreneurs.org/

Collegiate Entrepreneurs' Organization is a global entrepreneurship network serving approximately 30,000 students, through 400 chapters and affiliated student organizations at colleges and universities. http://www.c-e-o.org/page.php?modeffiprivateview&pageIDffi124&navIDffi24

Entrepreneur.com is an online and print small business publication that provides information to help start, grow, or manage a small business. http://www.entrepreneur.com/

The Entrepreneurs' Organization (EO) is a global membership organization of more than 6,000 business owners who share a common desire to grow their businesses, learn from others, and share their experiences. http://www.eonetwork.org/Default.aspx

The Ewing Marion Kauffman Foundation is a major supporter of research and grants to promote entrepreneurship, develop educational programs, train educators, and to facilitate the commercialization of new technologies. One of the largest foundations in the United States, the Kauffman Foundation Web site includes links to research, publications, and reports. http://www.kauffman.org/

FastTrac is a comprehensive entrepreneurship education program that includes practical, hands-on business development courses and workshops for entrepreneurs as well as entrepreneurship curriculum for college students. FastTrac programs are currently provided in 50 U.S. states and in Australia and Russia. http://www.fasttrac.org/

The Global Entrepreneurship Monitor (GEM) is a not-for-profit academic research consortium that aims to make international research data on entrepreneurial activity readily available. A partnership of Babson College and the London School of Economics, the research program is based on an assessment of the level of national entrepreneurial activity in participating countries and an exploration of the role of entrepreneurship in national economic growth. Started in 1999 with 10 countries, GEM 2007 conducted research in 42 countries. The Web site features global reports and national summaries. http://www.gemconsortium.org

International Council for Small Business was the first international membership organization to promote the growth and development of small businesses worldwide. It hosts an annual conference aimed at advancing small business and entrepreneurship. http://www.icsb.org/

My Own Business, Inc. is a nonprofit organization dedicated to providing free training and resources to aspiring entrepreneurs. The Web site includes a free, complete and in-depth online course on how to start a business. http://www.myownbusiness.org/

The Public Forum Institute, National Dialog on Entrepreneurship provides a wide range of information on entrepreneurship, including news and research. It includes reports about steps being taken around the world to encourage innovation and new enterprise growth. It also includes links to entrepreneurship success stories. http://www.publicforuminstitute.org/nde/global/index.htm

Students in Free Enterprise is a global non-profit organization active in 47 countries that works in partnership with business. SIFE challenges teams of college students to develop community outreach projects that include entrepreneurship. http://www.sife.org/

TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Entrepreneur and the Internet
download PDF

principles of Entrepreneurship

20. Entrepreneurship: Glossary of Terms

Angel investors: Individuals who have capital that they are willing to risk. Angels are often successful entrepreneurs who invest in emerging entrepreneurial ventures, often as a bridge from the self-funded stage to the point in which a business can attract venture capital.

Assets: Items of value owned by a company and shown on the balance sheet, including cash, equipment, inventory, etc.

Balance sheet: Summary statement of a company's financial position at a given point in time, listing assets as well as liabilities.

Breakeven point: Dollar value of sales that will cover, but not exceed, all of the company's costs, both fixed and variable.

Bridge finance: Short-term finance that is expected to be repaid quickly.

Browser: A computer program that enables users to access and navigate the World Wide Web.

Business incubator: This is a form of mentoring in which workspace, coaching, and support services are provided to entrepreneurs and early-stage businesses at a free or reduced cost.

Business plan: A written document detailing a proposed venture, covering current status, expected needs, and projected results for the enterprise. It contains a thorough analysis of the product or service being offered, the market and competition, the marketing strategy, the operating plan, and the management as well as profit, balance sheet, and cash flow projections.

Capital: Cash or goods used to generate income. For entrepreneurs, capital often refers to the funds and other assets invested in the business venture.

Cash flow: The difference between the company's cash receipts and its cash payments in a given period. It refers to the amount of money actually available to make purchases and pay current bills and obligations.

Cash flow statement: A summary of a company's cash flow over a period of time.

Collateral: An asset pledged as security for a loan.

Copyright: Copyright is a form of legal protection for published and unpublished literary, scientific, and artistic works that have been fixed in a tangible or material form. It grants exclusive rights to the work's creator for a specified period of time.

Corporation: A business form that is an entity legally separate from its owners. Its important

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

features include limited liability, easy transfer of ownership, and unlimited life.

Depreciation: The decrease in the value of assets over their expected life by an accepted accounting method, such as allocating the cost of an asset over the years in which it is used.

E-commerce: The sale of products and services over the Internet.

Entrepreneur: A person who organizes, operates, and assumes the risk for a business venture.

Equity: An ownership interest in a business.

Home-based business: A business, of any size or type, whose primary office is in the owner's home.

Income statement: Also known as a "profit and loss statement," it shows a firm's income and expenses, and the resulting profit or loss over a specified period of time.

Intangible assets: Items of value that have no tangible physical properties, such as ideas.

Internet: The vast network of networks connecting millions of individual and networked computers worldwide.

Inventory: Finished goods, work in process of manufacture, and raw materials owned by a company.

Joint venture: A legal entity created by two or more businesses joining together to conduct a specific business enterprise with both parties sharing profits and losses.

Liabilities: Debts a business owes, including accounts payable, taxes, bank loans, and other obligations. Short-term liabilities are due within a year, while long-term liabilities are due in a period of time greater than a year.

Limited partnership: A business arrangement in which the day-to-day operations are controlled by one or more general partners and funded by limited or silent partners who are legally responsible for losses based on the amount of their investment.

Line of credit: (1) An arrangement between a bank and a customer specifying the maximum amount of unsecured debt the customer can owe the bank at a given point in time. (2) A limit set by a seller on the amount that a purchaser can buy on credit.

Liquidity: The ability of an asset to be converted to cash as quickly as possible and without any price discount.

Marketing: The process of researching, promoting, selling, and distributing a product or service. Marketing covers a broad range of practices, including advertising, publicity, promotion, pricing, and packaging.

Marketing plan: A document describing a firm's potential customers and a comprehensive strategy to sell them goods and services

Networking: (1) Developing business contacts to form business relationships, increase knowledge, expand a business, or serve the community. (2) Linking computers systems together.

Niche marketing: Identifying and targeting markets not adequately served by competitors.

Outsourcing: The practice of using subcontractors or other businesses, rather than paid employees, for standard services such as accounting, payroll, information technology, advertising, etc.

Partnership: Legal form of business in which two or more persons are co-owners, sharing profits and losses. . Patent: A property right granted to an inventor to exclude others from making, using, offering for sale, or selling an invention for a limited time in exchange for public disclosure of the invention when the patent is granted.

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

Small Business Administration (SBA): Created in 1953, it is an independent agency of the U. S. federal government that aids, counsels, assists, and protects the interests of small business.

Small Business Development Centers (SBDC): SBA program using university faculty and others to provide management assistance to current and prospective small business owners.

Service Core of Retired Executives (SCORE): A non-profit organization dedicated to entrepreneurs' education and the success of small business. It is sponsored by the SBA to provide consulting to small businesses.

Search engine: A computer program that facilitates the location and the retrieval of information over the Internet.

Seed financing: A relatively small amount of money provided to prove a concept; it may involve product development and market research.

Server: A computer system to provide access to information or Web sites.

Social entrepreneur: Someone who recognizes a social problem and uses entrepreneurial principles to organize, create, and manage a venture to make social change. Social entrepreneurs often work through non-profit organization and citizen groups, but they may also work in the private or governmental sector. Many successful entrepreneurs, such as Bill Gates of Microsoft, have become social entrepreneurs.

Sole proprietorship: A business form with one owner who is responsible for all of the firm's liabilities.

Start-up financing: Funding provided to companies for use in product development and initial marketing. It is usually funding for firms that have not yet sold their product commercially.

Trademark: A form of legal protection given to a business or individual for words, names, symbols, sounds, or colors that distinguish goods and services. Trademarks, unlike patents, can be renewed forever as long as they are being used in business.

Unsecured loan: Short-term source of borrowed capital for which the borrower does not pledge any assets as collateral.

Variable costs: Costs that vary as the amount produced or sold varies.

Venture investors: An institution specializing in the provision of large amounts of long-term capital to enterprises with a limited track record but with the expectation of substantial growth. The venture capitalist also may provide varying degrees of managerial and technical expertise.

World Wide Web: The part of the Internet that enables the use of multimedia text, graphics, audio, and video.

Next>>> Part 21 Additional Readings

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

>>>>20. Entrepreneurship: Glossary of Terms

Angel investors: Individuals who have capital that they are willing to risk. Angels are often successful entrepreneurs who invest in emerging entrepreneurial ventures, often as a bridge from the self-funded stage to the point in which a business can attract venture capital.

Assets: Items of value owned by a company and shown on the balance sheet, including cash, equipment, inventory, etc.

Balance sheet: Summary statement of a company's financial position at a given point in time, listing assets as well as liabilities.

Breakeven point: Dollar value of sales that will cover, but not exceed, all of the company's costs, both fixed and variable.

Bridge finance: Short-term finance that is expected to be repaid quickly.

Browser: A computer program that enables users to access and navigate the World Wide Web.

Business incubator: This is a form of mentoring in which workspace, coaching, and support services are provided to entrepreneurs and early-stage businesses at a free or reduced cost.

Business plan: A written document detailing a proposed venture, covering current status, expected needs, and projected results for the enterprise. It contains a thorough analysis of the product or service being offered, the market and competition, the marketing strategy, the operating plan, and the management as well as profit, balance sheet, and cash flow projections.

Capital: Cash or goods used to generate income. For entrepreneurs, capital often refers to the funds and other assets invested in the business venture.

Cash flow: The difference between the company's cash receipts and its cash payments in a given period. It refers to the amount of money actually available to make purchases and pay current bills and obligations.

Cash flow statement: A summary of a company's cash flow over a period of time.

Collateral: An asset pledged as security for a loan.

Copyright: Copyright is a form of legal protection for published and unpublished literary, scientific, and artistic works that have been fixed in a tangible or material form. It grants exclusive rights to the work's creator for a specified period of time.

Corporation: A business form that is an entity legally separate from its owners. Its important features include limited liability, easy transfer of ownership, and unlimited life.

Depreciation: The decrease in the value of assets over their expected life by an accepted accounting method, such as allocating the cost of an asset over the years in which it is used.

E-commerce: The sale of products and services over the Internet.

Entrepreneur: A person who organizes, operates, and assumes the risk for a business venture.

Equity: An ownership interest in a business.

Home-based business: A business, of any size or type, whose primary office is in the owner's home.

Income statement: Also known as a "profit and loss statement," it shows a firm's income and expenses, and the resulting profit or loss over a specified period of time.

Intangible assets: Items of value that have no tangible physical properties, such as ideas.

Internet: The vast network of networks connecting millions of individual and networked computers worldwide.

Inventory: Finished goods, work in process of manufacture, and raw materials owned by a company.

Joint venture: A legal entity created by two or more businesses joining together to conduct a specific business enterprise with both parties sharing profits and losses.

Liabilities: Debts a business owes, including accounts payable, taxes, bank loans, and other obligations. Short-term liabilities are due within a year, while long-term liabilities are due in a period of time greater than a year.

Limited partnership: A business arrangement in which the day-to-day operations are controlled by one or more general partners and funded by limited or silent partners who are legally responsible for losses based on the amount of their investment.

Line of credit: (1) An arrangement between a bank and a customer specifying the maximum amount of unsecured debt the customer can owe the bank at a given point in time. (2) A limit set by a seller on the amount that a purchaser can buy on credit.

Liquidity: The ability of an asset to be converted to cash as quickly as possible and without any price discount.

Marketing: The process of researching, promoting, selling, and distributing a product or service. Marketing covers a broad range of practices, including advertising, publicity, promotion, pricing, and packaging.

Marketing plan: A document describing a firm's potential customers and a comprehensive strategy to sell them goods and services.

Networking: (1) Developing business contacts to form business relationships, increase knowledge, expand a business, or serve the community. (2) Linking computers systems together.

Niche marketing: Identifying and targeting markets not adequately served by competitors.

Outsourcing: The practice of using subcontractors or other businesses, rather than paid employees, for standard services such as accounting, payroll, information technology, advertising, etc.

Partnership: Legal form of business in which two or more persons are co-owners, sharing profits and losses.

Patent: A property right granted to an inventor to exclude others from making, using, offering for sale, or selling an invention for a limited time in exchange for public disclosure of the invention when the patent is granted.

Small Business Administration (SBA): Created in 1953, it is an independent agency of the U.S. federal government that aids, counsels, assists, and protects the interests of small business.

Small Business Development Centers (SBDC): SBA program using university faculty and others to provide management assistance to current and prospective small business owners.

Service Core of Retired Executives (SCORE): A non-profit organization dedicated to entrepreneurs' education and the success of small business. It is sponsored by the SBA to provide consulting to small businesses.

Search engine: A computer program that facilitates the location and the retrieval of information over the Internet.

Seed financing: A relatively small amount of money provided to prove a concept; it may involve product development and market research.

Server: A computer system to provide access to information or Web sites.

Social entrepreneur: Someone who recognizes a social problem and uses entrepreneurial principles to organize, create, and manage a venture to make social change. Social entrepreneurs often work through non-profit organization and citizen groups, but they may also work in the private or governmental sector. Many successful entrepreneurs, such as Bill Gates of Microsoft, have become social entrepreneurs.

Sole proprietorship: A business form with one owner who is responsible for all of the firm's liabilities.

Start-up financing: Funding provided to companies for use in product development and initial marketing. It is usually funding for firms that have not yet sold their product commercially.

Trademark: A form of legal protection given to a business or individual for words, names, symbols, sounds, or colors that distinguish goods and services. Trademarks, unlike patents, can be renewed forever as long as they are being used in business.

Unsecured loan: Short-term source of borrowed capital for which the borrower does not pledge any assets as collateral.

Variable costs: Costs that vary as the amount produced or sold varies.

Venture investors: An institution specializing in the provision of large amounts of long-term capital to enterprises with a limited track record but with the expectation of substantial growth. The venture capitalist also may provide varying degrees of managerial and technical expertise.

World Wide Web: The part of the Internet that enables the use of multimedia text, graphics, audio, and video.

TABLE OF CONTENTS

Introduction

Part 1
What Is Entrepreneurship?
download PDF

Part 2
What Makes Someone an Entrepreneur?
download PDF

Part 3
Why Become an Entrepreneur?
download PDF

Part 4
Decisions and Downfalls
download PDF

Part 5
Go It Alone or Team Up?
download PDF

Part 6
Choosing a Product and a Market
download PDF

Part 7
Entry Strategies for New Ventures
download PDF

Part 8
Marketing Is Selling
download PDF

Part 9
The Entrepreneur and the Internet
download PDF

principles of Entrepreneurship

21. Additional Readings

Acs, Zoltan J. "How is Entrepreneurship Good for Economic Growth?" Innovations, MIT Press Journal (Winter 2006): pp.97-107. http://www.mitpressjournals.org/doi/pdf/10.1162/itgg.2006.1.1.97

Allen, Kathleen. *Entrepreneurship for Dummies*. Foster City, CA: IDG Books Worldwide, Inc., 2001.

Niels Bosma and Rebecca Harding. *GEM 2006 Summary Results*. Founding and Sponsoring Institutions: Babson College, Babson Park, MA and London Business School London, UK, 2007. http://www.gemconsortium.org/download.asp?fid=532 and http://64.233.167.104/search?q=cache:XeMKRlP0P-wJ:www.gemconsortium.org/

Bygrave, William D. and Andrew Zacharakis, editors. *The Portable MBA in Entrepreneurship,* 3rd Edition. Hoboken, NJ: John Wiley & Sons, 2004.

Cohen, William A. *The Entrepreneur & Small Business Problem Solver*, 3rd Edition. Hoboken, NJ: John Wiley & Sons, 2006.

Conference Proceedings. *Putting It Together: The Role of Entrepreneurship in Economic Development*. Sponsored by the U.S. Small Business Administration Office of Advocacy, The Ewing Marion Kauffman Foundation, The Council of State Governments, The National Lieutenant Governors Association, March 7, 2005. http://www.sba.gov/advo/research/conf_summary.pdf.

Drucker, Peter F. *Innovation and Entrepreneurship*. New York: Harper Business, 1985.

Ewing Marion Kauffman Foundation. *Understanding Entrepreneurship: A Research and Policy Report*. Kansas City: Ewing Marion Kauffman Foundation, 2005. http://research.kauffman.org/cwp/jsp/redirect.jsp?&resourceId=Research/Resource/Report_070.htm

Garrett, Thomas A. "Entrepreneurs Thrive in America: Federal, State Policies Make a Difference for Those Facing Risk." Bridges, St. Louis, Missouri: Federal Reserve Bank of St. Louis (Spring 2005). http://www.stlouisfed.org/publications/br/2005/a/pages/2-article.html.

Reynolds, Paul D., Michael Hay and S. Michael Camp, *Global Entrepreneurship Monitor: 1999 Executive Report*. Kansas City, MO: Kauffman Center for Entrepreneurial Leadership, June 1999. http://www.gemconsortium.org/download/1203085057277/GEM%20Global%201999%20report.pdf

Hiam, Alexander Watson and Karen Wise Olander. The Entrepreneur's Complete Sourcebook. Englewood Cliffs, NJ: Prentice Hall, 1996.

Part 10
Selling Online
download PDF

Part 11
Choosing a Form of Business
download PDF

Part 12
Creating a Business Plan
download PDF

Part 13
The Entrepreneur's Need for Capital
download PDF

Part 14
Sources of Financing
download PDF

Part 15
Intellectual Property: A Valuable Business Asset
download PDF

Part 16
The Strengths of Small Business
download PDF

Part 17
Entrepreneurship Aids the Economy
download PDF

Part 18
The Importance of Government Policies
download PDF

Part 19
Resources for Aspiring and Existing Entrepreneurs
download PDF

Part 20
Entrepreneurship: Glossary of Terms
download PDF

Part 21
Additional Readings
download PDF

Jacksack, Susan M. Start, *Run & Grow: A Successful Small Business*, 3rd Edition. Chicago, IL: CCH Incorporated, 2000.

Karlgaard, Rich. "Peter Drucker on Leadership." Forbes.com, November 19, 2004. http://www.forbes.com/2004/11/19/cz_rk_1119drucker_print.html

Reiss, Bob, with Jeffrey L. Cruikshank. *Low Risk, High Reward: Starting and Growing Your Business with Minimal Risk*. New York, NY: The Free Press, 2000.

Stolze, William J. Start Up: *An Entrepreneur's Guide to Launching and Managing a New Business*, 5th Edition. Franklin Lakes, NJ: Career Press, 1999.

United Nations Development Programme, Commission on the Private Sector and Development. *Unleashing Entrepreneurship: Making Business Work for the Poor*. New York: United Nations Development Programme, 2004. http://www.undp.org/cpsd/indexF.html

U.S. Department of State. "Entrepreneurship and Small Business." eJournal USA: Economic Perspectives, Volume 11, Number 1 (January 2006). http://usinfo.state.gov/journals/ites/0106/ijee/ijee0106.htm

World Bank. *Doing Business 2007: How to Reform*. Washington, D.C.: The International Bank for Reconstruction and Development / The World Bank, 2006. http://www.doingbusiness.org/documents/DoingBusiness2007_FullReport.pdf

download complete set of PDFs zip file

Tell us how you like this publication by contacting us at: iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

>>>> 21. Additional Readings

Acs, Zoltan J. "How is Entrepreneurship Good for Economic Growth?" Innovations, MIT Press Journal (Winter 2006): pp.97-107. http://www.mitpressjournals.org/doi/pdf/10.1162/itgg.2006.1.1.97

Allen, Kathleen. *Entrepreneurship for Dummies*. Foster City, CA: IDG Books Worldwide, Inc., 2001.

Niels Bosma and Rebecca Harding. *GEM 2006 Summary Results*. Founding and Sponsoring Institutions: Babson College, Babson Park, MA and London Business School London, UK, 2007. http://www.gemconsortium.org/download.asp?fidffi532 and http://64.233.167.104/search?qfficache:XeMKRlP0P-wJ:www.gemconsortium.org/

Bygrave, William D. and Andrew Zacharakis, editors. *The Portable MBA in Entrepreneurship*, 3rd Edition. Hoboken, NJ: John Wiley & Sons, 2004.

Cohen, William A. *The Entrepreneur & Small Business Problem Solver,* 3rd Edition. Hoboken, NJ: John Wiley & Sons, 2006.

Conference Proceedings. *Putting It Together: The Role of Entrepreneurship in Economic Development*. Sponsored by the U.S. Small Business Administration Office of Advocacy, The Ewing Marion Kauffman Foundation, The Council of State Governments, The National Lieutenant Governors Association, March 7, 2005. http://www.sba.gov/advo/research/conf_summary.pdf.

Drucker, Peter F. *Innovation and Entrepreneurship*. New York: Harper Business, 1985.

Ewing Marion Kauffman Foundation. Understanding Entrepreneurship: A Research and Policy Report. Kansas City: Ewing Marion Kauffman Foundation, 2005. http://research.kauffman.org/cwp/jsp/redirect.jsp?&resourceIdffiResearch/Resource/Report_070.htm

Garrett, Thomas A. "Entrepreneurs Thrive in America: Federal, State Policies Make a Difference for Those Facing Risk." Bridges, St. Louis, Missouri: Federal Reserve Bank of St. Louis (Spring 2005). http://www.stlouisfed.org/publications/br/2005/a/pages/2-article.html.

Reynolds, Paul D., Michael Hay and S. Michael Camp, *Global Entrepreneurship Monitor: 1999 Executive Report*. Kansas City, MO: Kauffman Center for Entrepreneurial Leadership, June 1999. http://www.gemconsortium.org/download/1203085057277/GEM%20Global%201999%20report.pdf

Hiam, Alexander Watson and Karen Wise Olander. *The Entrepreneur's Complete Sourcebook*. Englewood Cliffs, NJ: Prentice Hall, 1996.

Jacksack, Susan M. Start, *Run & Grow: A Successful Small Business*, 3rd Edition. Chicago, IL: CCH Incorporated, 2000.

Karlgaard, Rich. "Peter Drucker on Leadership." Forbes.com, November 19, 2004. http://www.forbes.com/2004/11/19/cz_rk_1119drucker_print.html

Reiss, Bob, with Jeffrey L. Cruikshank. *Low Risk, High Reward: Starting and Growing Your Business with Minimal Risk*. New York, NY: The Free Press, 2000.

Stolze, William J. Start Up: *An Entrepreneur's Guide to Launching and Managing a New Business*, 5th Edition. Franklin Lakes, NJ: Career Press, 1999.

United Nations Development Programme, Commission on the Private Sector and Development. *Unleashing Entrepreneurship: Making Business Work for the Poor.* New York: United Nations Development Programme, 2004. http://www.undp.org/cpsd/indexF.html

U.S. Department of State. "Entrepreneurship and Small Business." eJournal USA: Economic Perspectives, Volume 11, Number 1 (January 2006). http://usinfo.state.gov/journals/ites/0106/ijee/ijee0106.htm

World Bank. *Doing Business 2007: How to Reform*. Washington, D.C.: The International Bank for Reconstruction and Development / The World Bank, 2006. http://www.doingbusiness.org/documents/DoingBusiness2007_FullReport.pdf

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

10
网上销售
下载PDF文件(英文)

创业
指南

1. 何谓创业精神？

什么是创业精神(entrepreneurship)？这个概念最早出现于 18世纪，其含义一直在不断演化。很多人仅把它等同于创办个人工商企业。但大多数经 济学家认为，创业精神的含义要广泛得多。

对某些经济学家来说，创业者(entrepreneur)是指在有盈利机会的情况下自愿承担风险 创业的人。另一些经济学家则强调，创业者是一个推销自己新产品的创新者。还有一些 经济学家认为，创业者是那种将有市场需求却尚无供应的新产品和新工艺开发出来的人。

20世纪的经济学家约瑟夫·熊彼特(Joseph Schumpeter，1883-1950)专门研究了创业者创 新和求进步的积极性所导致的动荡和变化。熊彼特将创业精神看作是一股"创造性的破坏 "力量。创业者采用的"新组合"使旧产业遭到淘汰。原有的经营方式被新的、更好的方式 所摧毁。

管理学专家彼得·德鲁克(Peter Drucker)将这一理念更推进了一步，称创业者是主动寻 求变化、对变化作出反应并将变化视为机会的人。只要看一看传播手段所经历的变化— —从打字机到个人电脑到互联网，这一点便一目了然。

今天的大多数经济学家都认为，创业精神是在各类社会中刺激经济增长和创造就业机 会的一个必要因素。在发展中国家，成功的小企业是创造就业机会、增加收入和减少贫 困的主要动力。因此，政府对创业的支持是促进经济发展的一项极为重要的策略。

诚如经合组织商务产业咨询委员会(Business and Industry Advisory Committee to the Organization for Economic Cooperation and Development)2003年所指出："培育创业精神的政策 是创造就业机会和促进经济增长的关键。" 政府官员可以采用优惠措施，鼓励人们不畏 风险创建新企业。这类措施包括实施保护产权的法律和鼓励竞争性的市场机制。

社会群体文化也与创业精神相关。创业精神在不同文化中的差异在某种程度上取决于 创业所能得到的回报。看重社会地位和专业经验的文化可能不利于创业，而推崇通过个 人奋斗取得成功的文化或政策则很可能鼓励创业精神。

本文是有关创业精神基本内容的一个短文集中的第一篇。各篇文章将主流经济学家的 思想与许多国家共有的创业实践相结合。这些文章力图回答以下问题：

为什么和如何成为一个创业者？
为什么创业精神有利于经济发展？
政府如何鼓励创业并由此促进经济发展？

下一篇>>> 2 什么样的人能成为创业者？

11
选择企业形式
下载**PDF**文件(英文)

12
制订企业经营计划
下载**PDF**文件(英文)

13
创业的资本需求
下载**PDF**文件(英文)

14
资金来源
下载**PDF**文件(英文)

15
知识产权：宝贵的商业资产
下载**PDF**文件(英文)

16
小型企业的优势
下载**PDF**文件(英文)

17
创业带动经济发展
下载**PDF**文件(英文)

18
政府政策的重要性
下载**PDF**文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载**PDF**文件(英文)

20
创业术语表
下载**PDF**文件(英文)

21
补充阅读材料**(**英文**)**
下载**PDF**文件(英文)

下 载全套**PDF**文件(英文)压缩文件

请提出宝贵意见：
iiptcp@state.gov.

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

10
网上销售
下载PDF文件(英文)

创业
指南

2. 什么样的人能成为创业者？

什么样的人能成为创业者？对此似乎并没有一定之规。 成功的创业者中有不同年龄、收入、性别和种族的人。他们的学历和资历也不相同。但 研究人员发现，大多数成功创业者身上都有一些共同的特质，其中包括善于创新、专心 致志、锲而不舍、灵活变通、擅长领导、富有热情、自信和"精明"。

- 创新能力是推动产生新型产品、服务或经营模式的灵感。它促进革新和进步。 它意味着一个不断学习、善于提问并跳出陈规思考问题的过程。

- 专心致志体现于创业者的勤奋工作，每天工作时间可长达12小时以上，甚至一周 工作七天，特别是在最初的创业阶段。规划和创意必须伴随勤奋努力才能见成效。专心 致志才能使梦想成真。

- 锲而不舍是一定要取得成功的极其强烈的愿望。它包括韧性和百折不挠的精神。 它使创业者在九次碰壁之后仍要做第十次努力。对一个真正的创业者而言，金钱不是动 力。成功才是动力，金钱只是回报。

- 灵活变通是针对不断变化的市场需求迅速作出反应的能力。它意味着既执着于理 想，又顾及市场现实。例如，有这样一位创业者，她最初开了一家只卖法式糕点的高级 饼屋，但顾客也要买普通糕点。于是，这位创业者并不冒失去这些顾客的风险，而是调 整自己的初衷，满足顾客的需要。

- 擅长领导是指制定规章和确立目标的能力。它表现为有能力确保规章得到遵守、 目标得以实现。

- 富有热情是导致创业者创业和保持业绩的力量。它使企业家能够说服他人相信自 己的眼光。它虽然不能取代规划，但能使他们保持专注，并将其他人的注意力吸引过来。

- 自信来源于周密规划，从而减少不确定因素并降低风险。它还来源于经验。自信 使创业者既能听取意见，同时又不会被轻易动摇或感到畏惧。

- "精明"是指既有常识判断力，又有在相关领域经营或创业的知识或经验。常识使 人具备良好的直觉，知识或经验则意味着懂行。很多人并不知道自己的精明之处。能够 将家庭

开支把握在预算之内的人具备组织和理财能力。工作、学历和生活经历都会使人 变得精明。

每一位创业者都在不同程度上具备上述特质。但如果不具备上面提到的一种或多种能 力呢？很多技能都是可以习得的。另外，还可以聘用有特长的人来弥补自己的不足。最 重要的一点是，要了解自己的长处，进而发挥自己的长处。

下一篇>>> 3 为何要做创业者？

11
选择企业形式
下载**PDF**文件(英文)

12
制订企业经营计划
下载**PDF**文件(英文)

13
创业的资本需求
下载**PDF**文件(英文)

14
资金来源
下载**PDF**文件(英文)

15
知识产权：宝贵的商业资产
下载**PDF**文件(英文)

16
小型企业的优势
下载**PDF**文件(英文)

17
创业带动经济发展
下载**PDF**文件(英文)

18
政府政策的重要性
下载**PDF**文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载**PDF**文件(英文)

20
创业术语表
下载**PDF**文件(英文)

21
补充阅读材料**(**英文**)**
下载**PDF**文件(英文)

下 载全套**PDF**文件(英文)压缩文件

请提出宝贵意见：
iiptcp@state.gov.

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

10
网上销售
下载PDF文件(英文)

创业 指南

3. 为何要做创业者？

一个人为什么要自己白手起家，创办企业？或许他/她曾 不只一次遭遇解雇。或许他/她对自己眼前的工作不满意，而且看不到更好的职业前景。 或许他/她感到自己的工作不稳定；公司可能在考虑裁员，由此可能会导致失业或事业发 展和工资前景不佳。或许他/她没有得到应有的升迁；或许他/她在现有行业中看不到适于 自己兴趣和专长的机会。

有些人实际上讨厌替别人干活。他们不赞同基于资历而非成就的奖励制度，也不愿 意必须就范企业文化。

还有些人决定创办企业，是因为他们对现有行业或职业中的官僚作风或政治人事关系 感到失望。另外还有人是因为厌倦了推销某一产品、服务或在大公司主流运作之外的经 营。

在另一方面，有些人热衷创业是因为受到自行开业的好处的吸引。这些好处包括：

- 创业者自己当老板，自行作决定，自己选择商业夥伴和确定业务内容。他 们可以自己决定工作时间、薪水和休假。
- 自我创业比替别人干活更可能获得优厚的经济回报。
- 自我创业能使业主参与企业的全部运作过程，从确立理念到设计和创造， 从销售到业务运营和消费者关系。
- 自我创业给人以当老板的声望。
- 自我创业给人积累股本的机会，既可保留、出售，也可留给子孙。
- 自我创业带来作贡献的机会。大部份新兴企业家扶助地方经济。少数企业家能通 过自己的创新而对整个社会作出贡献。约布斯(Steve Jobs)便是一例。他于1976年与人合创苹果公司，引发了台式电脑革命。

有些人是在对自己所在地的就业和职业前景进行估量后，有意识地决定走创业之路。

所有理由都同样有道理；但没有一个理由能担保成功。不过，如果有强烈的创业欲望， 加之良好的构思、精心的设计及辛勤的努力，最终一定能成就一番乐在其中、利润可观 的业绩。

11
选择企业形式
下载**PDF**文件(英文)

12
制订企业经营计划
下载**PDF**文件(英文)

13
创业的资本需求
下载**PDF**文件(英文)

14
资金来源
下载**PDF**文件(英文)

15
知识产权：宝贵的商业资产
下载**PDF**文件(英文)

16
小型企业的优势
下载**PDF**文件(英文)

17
创业带动经济发展
下载**PDF**文件(英文)

18
政府政策的重要性
下载**PDF**文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载**PDF**文件(英文)

20
创业术语表
下载**PDF**文件(英文)

21
补充阅读材料**(**英文**)**
下载**PDF**文件(英文)

下 载全套**PDF**文件(英文)压缩文件

请提出宝贵意见：
iiptcp@state.gov.

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

10
网上销售
下载PDF文件(英文)

创业
指南

4. 正确决策，避免失误

创办企业是一种有吸引力的职业选择。但在着手创办并管理 一家新企业之前，不论其规模如何，都要作出多项决策。有待回答的问题包括：

- 创业者确实愿意承担管理企业的责任吗？
- 企业应以哪些产品或服务为主？
- 是否有市场？市场在哪里？
- 企业的潜在盈利能力是否能为雇员和雇主提供足够维持生活的工资？
- 创业者如何筹集创业所需的资本？
- 创业者在开办企业时应当全日工作还是半日工作？独自创业还是与他人合伙？

上述问题的答案没有必然的正误之分。每一位创业者应当基于自己的判断作出回答。创业者 要在作出上述及其他关键决策之前尽量收集信息并听取建议。

创业者面临的挑战是既要果断又要审慎。一方面要采取行动抓住机会，不坐失良机，另一方 面要尽可能做好一切准备工作以迎接机会的来临，并减少创业的风险。

准备工作包括评估市场机会，开发产品或服务，制定合理的经营规划，确定需要多少资本并 安排融资。

在对企业家的成功经验和失败教训进行仔细分析后，经济学家提出了可供创业者借鉴的几个 关键因素。考虑到这些因素能够降低风险，反之，无视这些因素则有可能加速新企业的倒闭。

- 动机： 创办企业的动机是什么？仅仅为了赚钱吗？是的，很多企业家确实腰缠万 贯。不过，在创业阶段及企业经营初期，资金往往吃紧。很多创业者直到能够保证公司有盈利时 才开始领取薪酬。
- 策略：让产品或服务与众不同的策略是什么？是否只在售价方面同他人竞争？价 格很重要，但大多数经济学家都认为只靠价格与他人竞争的风险极大。生产大批产品的大型公司 具备压低价格的优势。

11
选择企业形式
下载PDF文件(英文)

12
制订企业经营计划
下载PDF文件(英文)

13
创业的资本需求
下载PDF文件(英文)

14
资金来源
下载PDF文件(英文)

15
知识产权：宝贵的商业资产
下载PDF文件(英文)

16
小型企业的优势
下载PDF文件(英文)

17
创业带动经济发展
下载PDF文件(英文)

18
政府政策的重要性
下载PDF文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载PDF文件(英文)

20
创业术语表
下载PDF文件(英文)

21
补充阅读材料(英文)
下载PDF文件(英文)

下 载全套PDF文件(英文)压缩文件

请提出宝贵意见：
iiptcp@state.gov.

- 符合现实的构想：对于企业潜能的展望是否符合现实？运营资金不足是造成很多 企业倒闭的原因。创业者往往在制定经营规划时低估创业成本，同时高估销售收入。一些分析人 士建议将最终成本预算提高一半，并降低销售额预估。只有这样，创业者才能客观地预测现金流 量，并判断自己是否已做好创业的准备。

下一篇>>> 5 单于还是合伙？

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

10
网上销售
下载PDF文件(英文)

创业
原则

5. 单干还是合伙？

创业者必须做出的一项重要选择是：单独开业还是与其 他创业者合伙？他们需考虑许多因素，如每位创业者的个人素质和能力以及策划中的企 业的性质。

美国的研究显示，新开张的企业中几乎有一半包括两位或更多位共同创业者。通常他 们之间相互了解，而且夫妻档很常见。

与其他人合伙创建公司有许多优势。公司成员共同决策，共同管理。他们还可在精神 上相互支持，这有助于减少个人压力。

由多人组建的公司所承担的风险也较低。如果其中一名创业者不能履行其职责，另一 人可代为履行。

团队成员之间的互动通常能发挥创造力。公司成员可提出各自的观点，通过"集思广 益"发现解决问题的办法。

研究结果显示，投资者和银行似乎更乐于向由多位创业者兴办的企业贷款。这或许就 足以构成合伙的理由。

合伙的其他重要好处是使财政资源和技术专长融为一体。在最佳情况下，公司成员具 有互补性技能。例如，有人可能具有工程方面的经验，有人则具有推销方面的才能。

总之，如果创业团队的力量雄厚，成功的可能性就更大。麻省理工学院的罗伯茨教授 (Edward Roberts)在《高科技领域的创业者》(Entrepreneurs in High Technology)一书中指出，由 具有创业精神的集体所成立的高科技公司，其失败概率低于个人创立的企业。如果创业 团队中有一名推销专家，则更是如此。

不同年龄层的创业者可组成互补性的团队。年轻人的特点是乐观和对前途充满信心， 而年龄较大的合作夥伴拥有经验和务实的态度。例如，在1994年安德森(Marc Andreessen)是一名年轻且才华出众的电脑专家，有一个独具创意的想法。硅谷图形公司 (Silicon Graphics)的创始人和董事长克拉克(James Clark)赏识他的构思。他们后来共同开发 了"网景导航者"(Netscape Navigator)互联网电脑浏览软件，从而改变了个人操作电脑的方式。

不过，合伙办公司也有潜在的不利因素。首先，公司为共同所有制。创业者一般不应 轻易许诺给人股份，除非有意入伙者能为公司做出明显贡献。

团队共同控制决策。如果团队中某一成员判断力差或有不良工作习惯，就可能出现问 题。

大多数团队最终会经历严重的冲突。这可能涉及到管理计划、操作流程或未来目标。 冲突也可能源于时间的投入不均衡，或成员之间性格不合。有时这种冲突可得到化解， 有时冲突则会导致公司出售，甚至破产。

在考虑与其他人合伙时，创业者有必要认识到潜在的问题。但是，总体而言，合伙经 营的好处大于风险。

下一篇>>> 6 选择产品与市场

11
选择企业形式
下载**PDF**文件(英文)

12
制订企业经营计划
下载**PDF**文件(英文)

13
创业的资本需求
下载**PDF**文件(英文)

14
资金来源
下载**PDF**文件(英文)

15
知识产权：宝贵的商业资产
下载**PDF**文件(英文)

16
小型企业的优势
下载**PDF**文件(英文)

17
创业带动经济发展
下载**PDF**文件(英文)

18
政府政策的重要性
下载**PDF**文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载**PDF**文件(英文)

20
创业术语表
下载**PDF**文件(英文)

21
补充阅读材料(英文)
下载**PDF**文件(英文)

下载全套**PDF**文件(英文)压缩文件

请提出宝贵意见：
iiptcp@state.gov.

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

10
网上销售
下载PDF文件(英文)

创业 指南

6. 选择产品与市场

一个希望成为企业家的人需要有一个好的想法，这个想 法随后会成为新企业的基础。

有的时候，创业者首先看到一种市场需要，然后在某个时候产生顿悟——"终于找到 了!"——随即去开发一种产品或服务以满足这种市场需要。另外一些时候，企业家先有了 一个开发产品或服务的主意，然后设法找到它的市场。一位在通用电气公司(General Electric)工作的苏格兰工程师研发出有弹性的泥块(Putty)，但一无用处。在一位有创造性 的企业家手里，它成了一种"简易黏胶玩具"(Silly Putty)，于是有了畅销市场：儿童。

此类想法不一定非具有革新意义不可。从事调查研究，掌握好时机，再加上一点儿运 气就能使普通的想法转变成成功的企业。1971年，伯克特(Chuck Burkett)创办了一家制造 普通产品——新颖钥匙圈——的公司。但是，后来他与位于佛罗里达州的商家迪士尼世 界(Disney World)签署合同，开始制造米老鼠钥匙圈，就取得了巨大成功。

获得创新想法有许多途径。大量阅读、与人们交谈并考虑类似以下列出的问题：目前 存在的产品或服务有哪些不足之处？还有什么你想要而又买不到的东西？新技术有什么 其他用途？

什么是利用或提供现有产品的革新方法？1996年，在澳大利亚有两位企业家创办了澳 大利亚宠物流动服务公司(Aussie Pet Mobile Inc.)。它上门服务，把宠物的洗澡和梳毛的 工作做到工作繁忙的人们家门口。现在该公司是美国扩展最快的连锁店之一。

社会是否正在改变？哪些人群还有未满足的需要？人们在想些什么？例如：对符合健 康标准的点心日益增长的需求在美国创造了许多商机。

创办企业的想法通常属于安索夫(H. Igor Ansoff) 于1957年在《哈佛商业评论》 (Harvard Business Review)中所描述的四个类别中的一种：

- 现有市场的现有产品或服务。对新起炉灶的企业，这是一条困难的途径。它 意味着要通过有吸引力的展销、广告等手段赢得消费者。其初期费用很大，利润没有把 握。

- 为新的市场提供新产品或服务。对一个新企业来说，这是最冒险的战略，因为 产品与市场都是前途未卜。它需要作最多的调研和策划。但一旦获得成功，新企业会有 最大的潜力并能获得极大的利润。

- 为现有市场提供新产品或服务。(这一类别的定义经常包括改进的产品或服务)。 例如，一些头脑灵活的贺卡制造商利用非普遍接受的幽默以及贺曼公司 (Hallmark) 或美国贺卡公司(American Greetings)——两家最大的贺卡制造商——不愿使用 的问候语在现有的市场上竞争。

11
选择企业形式
下载PDF文件(英文)

12
制订企业经营计划
下载PDF文件(英文)

13
创业的资本需求
下载PDF文件(英文)

14
资金来源
下载PDF文件(英文)

15
知识产权：宝贵的商业资产
下载PDF文件(英文)

16
小型企业的优势
下载PDF文件(英文)

17
创业带动经济发展
下载PDF文件(英文)

18
政府政策的重要性
下载PDF文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载PDF文件(英文)

20
创业术语表
下载PDF文件(英文)

21
补充阅读材料(英文)
下载PDF文件(英文)

下 载全套PDF文件(英文)压缩文件

请提出宝贵意见：
iiptcp@state.gov.

- 为新的市场提供现有产品或服务。这个新市场可能是一个不同的国家或地区或一 个为特定小客户群服务的市场。前往顾客家中或办公室里提供产品/服务或是在互联网上 销售产品/服务的企业家也是把目标对准一个新的市场——不想出门购物或太忙没时间购 物的人们。

最后两类风险较低，且产品与市场调研能够进一步降低风险。这两类企业也提供利用 有效的起步方法的机会，即创新、建立特色和针对特定市场制定战略。

下一篇>>> 7 新企业的营销策略

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

10
网上销售
下载PDF文件(英文)

创业 指南

7. 新企业的营销策略

创业可带来的美好前景和自己当家作主的诱惑难免会打 动人心，然而，未来的企业家要确定提供何种产品和服务却并非轻而易举。有很多因素 需要考虑，包括产品或服务的市场潜力、竞争、资金来源以及本人的技能和兴趣。然后， 还必须想一想：为什么消费者要来买这个新公司的产品或服务？

想法的独特新颖是一个重要的因素。独特新颖的想法能使一个企业在众多竞争者中 引人注目，从而促进一种新的产品和服务进入市场。

最好不要把低成本当作打入市场的惟一方法。新企业往往规模较小，而大公司通常拥 有大批量生产带来的成本较低的优势。

成功的企业家常以企业的与众不同、见缝插针和创新取胜。

- 与众不同就是将新公司的产品和服务与竞争者的产品和服务区分开来。这种 努力如获成功，新产品和服务就较少受到价格波动的影响，因为顾客会把产品的独特性 看得很重。

  例如，一种产品在功能上虽与竞争者的产品相似，但具有某些改进操作的特色：体积 较小、重量较轻、便于使用或安装等。1982年，康柏电脑公司(Compaq)开始与苹果电脑公 司(Apple)和国际商业机器公司(IBM)竞争。这家公司的第一种产品就是有把手的一件套个 人电脑。这种手提式电脑的构想十分新颖，并取得了巨大的成功。

- 见缝插针指的是提供一种能满足某一特定部份消费者需求的产品或服务。新企 业将目标集中于一个较狭窄的市场，就有可能比与之竞争的较大规模企业更好地满足客 户的需要。

  人口特徵的变化可能会创造为缝隙市场(niche market，又译作"利基市场")服务的机会。 在发达国家，65岁以上的老人已构成一个越来越大的市场。其他缝隙市场包括有某种相 同兴趣或生活方式的群体，如健身爱好者、冒险旅行爱好者和工作父母。事实上，某些 企业专门为工作父母生产加热后便可食用的"家常饭"。

- 创新也许是最能界定创业精神的一个特徵。富有远见的企业管理专家德鲁 克(1909-2005)曾作这样的解释：创新是"一种产生一整套新性能的变革"。产品创新分为两 大类：开拓性或根本性的创新体现一种技术突破或全新产品问世；渐进性创新则是对现 有的产品作出修改。

  从产品制造工艺到定价政策等企业经营的各个环节都可进行创新。莫纳根(Tom Monaghan)于上个世纪60年代末决定开设以外送为基本服务方式的达美乐比萨店(Domino's Pizza)和贝佐斯(Jeff Bezos) 1995年决定开创仅提供网络销售的亚马逊公司(Amazon.com)都是 使市场发生根本性变革的销售策略

的范例。

欠发达国家的企业家常常通过模仿或改变发达国家创造的产品的方式进行创新。德鲁 克将这一过程称作"创造性模仿"。模仿者一旦认识到他们能比原创者更好地使产品适用 于本国市场并能扩大销路，创造性的模仿产品便会出现。

创新、与众不同和见缝插针是帮助新企业吸引客户和销售产品的有效策略。

下一篇>>> 8 营销等于销售

11
选择企业形式
下载**PDF**文件(英文)

12
制订企业经营计划
下载**PDF**文件(英文)

13
创业的资本需求
下载**PDF**文件(英文)

14
资金来源
下载**PDF**文件(英文)

15
知识产权：宝贵的商业资产
下载**PDF**文件(英文)

16
小型企业的优势
下载**PDF**文件(英文)

17
创业带动经济发展
下载**PDF**文件(英文)

18
政府政策的重要性
下载**PDF**文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载**PDF**文件(英文)

20
创业术语表
下载**PDF**文件(英文)

21
补充阅读材料**(**英文**)**
下载**PDF**文件(英文)

下 载全套**PDF**文件(英文)压缩文件

请提出宝贵意见：
iiptcp@state.gov.

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

10
网上销售
下载PDF文件(英文)

创业 指南

8. 营销等于销售

通常营销的定义为产品从生产商转移到消费者过程中的 各种活动，包括广告、托运、储藏和销售。但对一个新企业来说，营销即意味着销售。 如果没有出钱的顾客来买这些产品或服务，创业者的一切筹划与战略毫无疑问都将功亏 一篑。

新企业如何获得订单？创业者在创办企业之前，应该对目标市场进行调研，对竞争产 品进行分析。企业家霍兰(Phil Holland)说："大多数行业都有对它们最适用并已付诸实践 的具体营销战略。"霍兰于1970年创办了美味油炸圈饼公司(Yum Yum Donut Shops, Inc.)， 这家公司逐渐发展成美国未上市公司中最大的油炸圈饼连锁店。他建议要分析竞争对手 成功的销售方法、价格和广告。

一位创业者也可以逐步建立起潜在顾客的挡案资料，例如通过从当地的教堂、学校和 社团或其他组织那里收集人名或邮寄名单。这种资料以后可用于直接邮寄广告——甚至 用于在新公司开张时寄发邀请信。

新公司开张后，业主需要在其预算容许的范围内卓有成效地从尽可能多的顾客那里获 取对其推出的产品或服务的反馈信息。

一家新企业的最有效的销售人员常常是该企业的领导人，人们几乎总是会接听来自企 业"总裁"打来的电话。总裁是胸怀前景的人，了解新企业的优势并能迅速作出决定。微软 公司(Microsoft)的盖茨(Bill Gates)等□c多著名的企业家都具有出售他们产品的天赋。

雇用销售人员可能是有效的营销方法，对一个以较为狭窄的市场为其目标的企业来说 更是如此。通过邮购或互联网直销是花费较低、并能同样获得成功的其他选择。

外部的渠道也要加以利用，可以雇用代理商或批发商等中介来推销一项产品或服务。 对这些人应公平对待并迅速付款。有些分析家建议把外部的代表当作内部人员来对待， 并向他们慷慨地分发奖金，这样他们就会让你的产品或服务在他们代理的众多产品或服 务中占有显著地位。

广告与促销是至关重要的营销手段。报纸、杂志、电视和广播的广告对接触广大消费 者十分有效。花费较少的选择是印制广告传单，可以把它们寄给潜在的消费者，挨家挨 户地分发或在得到许可的商家内张贴。新公司还可以在推出新产品时发布新闻，本行业 的杂志通常免费登载这些消息。

有必要在当地电话簿里登记您的公司(例如美国的黄页电话簿)，这类电话簿把同类商 号集中在同一个栏目下。在互联网谷歌(Google)或雅虎(Yahoo)等搜索引擎登记也十分有 用，消费者利用它们来查找当地的企业。这些搜索引擎经常与公司的网站链接，从而传 递更多的信息。

媒体宣传也是一种促销新产品或服务的非常宝贵的方法。新公司应把新闻简报送往各 种传媒的办事机构。地方报纸可能会刊登一篇有关新开张公司的专题文章。电视或广播 台可能对其业主进行专访。在推动销售方面这一点可能十分有效，而且对方分文不取!

下一篇>>> 9 创业者与互联网

11
选择企业形式
下载**PDF**文件(英文)

12
制订企业经营计划
下载**PDF**文件(英文)

13
创业的资本需求
下载**PDF**文件(英文)

14
资金来源
下载**PDF**文件(英文)

15
知识产权：宝贵的商业资产
下载**PDF**文件(英文)

16
小型企业的优势
下载**PDF**文件(英文)

17
创业带动经济发展
下载**PDF**文件(英文)

18
政府政策的重要性
下载**PDF**文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载**PDF**文件(英文)

20
创业术语表
下载**PDF**文件(英文)

21
补充阅读材料**(**英文**)**
下载**PDF**文件(英文)

下 载全套**PDF**文件(英文)压缩文件

请提出宝贵意见：
iiptcp@state.gov.

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

10
网上销售
下载PDF文件(英文)

创业 指南

9. 创业者与互联网

互联网——将小型计算机网络互连而成的庞大的网络系统— —连通了全世界人民，彻底改变了商贸模式。互联网的许多功能可以用于创办企业。

联络：一名创业者必须同多方联络——例如供应商、分销商和客户。传送信件、报告 和照片等文件的成本较低的迅捷方式是向互联网用户发送电子邮件。电子邮件甚至可以作为营销 手段。有多种电脑软件可用于保护文件，防止无授权者打开或删改文件，保证共享文件的安全性 及文件的易验证性。

调研： 创业需要大量的调研工作。创业者能在互联网上非常迅速地找到几乎所有领 域的信息。(互联网将文字和多媒体文件汇集起来，形成一个规模巨大的电子图书馆。)很多政府 机构、高等院校、民间团体和公司企业都在互联网上提供信息，而且通常这些信息供免费使用。

在网上搜寻信息的最便捷的方式是使用搜索引擎——一种数据检索系统。使用者在电脑键盘 上打出有关问题的关键字并点击输入键，往往在几秒钟之内就会得到一连串资料目录。互联网使 用者可以点击链接进入具体文件，并在电脑显示屏上浏览文件。最常用的搜索引擎有雅虎 (http://yahoo.com)和谷歌(http://google.com)。

营销：网站——由电子网络连接的载有文字和视觉信息的多个网页，使创业者能够向 广大用户介绍新公司及其产品或服务。一般而言，与印刷营销材料的方式相比，网站的建立和更 新速度更快且成本更低。此外，网站是全时开放！

想为新公司建立网站的创业者可以聘请专业公司，也可以购买专用软件自己动手。很多大学 都开办了网站设置课程。

一个网站必须有域名和网址。互联网网站的域名和网址通常是相同的。网站的域名和网址必 须登记注册。Http://rs.internic.net网站根据国别和所用语言汇总列出已经注册的 网站。商业网站的网址均采用统一资源定位地址(Uniform Resource Locator，简称URL)。网址的末 尾通常是.com，表明是商业网站。如果某个域名连同末尾的.com已经是注册网站，同一个域名往 往还可以用.net的结尾形式注册。好的商业网站的域名不仅好记，还能让人马上联想到有关公司及 其产品或服务。

创业者需要在网络空间拥有一席之地，建立自己的网站。很多商业性的互联网服务提供商 (ISP)承办租赁服务器的业务，收取低廉的月费或年费。

提高网站的知名度极其重要。一个网站的网址可以印在名片、信笺信封和宣传册等一切与新 公司有关的用品上。创业者还可以付费在非竞争性网站上做彩色广告，例如经营相关配套产品的 网站。点击广告条通常能进入做广告者的网站。

创业者还可以向知名的互联网搜索引擎提供有关其网站的信息。很多搜索引擎承办在满足特 定搜索词条时优先列出特定网站的收费业务。以网上购物者为例，他们经常使用搜索引擎寻找提 供特定产品和服务的商家。

网络安全： 就象店主要锁好店门一样，使用互联网的创业者必须采取措施保障其电 脑系统的安全，堵住可能出现的安全漏洞并防范病毒。最有效的措施之一是安装安全软件。另一 项有效措施是安装互联网防火墙，筛检并

11
选择企业形式
下载**PDF**文件(英文)

12
制订企业经营计划
下载**PDF**文件(英文)

13
创业的资本需求
下载**PDF**文件(英文)

14
资金来源
下载**PDF**文件(英文)

15
知识产权：宝贵的商业资产
下载**PDF**文件(英文)

16
小型企业的优势
下载**PDF**文件(英文)

17
创业带动经济发展
下载**PDF**文件(英文)

18
政府政策的重要性
下载**PDF**文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载**PDF**文件(英文)

20
创业术语表
下载**PDF**文件(英文)

21
补充阅读材料**(**英文**)**
下载**PDF**文件(英文)

下 载全套**PDF**文件(英文)压缩文件

请提出宝贵意见：
iiptcp@state.gov.

封锁计算机网络与互联网之间的不安全通道。创业者可 与技术咨询公司签订合同，由他们负责安装上述及其他保护电脑的程序。关于电脑安全的信息很 多，而且往往是免费的。例如，致力于加强互联网安全意识的组织国家网路安全联盟(National Cyber Security Alliance)即向用户提供知识性资料和其他信息来源。

巴布森学院(Babson College)创业学副教授兰格(Julian E. Lange)指出："对于资源有限但富有创 造力的企业家而言，互联网为创办新企业和增强现有企业的实力提供了重大机会。"新兴企业将寻 找途径为互联网使用者提供便利。现有企业将利用多种多样的互联网应用程序——从客户服务和 订单处理直至投资者关系管理。兰格表示，对很多创业者而言，互联网带来的挑战在于它提供了 "让用户满意和开创激动人心的事业的种种机会"。

下一篇>>>10 网上销售

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of Entrepreneurship

>>>> 9. The Entrepreneur and the Internet

The Internet—a vast computer network linking smaller computer networks—has revolutionized commerce by bringing together people from all over the globe. Many of its features can be used to shape a new business.

Communications: An entrepreneur must communicate with many people—suppliers, distributors, and customers, for example. A quick and relatively inexpensive way to send letters, reports, photographs, etc. to other Internet users is with electronic mail or "e-mail." E-mail can be used even for marketing. Various forms of computer software are available to protect documents from unauthorized access or alteration so that they can be securely shared and easily authenticated.

Research: Starting a business takes lots of research. An entrepreneur can find information on almost any subject very rapidly by using the Internet's World Wide Web.. (The Web is a collection of text and multimedia documents linked to create a huge electronic library.) Many government agencies, universities, organizations, and businesses provide information on the Internet, usually at no cost.

The easiest way to find information on the Web is by using a search engine—a data retrieval system. The user types key words for a subject on the computer, clicks the enter button, and receives a list of materials–often within seconds. The items are linked electronically to the actual documents so that Internet users can read them on their computer screens. Among the most popular search engines are Yahoo! (http://yahoo.com) and Google (http://google.com).

Promotion: Web sites, pages of print and visual information that are linked together electronically, offer an opportunity for entrepreneurs to introduce a new business and its products and/or services to a huge audience. In general, Web sites can be created and updated more quickly and inexpensively than printed promotional materials. Moreover, they run continuously!

To create a Web site for her business, the entrepreneur can hire a firm to create one or purchase computer software to create it on her own. Many universities offer courses that teach how to build a Website, also.

A Web site needs a name and an address. On the Internet, the two are usually the same. Web site names and addresses must be registered. Http://rs.internic.net is a Web site that lists registrars by country and language used. The address of the online business is expressed as a Uniform Resource Locator (URL). It usually ends in dot com (.com), which indicates a "commercial" site. Dot net (.net), an alternate ending; is often used when a specific Web site name ending in .com has already been registered. Good business Web site names are easy to remember and evoke the firm and its products or services.

The entrepreneur also needs a piece of property in cyberspace, where her Web site will reside. Many commercial "hosting services," called Internet service providers (ISPs), rent space on their large computers (called servers) for a small monthly or annual fee.

Web site promotion is critical. A Web site address can be put on business cards, stationery, brochures— anything having to do with the new firm. Or, an entrepreneur can pay to place a colorful advertisement on non-competitive Web sites, such as ones for complementary products. Advertising banners usually link back to the advertised firm's Web site.

Entrepreneurs also can provide information about their Web sites to well-known Internet search engines. For a fee, most search engines will promote a Web site when a selected set of search terms is used. Online shoppers, for instance, often use search engines to find businesses that provide specific products and services.

Safe Use: Just as shopkeepers lock their storefronts, entrepreneurs who use the Internet need to take steps to keep their computer systems safe from the potential hazards of security breaches and viruses. One of the most effective steps is installing security software. Another is setting up an Internet firewall to screen and block undesired traffic between a computer network and the Internet. A technology consultant on contract can install these and other computer defenses. There is a lot of information about computer safety available, and often for free. For example, the National Cyber Security Alliance (http://www.staysafeonline.info/), an organization devoted to raising Internet security awareness, offers educational materials and other resources.

As Julian E. Lange, associate professor of entrepreneurship at Babson College, has said, "For creative entrepreneurs with limited resources, the Internet offers significant opportunities to build new businesses and enhance existing enterprises." New businesses will develop solutions to enhance the Internet user's experience. Existing businesses will take advantage of myriad Internet applications – from customer service to order processing to investor relations. Lange suggests that, for many entrepreneurs, the challenges posed by the Internet are "opportunities to delight customers and create exciting entrepreneurial ventures."

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

10
网上销售
下载PDF文件(英文)

创业 指南

10. 网上销售

很多业主在互联网上销售产品或服务。为什么？通过互 联网可以进入巨大的、日益扩展的市场。据提供全球市场信息的尼尔森公司(ACNielsen)提 供的数据，2005年全世界约有6.27 亿人次在网上购物。

通过互联网销售，一家街头小店或在家中经营的公司可以在全国乃至世界范围内找到 潜在的客户。业主在网络上销售，就能与较大的竞争对手在更平等的基础上竞争。

在互联网上销售自然是要付出成本的。但建立和管理网站的费用已经下降，网站设计 和管理公司的数量增加。事实上，有些业主发现经营网络商店比雇用大批销售人员和维 持传统商店要省钱。

有些商号企业(如书店、航空旅行社和股票交易所)因网上销售的成功而发生了巨大的 变化。其他一些企业，如游乐场、保龄球场或水电煤气电话等公用事业公司初看上去也 许并不适宜于利用互联网，但也可以通过设立网站进行售票、打折推销或让客户在网上 付款。

要做网络生意，业主必须：

- 进行域名注册，即登记网站名称与地址。
- 购买或向互联网服务供应商租赁服务器。购买设立网站的互联网软件，或雇专家 来办。设计一个有吸引力、易于查阅的在线商店。
- 设置在线商品或服务目录。用明白易懂的语言提供书面信息，避免使用技术术语 或晦涩的行话。用大量照片促使潜在的客户购买。提供有关电话订购或网上订购的一目 了然的说明。
- 确定付款方式。有些公司在发货前或发货后发帐单，但这样做可能会耽误收取货 款，另一种可选择的付款方式是让客户用信用卡或借计卡在线付款。 一家公司可以从银 行或其他在线处理信用卡的机构得到一个由银行授权的交易处理帐户(商人帐户)来处理从 信用卡交易中所得的收入(及各种费用)。另一种替代方式是，聘用一家在线收款服务公司——如WorldPay (www.worldpay.com)——来处理这些交易。
- 确保网站的安全，特别是要保护客户的财务信息。与违反安全规则可能带来的危 险相比较，雇一名技术专家所花费的费用和时间是值得的。
- 制定货运政策。可供选择的做法包括由商家承担货运费用(不收运费)、将运费包 括在定

11
选择企业形式
下载PDF文件(英文)

12
制订企业经营计划
下载PDF文件(英文)

13
创业的资本需求
下载PDF文件(英文)

14
资金来源
下载PDF文件(英文)

15
知识产权：宝贵的商业资产
下载PDF文件(英文)

16
小型企业的优势
下载PDF文件(英文)

17
创业带动经济发展
下载PDF文件(英文)

18
政府政策的重要性
下载PDF文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载PDF文件(英文)

20
创业术语表
下载PDF文件(英文)

21
补充阅读材料(英文)
下载PDF文件(英文)

下 载全套PDF文件(英文)压缩文件

请提出宝贵意见：
iiptcp@state.gov.

价内或清楚地标明运费。不应让客户在交易的最后环节因发现需缴付运费而感到 意外。客户可能会因此取消订货。

- 向客户提供电子邮件地址或电话号码，以便他们提出批评、建议和表扬。务必对 这些意见作出回复。这样做有助于争取回头客。

在线商店建成后，还有很多事要做。业主需要吸引潜在的客户。为网站做广告的方式 很多，一种方式是在商务收据、信笺、业务通讯和其他材料上印上网站地址。另一种方 式是与谷歌(Google)和雅虎(Yahoo)等搜索引擎联系，通过网站设计中的关键词使搜索引擎 使用者能进入业主的网站。例如，一家经营阿富汗风味菜肴的餐馆使用的关键词或词组 可包括"阿富汗菜肴"、"传统烹调"、"当代烹调"以及"辣味牛肉泥"(bulani)、"鹰嘴豆泥"(hummus)、"咖喱烩菜"(korma)、"烤肉串"、"肉丸"(kofta)、"羔羊肉"、"蒸饺"之类的食品名 称。

提高网站知名度至关重要，吸引别人的注意力是网上销售的第一步。

下一篇>>>11 选择企业形式

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

10
网上销售
下载PDF文件(英文)

创业 指南

11. 选择企业形式

在许多国家，企业家在创业时必须选择一种企业 形式。基本形式有个体经营企业、合伙公司和公司。这些形式各具优点和缺 点。而且，适用于商家的法律和法规因国家和地域而异。企业家应向律师或 其他专家咨询，以确保获得所有必需的执照和许可证，并了解所有法律义务。 在许多国家，当地商会或企业理事会也是很好的信息来源。

个体经营企业： 在个体经营企业中，业主为公司拥有者，承担公 司所有债务和法律责任。75%以上的美国企业属于个体经营企业。例如自由 撰稿人和咨询者、小型餐馆和商店、以及在家中经营的企业。

这是最容易和成本最低的创业形式。一般而言，商家在办理所有必要的 手续之后即正式开业。不利因素是，个人承担无限责任——如果公司破产， 创业者可能损失所有个人和企业资产。

合伙企业：合伙企业通常至少由两人拥有资产，共同承担责任，利 润分成。其最大好处是共同承担责任。合伙制的另一好处是拥有更多的投资 者，知识和技能也更全面。

合伙制有两大类：一般合伙制与有限合伙制。在一般合伙制中，任何一 位合伙人对其他所有合伙人的行为负责。所有合伙人还对公司债务承担无限 的个人责任。相比之下，有限合伙制至少有一个承担全面责任的主要合伙人， 另有一个或多个有限合伙人，后者承担的责任仅限于他们在合伙企业中投入 的资金。

合伙制最大的劣势是可能出现意见分歧，无论合伙人相互认识多久，了 解多深。专家们一致认为，由有经验的律师起草合伙协议对合伙企业的成功 至关重要。协议内容通常包括：

- 建立解决分歧的机制；
- 规定每位合伙人对合伙企业的贡献；
- 分配管理责任；
- 确定在合伙人一旦离去或去世之后的应对措施。

公司制企业： 公司制企业适合于那些计划从事大规模经营的企业 家。作为法律实体，公司的存在不依赖于其拥有者。公司可起诉别人也可被 别人起诉，可收购或出售资产，亦可提供贷款。

公司分为若乾股份，可由一人、数人乃至许多人拥有。公司拥有权基于 股份占有比例。股东对公司的债务不承担责任，除非他们为公司债务作出个 人担保。股东承担的责任不超过其投资数额。公司更容易获得投资，并可通 过发行股票集资，还能在所有权发生变化后继续经营。与其他经营形式相比， 公司在偿债责任方面提供更多保护。公司的发展前景也是无限的。

然而，成立公司比其他形式的企业更为复杂，成本更高，通常也受到政 府更严格的监管。

11
选择企业形式
下载**PDF**文件(英文)

12
制订企业经营计划
下载**PDF**文件(英文)

13
创业的资本需求
下载**PDF**文件(英文)

14
资金来源
下载**PDF**文件(英文)

15
知识产权：宝贵的商业资产
下载**PDF**文件(英文)

16
小型企业的优势
下载**PDF**文件(英文)

17
创业带动经济发展
下载**PDF**文件(英文)

18
政府政策的重要性
下载**PDF**文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载**PDF**文件(英文)

20
创业术语表
下载**PDF**文件(英文)

21
补充阅读材料(英文)
下载**PDF**文件(英文)

下载全套**PDF**文件(英文)压缩文件

下一篇>>> 12 制订企业 经营计划

请提出宝贵意见：
iiptcp@state.gov.

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

10
网上销售
下载PDF文件(英文)

创业 指南

12. 制订企业经营计划

一份全面的企业经营计划对于初创的公司来说至关重要。 它阐明了创业者的设想，等同于该公司的一份简历。

撰写企业经营计划有许多理由：

- 在作出重大的财务与个人承诺之前，使自己确信新的企业值得一博。
- 帮助管理层制定目标和作出长期规划。
- 吸引投资者，取得资金。
- 向有必要与之建立联盟或签订合同的其他公司说明本企业的业务。
- 吸引人材。

一份企业经营计划有助于企业家合理地分配资源，处理意外发生的问题，并作出有益 的企业决策。

一份结构合理的计划是任何贷款申请书中的重要内容，它应具体说明企业将如何偿还 贷款。企业家还应考虑到企业启动的各项开支及潜在的风险，以免显得幼稚无知。

但据安德鲁·扎哈列基斯(Andrew Zacharakis)说，一种普遍的误解是认为企业经营计 划主要用于筹集资金。扎哈列基斯是巴布森学院(Babson College)的创业学教授，他认为 企业经营计划的主要目的在于帮助企业家更深刻地理解他们原先设想的机遇。他解释 说："企业经营计划程序通过提出重大问题、为寻找答案进行研究并作出回答使企业家把 原先的设想转变成更好的机会。"

某些创业者制订两份计划：一份供内部使用的计划和一份用于吸引外部投资的营销文 件。在这种情况下，两份计划的信息基本上是一样的，但重点有所不同。例如：用来指 导企业运作的内部计划没有必要详细列出管理团队成员的资历。但在用于市场促销的计 划中，管理人员的背景和经验可能是最重要的内容。

一份标准的企业经营计划通常约为40页。它应当采用清晰易读的格式，例如标有圆点 的序列表和简短的段落。语言应当便于理解，避免使用行业术语。

其基调应讲究实际并充满热情，并须着重介绍事实，以便说服人们在新企业中投入资 金或付出时间。

一份标准的企业经营计划包括：

封面(计划名称)
目录

11
选择企业形式
下载**PDF**文件(英文)

12
制订企业经营计划
下载**PDF**文件(英文)

13
创业的资本需求
下载**PDF**文件(英文)

14
资金来源
下载**PDF**文件(英文)

15
知识产权：宝贵的商业资产
下载**PDF**文件(英文)

16
小型企业的优势
下载**PDF**文件(英文)

17
创业带动经济发展
下载**PDF**文件(英文)

18
政府政策的重要性
下载**PDF**文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载**PDF**文件(英文)

20
创业术语表
下载**PDF**文件(英文)

21
补充阅读材料**(**英文**)**
下载**PDF**文件(英文)

下 载全套**PDF**文件**(**英文**)**压缩文件

请提出宝贵意见：
iiptcp@state.gov.

概要
公司介绍
产品/服务
市场与竞争
促销与销售战略
运作计划
管理团队/组织结构
财务
附件

概要是一份优秀计划的基石。人们通常首先阅读概要，以便决定是否需要阅读其他内 容。概要应当简洁明了地阐述技术、营销、财务和管理等方面的情况。更为重要的是， 它需要说服读者：这是一个值得投资的新企业。

公司介绍部份突出说明企业家的理想、战略和目标。

产品/服务部份应着重介绍新企业的特徵与优势所在。它与竞争对手有何不同？它是 否具有创意？

对于新成立的企业，经营计划的财务部份通常包括三项预测：资产负债表、损益表和 现金流量分析表。编制这些报表要求对费用与销售作出详细的估算。费用相对说来比较 容易估算。销售情况预测一般基于市场研究，常常利用竞争者所提供的同类产品与服务 的销售资料。

撰写企业经营计划表面上看来工程浩繁，但有许多方法可使这项工作更容易。首先， 有许多电脑软件包可用来生成一份标准企业经营计划。数不胜数的谈论创业的书籍提供 了详细的说明，许多大学都有支持创办新企业的项目。

下一篇>>>13 创业的资本需求

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

10
网上销售
下载PDF文件(英文)

创业 指南

13. 创业的资本需求

新企业在开始经营的头几个月鲜有收益。创造利润需要时间， 收入通常不足以偿付创业成本和每月开支。因此，创业者必须预估需要多少资金，然后筹集这笔 资金，才能将自己的梦想变成现实。

创办一个成功的企业不一定需要大笔现金。在1970年代中期，乔布斯(Steve Jobs)和沃兹尼亚 克(Steve Wozniak)为创办苹果电脑公司(Apple Computer)卖掉了一辆大众(Volkswagen)小面包车和 一个惠普(Hewlett-Packard)科学计算器，筹集了足够建立一个临时生产线的1300美元资金。1997年， 马丁(Bill Martin)和赖特(Greg Wright)利用他们大学宿舍里的免费互联网连线，拿出175美元——用 于支付新泽西州公司注册费75美元、互联网域名登记费70美元、服务器月租费30美元——创办了 一个如今已大获成功的金融网站www.ragingbull.com。

很多创业者利用不超过5000美元的资本创业，刚够用来设置企业，购进第一批货物，以及制 作一些广告宣传品。节约开支的方式很多：例如，起步阶段可以在家里办公，不必租赁办公室； 或者租用而不购买办公设备。

不过，所有创业者都必须预估在企业开始赢利以前需要多少现金来支付费用。完成这项估算 所能借助的最佳财务工具是损益表和现金流量表。现金流量反映出能用于采购和支付账单及其他 费用的可支配资金，即特定时期内现金收入与现金支出的差额。

应当在进行上述估算时附加文字说明，对任何特殊开支或计算过程中所使用的各种假设作出 注解。

- 损益表列明创业者所有的收入和开支(包括折旧额和抵押借款)预算，以此计算企业的 月度和年度利润。折旧是计算资产逐年贬值的方法。
- 现金流量表对销售额和各种费用作出统计。这项统计的周期可以是一周、一个月或一个季 度，但专家建议新企业在开始经营的头一两年每个月至少制作一份现金流量表。这项统计用来估 算年度运营所需的资金。通过累计现金流量，创业者能够预测企业在初创阶段所需的资本总额。

月度现金净流量反映出创业者每月的现金收入在扣除当月现金支出后有多少盈余或亏损。在 第一个年度，月开支往往超过月收入。很多时候，货款还没收到货物便已付运。与此同时，创业 者还要支付种种费用。因此，累计现金流量，即现金流量余额逐月相加，往往会产生一个越来越 大的负值。

新企业的转折点出现在月销售额足以支付当月的各种费用之时。从这时起，累计现金流量将 逐渐由负数转为正数。扭亏为盈之前的现金流量总额就是新企业大致需要的资本总额。

财政预算难免失准，其中的原因很简单——并非任何情况都能事先预料。因此，专家建议创 业者在现金流量表的资金需求额上另加至少20%，以便为应对不测事件留出余地。

在进行上述估算后，创业者方能努力筹措资金并更加明确地集中力量创业。

11
选择企业形式
下载**PDF**文件(英文)

12
制订企业经营计划
下载**PDF**文件(英文)

13
创业的资本需求
下载**PDF**文件(英文)

14
资金来源
下载**PDF**文件(英文)

15
知识产权：宝贵的商业资产
下载**PDF**文件(英文)

16
小型企业的优势
下载**PDF**文件(英文)

17
创业带动经济发展
下载**PDF**文件(英文)

18
政府政策的重要性
下载**PDF**文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载**PDF**文件(英文)

20
创业术语表
下载**PDF**文件(英文)

21
补充阅读材料**(**英文**)**
下载**PDF**文件(英文)

下 载全套**PDF**文件(英文)压缩文件

下一篇>>> 14 资金来源

请提出宝贵意见：
iiptcp@state.gov.

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of

Entrepreneurship

>>>> 13. The Entrepreneur's Need for Capital

New businesses rarely show a profit in the early months of operation. Generating sales takes time, and receipts are not usually sufficient to offset start-up costs and monthly expenses. Therefore, entrepreneurs need to estimate how much money they need and then raise that amount to transform their dream into a reality.

It doesn't necessarily take a lot of cash to create a successful business. In the mid-1970s, Steve Jobs and Steve Wozniak started Apple Computer by selling a Volkswagen microbus and a Hewlett-Packard scientific calculator to raise $1,300 — enough for a makeshift production line. In 1997, Bill Martin and Greg Wright used the free Internet connections in their college dorm rooms and $175 — $75 for a New Jersey partnership fee, $70 to register their Web domain name, and $30 for a month's hosting fee — to start www.ragingbull.com, which is now a successful financial Web site.

Many entrepreneurs start businesses with $5,000 or less, just enough to establish the business, invest in some inventory, and create some advertising materials. There are many ways to reduce expenses: for instance, by initially working out of one's home rather than leasing an office or leasing office equipment rather than buying it.

However, all entrepreneurs need to estimate how much cash they need to cover expenses until the business begins to make a profit. For this task, the best financial tools are the income statement and cash flow statement. Cash flow refers to the amount of money actually available to make purchases and pay current bills and obligations. It is the difference between cash receipts (money taken in) and cash disbursements (money spent) over a specific time period.

It is important to attach notes to these forecasts to explain any unusual expenses or assumptions used in the calculations.

- An income statement sets out all of the entrepreneur's projected revenues and expenses (including depreciation and mortgages) to determine a venture's profits per month and year. Depreciation is a method to account for assets whose value is considered to decrease over time.
- A cash flow statement estimates anticipated cash sales as well as anticipated cash payments of bills. This estimate can be done on a weekly, monthly, or quarterly basis, but experts recommend that it be done at least once every month for the first year or two of a new business. This forecast is used to project the money required to finance the operation annually. By calculating this forecast on a cumulative basis, the entrepreneur can forecast his company's overall capital needs at start up.

The monthly net cash flow shows how much an entrepreneur's cash receipts exceed or fall short of monthly cash expenditures. For most of the first year, the monthly expenditures are likely to exceed the receipts. In many cases, goods are shipped out before payment is received. Meanwhile, the entrepreneur still has to pay his bills. Therefore, the cumulative cash flow, which adds each month's total to that of previous months, will result in a growing negative amount.

A critical point for a new business occurs when monthly sales receipts are enough to cover monthly expenses. At this point, the negative cumulative cash flow will begin to decrease and move toward a positive one. The cumulative cash flow amount reached just before it reverses direction indicates approximately how much capital the new business will need.

Financial projections are inevitably somewhat inaccurate simply because every contingency cannot be predicted. For this reason, experts recommend that entrepreneurs add at least 20 percent to the financial needs calculated in the cash flow statement to create a safety net for unforeseen events.

With these estimates, the entrepreneur can seek funding and concentrate more clearly on launching the new business.

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

10
网上销售
下载PDF文件(英文)

创业 指南

14. 资金来源

很多创业者在开办新企业时往往在筹资方面遇到困难。 有很多资金来源可供考虑，因此充份探求各种可供选择的融资方式对创业者来说十分重 要。创业者还应向多种资金来源申请资金。

个人储蓄： 专家们一致认为任何新企业所需资本的最佳来源是创业者自己拥 有的资金。这样的资金使用方便，取款迅速，没有还款期的限制，也无需转让股权(所有 权)。此外，使用自有资金也向潜在的投资者显示，创业者愿意拿出自己的资金承担风险， 在艰难时刻会锲而不舍地作出努力。

这些人信得过创业者，是仅次于创业者本人的获得资金的最方便来源。一般来说，可 省去向其他方借钱所需办理的手续。但获取这样的资金应备有借据，当作贷款处理。不 应向这些人提供企业的部份所有权或决策权，除非他们具备相关的专长。这种获取资金 途径的主要缺点是，万一企业失败亏本，可能会损害亲情关系。

信用卡：创业者个人的信用卡是轻松获取资金的一个来源，特别是可用于购 买影印机、个人电脑和打印机之类的办公设备。获得此类物品一般不需预付款或支付很 少的预付款，每月支付的金额也很少。其主要不利之处在于要为每月不能完全付清的信 用卡欠款支付很高的利息。

银行：银行是相当谨慎保守的贷款机构。诚如成功的企业家菲尔·霍兰(Phil Holland)所说，"很多未来的创业者会很失望地得知，银行不向处于起步阶段的企业贷款， 除非有企业外的资产用作贷款的抵押。" 很多创业者根本就没有足够的资产从贷款机构获 取抵押贷款。

但是，如果一个创业者在银行开设的储蓄帐户里有存款，一般来说就可以把自己的存 款用作贷款抵押。如果创业者信用好，从银行获取个人贷款也会相对容易。这些贷款往 往是短期贷款，数额要比企业贷款少。

风险投资者： 这是有较大发展潜力的起步企业获得资金的主要来源。但是， 风险投资者坚持要求新企业向他们转让部份所有权。

- 正式的机构性风险投资基金通常是由退休基金之类被动有限合伙者提供多数 资金的有限合伙基金。这些基金有大量资金可供投资。但是，获取风险资本的过程很慢。 有关这些基金的详细信息可参阅《加兰特风险投资与私人股本目录》(Galante's Venture Capital & Private Equity Directory) 等书籍。

- 风险投资公司是向新企业投资的大型公司。这些公司除投入大量资金外，往往还 提供技术和管理方面的专业知识。但与其他获取资金的途径相比较，获得这类资金需要 花费较长的时间。此外，这类公司往往寻求对新企业的控制权。

- 天使投资者往往是那些拥有资本并愿拿来冒风险的成功的企业家。这些投资者常 常坚持要求成为他们所支持企业的发挥实际作用的顾问。获取天使投资者的资金比公司 风险基

金要快，天使基金投资于起步企业的可能性也更大。但天使基金作为个人的投资， 数额可能小一些，与银行业的联系也少一些。

政府项目： 很多国家的中央政府和地区政府提供鼓励中小型企业的项目。在 美国，小型企业局(Small Business Administration)以充任私营机构所提供贷款的担保人的方 式向小公司提供帮助，而这些小公司除以这种方式获取资金外可能并不符合获得商业贷 款的条件。

下一篇>>> 15 知识产权： 宝贵的商业资产

11
选择企业形式
下载**PDF**文件(英文)

12
制订企业经营计划
下载**PDF**文件(英文)

13
创业的资本需求
下载**PDF**文件(英文)

14
资金来源
下载**PDF**文件(英文)

15
知识产权：宝贵的商业资产
下载**PDF**文件(英文)

16
小型企业的优势
下载**PDF**文件(英文)

17
创业带动经济发展
下载**PDF**文件(英文)

18
政府政策的重要性
下载**PDF**文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载**PDF**文件(英文)

20
创业术语表
下载**PDF**文件(英文)

21
补充阅读材料**(**英文**)**
下载**PDF**文件(英文)

下 载全套**PDF**文件(英文)压缩文件

请提出宝贵意见：
iiptcp@state.gov.

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

10
网上销售
下载PDF文件(英文)

创业 指南

15. 知识产权：宝贵的商业资产

知识产权对企业家而言是一种宝贵的资产。知识产权是指由 企业家及其雇员创造的具有商业价值并享有合法产权的知识财富。这类发明创造包括新产品及其 名称、新方法、新工艺、新的促销计划或新设计。

无形资产围不住也锁不住。而专利权、版权和商标权则能防止竞争对手盗用其他个人或公司 的创意。

保护知识产权是务实的商业决策。一项出色的创意若被他人盗用，已投入其中的时间和资金 就会付诸东流。竞争对手可以压低价格，因为他们并未付出开发成本。知识产权法规的宗旨是保 障发明创造者在一定时间内利用创意获取利润，赚回开发成本，并以此鼓励创新。

知识产权可以买卖、以特许权方式租赁或免费转让。一些企业通过颁发特许权或出售专利及 商标创造了千百万美元收入。

每一位企业家都应当对知识产权有所认识，以便在全球化的市场中保护有关资产。知识产权 律师能提供有关信息和咨询。

知识产权的主要形式如下：

- 专利： 专利允许发明人在一定期限内禁止他人制造、使用、许诺销售或销 售其发明创造，大多数国家都以20年为限。专利期满后，专利变成公共所有，任何人都可使用。

- 版权： 版权保护作家和作曲家等创作者的原创作品。一般说来，版权不保护创意 本身，只保护创作出来的作品——从录音制品和书籍到电脑程序和建筑作品。版权所有者独享其 作品的复制权、改编权、发行权、公演权和展览权。

- 商业秘密：商业秘密是指为取得商业竞争优势而对他人保密的信息。知识产权法 律事务所"扬迪奥里奥和特斯卡"(Iandiorio and Teska)的合伙创办人扬迪奥里奥(Joseph S. Iandiorio)解释说："客户名单、稀有原料货源以及供货速度较快或价格较低的供应来源都可能是商 业秘密。保密工序、配方、工艺、制作方法、广告计划、营销计划和企业经营计划等当然都属于 受保护范畴。"

商业秘密通常得到合同和保密协议的保护。此外没有其他的法律保护形式。最有名的一个商 业秘密是可口可乐的配方，100多年来始终不被外人所知。

商业秘密只有在有关信息未被披露时才有价值。意外披露商业秘密以及通过反向工程或独立 研发等正当手段获取商业秘密均不承担责任。

11
选择企业形式
下载PDF文件(英文)

12
制订企业经营计划
下载PDF文件(英文)

13
创业的资本需求
下载PDF文件(英文)

14
资金来源
下载PDF文件(英文)

15
知识产权：宝贵的商业资产
下载PDF文件(英文)

16
小型企业的优势
下载PDF文件(英文)

17
创业带动经济发展
下载PDF文件(英文)

18
政府政策的重要性
下载PDF文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载PDF文件(英文)

20
创业术语表
下载PDF文件(英文)

21
补充阅读材料(英文)
下载PDF文件(英文)

下 载全套PDF文件(英文)压缩文件

请提出宝贵意见：
iiptcp@state.gov.

- 商标权：商标权保护标明商品来源并用以区别于其他厂家商品的单独或组合 使用的标志、文字或图案。例如，苹果电脑公司(Apple Computer)使用被咬掉一口的苹果图形连同 "R"标识作为注册商标。服务标记与商标类似，标明服务的提供者。商标和服务标记使企业有权禁 止他人使用以假乱真的类似标识。

在大多数国家，商标经注册后才具备法律效力，其有效期不仅可以延长，而且可以无限延长。 消费者根据商标购买他们特别喜爱的公司的产品——例如芭比娃娃或丰田汽车。版权和专利权都 有一定的有效期，但很多公司的商标却随时间而增值。

下一篇>>> 16 小型企业的优势

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of

Entrepreneurship

>>15. Intellectual Property: A Valuable Business Asset

Intellectual property is a valuable asset for an entrepreneur. It consists of certain intellectual creations by entrepreneurs or their staffs that have commercial value and are given legal property rights. Examples of such creations are a new product and its name, a new method, a new process, a new promotional scheme, and a new design.

A fence or a lock cannot protect these intangible assets. Instead, patents, copyrights, and trademarks are used to prevent competitors from benefiting from an individual's or firm's ideas.

Protecting intellectual property is a practical business decision. The time and money invested in perfecting an idea might be wasted if others could copy it. Competitors could charge a lower price because they did not incur the startup costs. The purpose of intellectual property law is to encourage innovation by giving creators time to profit from their new ideas and to recover development costs.

Intellectual property rights can be bought, sold, licensed, or given away freely. Some businesses have made millions of dollars by licensing or selling their patents or trademarks.

Every entrepreneur should be aware of intellectual property rights in order to protect these assets in a world of global markets. An intellectual property lawyer can provide information and advice.

The main forms of intellectual property rights are:

- Patents: A patent grants an inventor the right to exclude others from making, using, offering for sale, or selling an invention for a fixed period of time - in most countries, for up to 20 years. When the time period ends, the patent goes into the public domain and anyone may use it.

- Copyright: Copyrights protect original creative works of authors, composers, and others. In general, a copyright does not protect the idea itself, but only the form in which it appears - from sound recordings to books, computer programs, or architecture. The owner of copyrighted material has the exclusive right to reproduce the work, prepare derivative works, distribute copies of the work, or perform or display the work publicly.

- Trade Secrets: Trade secrets consist of knowledge that is kept secret in order to gain an advantage in business. "Customer lists, sources of supply of scarce materials, or sources of supply with faster delivery or lower prices may be trade secrets," explains Joseph S. Iandiorio, the founding partner of Iandiorio and Teska, an intellectual property law firm. "Certainly, secret processes, formulas, techniques, manufacturing know-how, advertising schemes, marketing programs, and business plans are all protectable."

Trade secrets are usually protected by contracts and non-disclosure agreements. No other legal form of protection exists. The most famous trade secret is the formula for Coca-Cola, which is more than 100 years old.

Trade secrets are valid only if the information has not been revealed. There is no protection against discovery by fair means such as accidental disclosure, reverse engineering, or independent invention.

Trademarks: A trademark protects a symbol, word, or design, used individually or in combination, to indicate the source of goods and to distinguish them from goods produced by others. For example, Apple Computer uses a picture of an apple with a bite out of it and the symbol (®) which means registered trademark. A service mark similarly identifies the source of a service. Trademarks and service marks give a business the right to prevent others from using a confusingly similar mark.

In most countries, trademarks must be registered to be enforceable and renewed to remain in force. However, they can be renewed endlessly. Consumers use marks to find a specific firm's goods that they see as particularly desirable - for example, Barbie dolls or Toyota automobiles. Unlike copyrights or patents, which expire, many business's trademarks become more valuable over time.

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

10
网上销售
下载PDF文件(英文)

创业
指南

16. 小型企业的优势

任何酝酿成立新企业的创业者都应审视并充份利用小企 业相对大企业的竞争优势。通过精心规划，创业者可减弱大企业的优势，从而增加成功 的机会。

大企业的好处不言而喻。它们比小公司拥有更多的资金来源，因此可提供全面的产品 并投资于产品开发和推销。大企业具有规模效益，它们进行批量生产，因此成本低，价 格也可能相对低廉。许多大公司因拥有知名品牌而享有信誉，并能够通过庞大的组织机 构推展业务。

小企业如何竞争？

一般来说，刚创办的小公司比大公司更灵活，并能对行业或社区发展作出迅速反应。 与那些机构臃肿的大公司相比，小公司更善于创新，推出新产品和新服务的速度更快。 无论面临新的消费趋势和人口变化还是竞争者的广告，小公司通常能够在数日而不是数 月或数年内作出决策。

小公司有能力改变产品和服务，以满足客户的特殊需求。小公司老板或经理一般远比 大公司高层主管更了解其客户群。如果产品或服务的改变——甚至经营时间的改变—— 更有利于客户，那么小公司则可能作出改变。甚至在产品开发过程中也可以让客户发挥 作用。

小企业的另一优势来自高技术人员全面参与新企业的管理。具体而言，高级合作夥伴 或管理人员从事低于其最高技能水平的工作尤其使企业受益。例如，企业家施托尔策 (William J. Stolze)1961年在纽约州罗切斯特城帮助创办了RF通讯公司(RF Communications)， 当时三名创始人来自"通用动力"(General Dynamics)，他们分别在那家大公司担任高级营销 和工程管理职务。进入新公司后，市场推销专家的头衔为"总裁"，但实际工作是争取订 单。两名高级工程师不再担任主管人员，而是开始设计产品。施托尔策在《创业》(Start Up)一书中说："在我所了解的大多数新创企业中，身居要职的主管辞去了在大公司中担 任的更为重要的负责工作，这为新公司带来巨大的竞争优势。"

新创企业的另一优势是其人员——创业者、合作夥伴、顾问、雇员乃至家庭成员—— 热情很高，决心很大，这使他们更加勤奋，效益也更好。

最后，许多小企业和新创企业有一种气氛，即员工们非常投入，目标明确。这就是 "创业精神"。当人们携手努力为更大成功创造机会时，气氛变得非常活跃，令人振奋。 这种气氛能够吸引人材，并激励他们尽力工作。

下一篇>>> 17 创业带动经济发展

11
选择企业形式
下载**PDF**文件(英文)

12
制订企业经营计划
下载**PDF**文件(英文)

13
创业的资本需求
下载**PDF**文件(英文)

14
资金来源
下载**PDF**文件(英文)

15
知识产权：宝贵的商业资产
下载**PDF**文件(英文)

16
小型企业的优势
下载**PDF**文件(英文)

17
创业带动经济发展
下载**PDF**文件(英文)

18
政府政策的重要性
下载**PDF**文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载**PDF**文件(英文)

20
创业术语表
下载**PDF**文件(英文)

21
补充阅读材料**(**英文**)**
下载**PDF**文件(英文)

下 载全套**PDF**文件(英文)压缩文件

请提出宝贵意见：
iiptcp@state.gov.

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

principles of

Entrepreneurship

>>>> 16. The Strengths of Small Business

Any entrepreneur who is contemplating a new venture should examine the strengths of small businesses as compared to large ones and make the most of those competitive advantages. With careful planning, an entrepreneur can lessen the advantages of the large business vis-à-vis his operation and thereby increase his chances for success.

The strengths of large businesses are well documented. They have greater financial resources than small firms and therefore can offer a full product line and invest in product development and marketing. They benefit from economies of scale because they manufacture large quantities of products, resulting in lower costs and potentially lower prices. Many large firms have the credibility that a well-known name provides and the support of a large organization.

How can a small firm possibly compete?

In general, small start-up firms have greater flexibility than larger firms and the capacity to respond promptly to industry or community developments. They are able to innovate and create new products and services more rapidly and creatively than larger companies that are mired in bureaucracy. Whether reacting to changes in fashion, demographics, or a competitor's advertising, a small firm usually can make decisions in days - not months or years.

A small firm has the ability to modify its products or services in response to unique customer needs. The average entrepreneur or manager of a small business knows his customer base far better than one in a large company. If a modification in the products or services offered — or even the business's hours of operation — would better serve the customers, it is possible for a small firm to make changes. Customers can even have a role in product development.

Another strength comes from the involvement of highly skilled personnel in all aspects of a start-up business. In particular, start-ups benefit from having senior partners or managers working on tasks below their highest skill level. For example, when entrepreneur William J. Stolze helped start RF Communications in 1961 in Rochester, New York, three of the founders came from the huge corporation General Dynamics, where they held senior marketing and engineering positions. In the new venture, the marketing expert had the title "president" but actually worked to get orders. The senior engineers were no longer supervisors; instead, they were designing products. As Stolze said in his book Start Up, "In most start-ups that I know of, the key managers have stepped back from much more responsible positions in larger companies, and this gives the new company an immense competitive advantage."

Another strength of a start-up is that the people involved — the entrepreneur, any partners, advisers, employees, or even family members — have a passionate, almost compulsive, desire to succeed. This makes them work harder and better.

Finally, many small businesses and start-up ventures have an intangible quality that comes from people who are fully engaged and doing what they want to do. This is "the entrepreneurial spirit," the atmosphere of fun and excitement that is generated when people work together to create an opportunity for greater success than is otherwise available. This can attract workers and inspire them to do their best.

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

10
网上销售
下载PDF文件(英文)

创业
指南

17. 创业带动经济发展

大多数经济学家认为，无论在发达国家还是在发展中国家，创业对保持经济活力都至关重要。

创业者建立新企业，为自己和他人创造就业机会。在很多情况下，创业活动提高竞争力，并且，随着技术或运作方式的改变，它还可以提高生产力。

例如，在美国，小企业占全国雇主总数的99%以上，每年为经济提供75%的新增就业机会。美国的小企业往往是个体创业者自己建立的。尤因·马里恩·考夫曼基金会(Ewing Marion Kauffman Foundation)主席兼首席执行官卡尔·施拉姆(Carl J. Schramm)在2007年2月说："创业者给其他人带来保障；他们是社会福利的创造者。"该基金会致力于培育创业精神，而施拉姆在这一领域中是世界知名的专家之一。

其他人也认为小企业带来的好处远不止提供收入。美国小企业管理局(U.S. Small Business Administration)局长赫克托·巴雷托(Hector V. Baretto)解释说："小企业扩大人们的社会参与，创造就业机会，下放经济权力，使人们能够在未来分享创业成果。"

创业者从事革新，而革新是经济增长的一个要素。如彼得·杜鲁克(Peter Drucker)所说："创业者始终在寻求变化，对变化作出反应并作为机会加以利用。"创业者为很多新产品和服务的商业化以及开辟新市场作出了贡献。只要对最近的历史稍作回顾便可看到，创业者对很多最重要的创新活动发挥了关键作用，使人们的生活和工作方式发生了巨大变化。他们的梦想和决心为我们带来了汽车、飞机、个人电脑等各种商业新技术。

与大公司相比，小公司更有可能提供特种产品和服务以及为客户定制产品。如施拉姆所指出，消费者常常是在看到创业者提供的的产品和服务后才意识到自己有这种需求。

创新增加消费者的选择，从而提高生活质量。创新以多种方式丰富人们的生活，包括使生活更加方便、增进通讯交流、提供新的娱乐方式和改善医疗保健服务。

例如，美国的小公司进行的创新远远超过大公司。据小企业管理局统计，按雇员平均计算，小型技术公司获得的专利超过大公司近13倍，它们在拥有至少15项专利的公司中占三分之一。

据2006年《全球创业观察概要》(Summary Results of the Global Entrepreneurship Monitor)报告，"无论公司发展水平和规模如何，创业活动继续是经济和企业创新及增长的关键动力，因为说到底，创业意味着关注并愿意利用尚未开发的机会。"全球创业观察是对创业活动与经济增长的一项跨国研究，由美国巴布森学院(Babson College)和英国伦敦商学院于1999年创立，2006年的研究包括 42个国家。

联合国和经济合作与发展组织等国际和区域性组织认为，创业者在调动资源推动经济增长及社会和经济发展方面能够发挥关键作用，对发展中国家而言尤为如此。在那些国家，成功的小企业是创造就业机会和减少贫困的主要动力。

由于所有这些原因，政府应当奉行鼓励创业的政策。

11
选择企业形式
下载**PDF**文件(英文)

12
制订企业经营计划
下载**PDF**文件(英文)

13
创业的资本需求
下载**PDF**文件(英文)

14
资金来源
下载**PDF**文件(英文)

15
知识产权：宝贵的商业资产
下载**PDF**文件(英文)

16
小型企业的优势
下载**PDF**文件(英文)

17
创业带动经济发展
下载**PDF**文件(英文)

18
政府政策的重要性
下载**PDF**文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载**PDF**文件(英文)

20
创业术语表
下载**PDF**文件(英文)

21
补充阅读材料**(**英文**)**
下载**PDF**文件(英文)

下一篇>>> 18 政府政策的重要性

请提出宝贵意见：
iiptcp@state.gov.

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

10
网上销售
下载PDF文件(英文)

创业 指南

18. 政府政策的重要性

创业活动促进经济增长，减少贫困，壮大中产阶级，有助于社会稳定。任何政府都可以通过推行鼓励创业的政策受益。

圣路易斯联邦储备银行(Federal Reserve Bank of St. Louis)的高级经济师托马斯·加勒特(Thomas A. Garrett)说，政府政策可以划分为"主动"和"被动"两类，取决于政府是否参与鼓励具体领域的商务发展。主动的政策——如有针对性的减税——对某些形式的企业有帮助，被动的政策则有助于创造对创业者有利的环境，无论企业采取何种形式。

加勒特说，主动和被动的政策对促进小企业发展都有效，但被动的政策在最广泛的基础上促进创业精神。他说："正是这样有利于创业的环境会使任何个体企业或公司——无论其规模、所在地或宗旨——扩展和发达。"

鼓励创业精神和小企业发展的最成功的战略包括修订税收政策和监管政策、为获取资本提供便利、制订保护产权的法律等。

税收政策： 政府通过税收获取资金。但是，对于被徵税的商业活动，税收会增加其成本，从而在某种程度上阻碍企业发展。因此，决策者必须平衡增加财政收入和促进创业这两个目标。事实证明，降低公司税率、为投资或教育提供抵税、减免企业税等措施都是鼓励企业发展的好方法。

监管政策：专门承办新创企业事务的律师和作者史蒂夫·斯特劳斯(Steve Strauss)说："监管程序越简单便利，小企业扩展的可能性就越大。"减轻政府监管给企业造成的负担也有帮助。例如，政府可以提供全套服务中心，向创业者提供帮助，并允许创业者通过互联网提交表格文件。

资金来源： 创业需要资金，需要办理规定的手续、交纳费用以及支付建立新企业的初始费用。因此，政府可以从事的最重要的活动是帮助可能的创业者寻找创业资金。在美国，小企业管理局(Small Business Administration)帮助创业人员获得资金。小企业管理局是一个联邦机构，其主要职能是提供贷款担保。参加小企业管理局项目的银行和其他贷款机构往往放松严格的贷款规定，因为政府许诺在借款人违约的情况下由政府还款。这一政策使有风险的新企业能够得到很多贷款。

财产权的法律保护(Legal Protection of Property Rights)：小企业的蓬勃发展有赖于尊重个人产权和建立保护这些权利的法律制度。没有财产权，就没有创业或投资的动力。

要使创业精神发扬光大，法律必须保护知识产权。如果创新无法以专利、版权和商标等形式得到法律保护，创业者就不愿意承担发明新产品或新方法所不可避免的风险。据世界银行发布的《2007年全球商业环境报告：如何改革》(Doing Business 2007: How to Reform)，当法庭办事有效率时，新技术的采纳就更快。"其原因是大多数创新是在新建企业里发生的——它们不像大公司那样，没有力量在庭外解决争端。"

创造企业文化： 政府还可以通过为个人学习经商技能提供方便以及奖励创业人员和小企业主来表明政府重视私人企业。决策者可以：

- 为建立企业孵化器采取财税刺激措施。这些措施通常为新企业提供创业需要的场地和服务，如提供大多数新企业买不起的复印机和传真机。企业孵化器往往与高等院校结盟，由

11
选择企业形式
下载PDF文件(英文)

12
制订企业经营计划
下载PDF文件(英文)

13
创业的资本需求
下载PDF文件(英文)

14
资金来源
下载PDF文件(英文)

15
知识产权：宝贵的商业资产
下载PDF文件(英文)

16
小型企业的优势
下载PDF文件(英文)

17
创业带动经济发展
下载PDF文件(英文)

18
政府政策的重要性
下载PDF文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载PDF文件(英文)

20
创业术语表
下载PDF文件(英文)

21
补充阅读材料(英文)
下载PDF文件(英文)

请提出宝贵意见：
iiptcp@state.gov.

教授提供专业知识。

- 提供信息。例如，美国小企业管理局有很多办事处，它们广泛分发各种出版物。该局的小企业问讯台(电话：800-827-5722)及其网站(www.sba.gov)回答一般的商务问题。任何能够上网的人都可以阅读其网上商务指南 (http://sba.gov/training/coursestake.html)

- 提高创业者和企业所有人的社会地位。政府可以建立地方性或全国性奖励项目，嘉奖创业者，并敦促商界领袖担任有关委员会或专题讨论会的领导成员。

下一篇>>> 19 可供创业者和有志创业者利用的信息资源

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

10
网上销售
下载PDF文件(英文)

创业 指南

19. 可供创业者和有志创业者利用的信息资源

美国政府

小企业管理局(Small Business Administration)是联邦政府的一个独立机构，其职能是为小企业提供帮助、咨询、协助，并保护小企业的利益。小企业管理局通过它在各地办事处的工作人员以及政府与民间的合作组织提供各种服务。该局在其网站上提供有关建立和经营小企业的大量信息。 http://www.sba.gov/

国际机构

经济合作与发展组织(Organization for Economic Cooperation and Development)下属的创业、中小型企业和地方发展中心(Centre for Entrepreneurship, SMEs, and Local Development)"负责推广有关设计、实施和评估鼓励创业、促进中小型企业发展和改善地方经济及就业的最佳做法。" 其网站提供有关出版物和项目的链接： http://www.oecd.org/department/0,2688,en_2649_33956792_1_1_1_1_1,00.html

联合国开发计划署(The United Nations Development Program)下属的私营部门与发展委员会(Commission on the Private Sector and Development)的建立是为了排除在发展中国家扩展地方私营部门的障碍。其网站载有该委员会的2004年报告《发挥创业精神：让企业给穷人带来生机》(Unleashing Entrepreneurship: Making Business Work for the Poor)。 http://www.undp.org/cpsd/indexF.html

世界银行的企业经营项目(The Doing Business Project)对178个国家和一些城市及地区的商业法规及其执行情况作出了客观评估。 http://www.doingbusiness.org/Downloads/

学术研究和民间信息资源

美国马萨诸塞州巴布森学院(Babson College)的阿瑟·布兰克创业中心(Arthur M. Blank Center for Entrepreneurship)的宗旨是通过教学、研究和推广计划引领全球的创业教育和实践。它与伦敦商学院结成伙伴关系，从事全球创业研究。它每年举办创业活动研究讨论会并出版期刊《创业研究前沿》(Frontiers of Entrepreneurship Research)。 http://www3.babson.edu/eship/research-publications/

农村创业中心(Center for Rural Entrepreneurship)支持在全美农村地区启动创业活动的努力，并发行一份通讯稿。该中心网站介绍各种工具、成功范例和研究结果。 http://www.energizingentrepreneurs.org/

大学生企业家组织(Collegiate Entrepreneurs' Organization)是一个通过400个分会和高等院校的学生组织为约3万名学生提供服务的全球性创业网络。http://www.c-e-o.org/page.php?mode=privateview&pageID=124&navID=24

Entrepreneur.com 是一份有关小企业的出版物，采取网络和印刷两种方式发行，它提供帮助建立、发展、管理小企业的信息。 http://www.entrepreneur.com/

创业者组织(Entrepreneurs' Organization)是一个有6000多名业主参加的全球性会员组织。他们的共同愿望

11
选择企业形式
下载PDF文件(英文)

12
制订企业经营计划
下载PDF文件(英文)

13
创业的资本需求
下载PDF文件(英文)

14
资金来源
下载PDF文件(英文)

15
知识产权：宝贵的商业资产
下载PDF文件(英文)

16
小型企业的优势
下载PDF文件(英文)

17
创业带动经济发展
下载PDF文件(英文)

18
政府政策的重要性
下载PDF文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载PDF文件(英文)

20
创业术语表
下载PDF文件(英文)

21
补充阅读材料(英文)
下载PDF文件(英文)

下载全套PDF文件(英文)压缩文件

请提出宝贵意见：
iiptcp@state.gov.

是发展自己的企业，互相学习和交流经验。http://www.eonetwork.org/Default.aspx

尤因·马里恩·考夫曼基金会(Ewing Marion Kauffman Foundation)是美国最大的基金会之一，其宗旨是通过赠款促进创业研究，建立教育项目，培训教育工作者，加快新技术的商业化。该基金会网站提供有关研究结果、出版物和报告的链接。 http://www.kauffman.org/

快车道(FastTrac)是一个综合创业教育项目，为企业家提供实践性很强的业务开发课程，并为大学生提供创业课程。目前美国的50个州以及澳大利亚和俄罗斯都在开展快车道项目。 http://www.fasttrac.org/

全球创业观察(Global Entrepreneurship Monitor)是一个非营利学术研究机构，其宗旨是传播有关创业活动的国际研究资料。该机构的合作伙伴包括巴布森学院和伦敦经济学院，其主要任务是评估项目参与国的创业活动，探索创业对国家经济增长的作用。在1999年创建时，全球创业观察的研究项目只涵盖10个国家，到2007年研究范围已扩大至42个国家。其网站提供全球报告和国家综述。 http://www.gemconsortium.org

国际小企业理事会(International Council for Small Business)是第一个在全世界倡导发展小企业和促进其增长的国际会员组织。该组织每年举办旨在帮助小企业发展和创业的会议。http://www.icsb.org/

自营企业(My Own Business, Inc.)是一个非营利组织，致力于为有志创业的人免费提供培训和信息资源。其网站免费提供内容全面、具有深度的创业课程。http://www.myownbusiness.org/

公共论坛协会(Public Forum Institute)的全国创业对话项目(National Dialog on Entrepreneurship)报道创业新闻和研究成果并提供其他有关创业的丰富信息，其中有世界各地为鼓励创新和帮助新企业增长而正在采取的措施。其网站还提供成功的创业实例链接。http://www.publicforuminstitute.org/nde/global/index.htm

大学生自由企业(Students in Free Enterprise)是一个全球性非营利组织，在47个国家积极与实业界共同组织活动。该组织激励大学生团队开发包括协助创业在内的社区项目。http://www.sife.org/

下一篇>>> 20 创业术语表

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

创业
指南

20. 创业术语表

天使投资者(Angel investors)：拥有资本、原意承担风险的投资者。这些人往往是成功的创业者，他们投资于新兴企业，以此作为从个人出资阶段向吸引风险资本阶段的过渡。

资产(Assets)：资产负债表上所列的一家公司拥有的有价值的物项，包括现金、设备和存货等。

资产负债表(Balance sheet)：对一家公司在一定阶段内的财务状况——资产和负债——的总结性报告。

收支平衡点(Breakeven point)：指公司的销售收入等于(但不超过)其所有的固定成本和可变成本。

过渡性融资(Bridge finance)：预期可很快偿还的短期融资。

浏览器(Browser)：使用户能够在互联网上浏览网上内容的电脑程序。

企业孵化器(Business incubator)：为创业者和处在起步阶段的企业免费或降价提供场地、培训和支持性服务的园区。

企业计划书(Business plan)：一份详细的书面计划，用于描述企业的现状、需要和预期目标。它包含对下列各项的透彻分析：公司的产品或服务、市场和面临的竞争、营销战略、运营计划和管理以及利润、资产负债表和现金流量的预测。

资本(Capital)：用于创造收入的现金或物资。对创业者来说，资本多指资金或投资于企业的其他资产。

现金流量(Cash flow)：公司在一定阶段内的现金收入和现金支出之差。它是可用于采购、支付帐单及偿还债务的实有资金。

现金流量表(Cash flow statement)：公司对一定阶段内现金流量的总结。

抵押品(Collateral)：作为贷款抵押的资产。

著作权Copyright)：著作权是对以一种有形或物质的形式固定下来的出版或未出版的文学、科学、艺术作品所给予的法律保护。它规定创作者在某一阶段内对其作品享有专有权利。

公司(Corporation)：一种企业组织形式，其所有权和经营管理权分离。公司的重要特点包括责任有限、所有权便于转移以及可无限期经营。

折旧(Depreciation)：按照通用会计方法计算的、在资产预期寿命期间所消耗的那部份价值，如基于使用期对资产成本进行分配。

电子商务(E-commerce)：在互联网上出售产品或服务的活动。

10
网上销售
下载PDF文件(英文)

11
选择企业形式
下载PDF文件(英文)

12
制订企业经营计划
下载PDF文件(英文)

13
创业的资本需求
下载PDF文件(英文)

14
资金来源
下载PDF文件(英文)

15
知识产权：宝贵的商业资产
下载PDF文件(英文)

16
小型企业的优势
下载PDF文件(英文)

17
创业带动经济发展
下载PDF文件(英文)

18
政府政策的重要性
下载PDF文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载PDF文件(英文)

20
创业术语表
下载PDF文件(英文)

21
补充阅读材料(英文)
下载PDF文件(英文)

下载全套PDF文件(英文)压缩文件

请提出宝贵意见：
iiptcp@state.gov.

创业者(Entrepreneur)：创建、经营一个企业并承担风险的人。

股权(Equity)：在某一企业中占有的股份比例。

家中企业(Home-based business)：采用任何规模或形式、主要在业主家中从事业务活动的企业。

收入报表(Income statement)：也称"损益表"，反映企业一定阶段内的收入和支出及盈利或亏损状况。

无形资产(Intangible assets)：不具有实物特徵的财产，如创新想法。

库存(Inventory)：一家公司所拥有的成品、半成品和原材料。

合资企业(Joint venture)：由至少两家企业联合创办、共同经营、分享利润和分担损失的法律实体。

负债(Liabilities)：包括应付帐款和税款、银行贷款及其他债务在内的公司债务。短期负债应于一年之内偿还，而长期负债的偿还期限超过一年。

有限合伙公司(Limited partnership)：日常经营由一方或多方普通合伙人控制但有限责任合伙人(亦称为"沉默合伙人")参与提供资本的合伙公司，有限责任合伙人承担的法律责任不超过己方投入的资本。

信贷额度(Line of credit)：(1) 银行和客户之间商定的、客户在某一特定时间内可以借贷的无担保最高限额。(2) 买方可以从卖方得到货物而延期付款(即赊购)的限额。

流动性(Liquidity)：资产可以不打折扣地迅速转换成现金的程度。

营销(Marketing)：调研、宣传、促销某一产品或服务的过程。营销涵盖一系列范围很广的活动，包括广告、宣传、促销、定价和包装等。

营销计划(Marketing plan)：描述一家公司的潜在顾客以及向其销售商品和服务的全面战略的文件。

业界交往(Networking)：指发展业界联系以建立商业关系、获得更多知识、扩大业务或为社区服务的活动。

缝隙市场营销(Niche marketing)：发现竞争对手尚未充份服务的市场并针对此等市场展开营销的活动。

外包(Outsourcing)：把本来由公司内部员工提供的标准服务(财会、工资、信息技术、广告等)交给承包商去做。

合伙公司(Partnership)：由至少两位合伙人经营、共享利润并共同承担损失的企业。

专利(Patent)：授予发明人的专有权利，借以禁止他人在有限时期内制造、使用、销售其发明。作为得到专利的交换条件，发明人必须在获得专利时公开发明的细节。

小企业管理局(Small Business Administration)：美国联邦政府的一个独立机构，创立于1953年，为小企业提供扶持、咨询和协助，保护小企业的利益。

小企业发展中心(Small Business Development Center)：一个利用大学教授和其他专家向目前和未来的小企业主提供管理协助的机构。

退休主管服务核心小组(Service Core of Retired Executives)：小企业管理局赞助的一个非营利组织，致力于创业者的教育和小企业的成功经营。向小企业提供咨询。

种子资金(Seed financing)：为验证某一构想——可能需要进行产品开发和市场调查——而提供的小额资金。

社会企业家(Social entrepreneur)：看到社会问题并遵循创业原则组织、创建和管理一个企业以实现社会变革的人。社会企业家经常通过非营利组织和公民团体展开工作，但他们也可能在私营企业或政府部门工作。许多成功的企业家后来成为社会企业家，如微软公司的比尔·盖茨(Bill Gates)。

独资企业(Sole proprietorship)：业主一人承担公司一切责任的企业形式。

创业融资(Start-up financing)：为公司争取用于产品开发和初期市场营销的资金。进行创业融资的公司通常尚未销售其产品。

商标(Trademark)：企业或个人为了使自己的商品和服务区别于类似商品与服务而使用的字词、名称、标志、音响或颜色。商标受法律保护。它与专利不同，可以无限期使用。

无抵押贷款(Unsecured loan)：借贷人不以任何资产作担保的短期贷款。

可变成本(Variable cost)：随生产量或销售量变化的那部份成本。

风险投资者(Venture investor)：专门向尚未建立长期业绩但预期会有巨大发展的企业提供巨额长期资本的机构或个人。风险资本家可能在不同程度上为企业提供管理和技术能力。

下一篇>>>21 补充阅读材料

BACK TO TOP

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.

目录

前言

1
何谓创业精神？
下载 PDF文件(英文)

2
什么样的人 能成为创业者？
下载 PDF文件(英文)

3
为何要做创业者？
下载PDF文件(英文)

4
正确决策，避免失误
下载PDF文件(英文)

5
单干还是合伙？
下载PDF文件(英文)

6
选择产品与市场
下载PDF文件(英文)

7
新企业的营销策略
下载PDF文件(英文)

8
营销等于销售
下载PDF文件(英文)

9
创业者与互联网
下载PDF文件(英文)

10
网上销售
下载PDF文件(英文)

创业
指南

21. 补充阅读材料

Acs, Zoltan J. "How is Entrepreneurship Good for Economic Growth?" Innovations, MIT Press Journal (Winter 2006): pp.97-107. http://www.mitpressjournals.org/doi/pdf/10.1162/itgg.2006.1.1.97

Allen, Kathleen. *Entrepreneurship for Dummies*. Foster City, CA: IDG Books Worldwide, Inc., 2001.

Niels Bosma and Rebecca Harding. *GEM 2006 Summary Results*. Founding and Sponsoring Institutions: Babson College, Babson Park, MA and London Business School London, UK, 2007. http://www.gemconsortium.org/download.asp?fid=532 and http://64.233.167.104/search?q=cache:XeMKRlP0P-wJ:www.gemconsortium.org/

Bygrave, William D. and Andrew Zacharakis, editors. *The Portable MBA in Entrepreneurship,* 3rd Edition. Hoboken, NJ: John Wiley & Sons, 2004.

Cohen, William A. *The Entrepreneur & Small Business Problem Solver*, 3rd Edition. Hoboken, NJ: John Wiley & Sons, 2006.

Conference Proceedings. *Putting It Together: The Role of Entrepreneurship in Economic Development*. Sponsored by the U.S. Small Business Administration Office of Advocacy, The Ewing Marion Kauffman Foundation, The Council of State Governments, The National Lieutenant Governors Association, March 7, 2005. http://www.sba.gov/advo/research/conf_summary.pdf.

Drucker, Peter F. *Innovation and Entrepreneurship*. New York: Harper Business, 1985.

Ewing Marion Kauffman Foundation. *Understanding Entrepreneurship: A Research and Policy Report*. Kansas City: Ewing Marion Kauffman Foundation, 2005. http://research.kauffman.org/cwp/jsp/redirect.jsp?&resourceId=Research/Resource/Report_070.htm

Garrett, Thomas A. "Entrepreneurs Thrive in America: Federal, State Policies Make a Difference for Those Facing Risk." Bridges, St. Louis, Missouri: Federal Reserve Bank of St. Louis (Spring 2005). http://www.stlouisfed.org/publications/br/2005/a/pages/2-article.html.

Reynolds, Paul D., Michael Hay and S. Michael Camp, *Global Entrepreneurship Monitor: 1999 Executive Report*. Kansas City, MO: Kauffman Center for Entrepreneurial Leadership, June 1999. http://www.gemconsortium.org/download/1203085057277/GEM%20Global%201999%20report.pdf

Hiam, Alexander Watson and Karen Wise Olander. The Entrepreneur's Complete Sourcebook. Englewood Cliffs, NJ: Prentice Hall, 1996.

11
选择企业形式
下载**PDF**文件(英文)

12
制订企业经营计划
下载**PDF**文件(英文)

13
创业的资本需求
下载**PDF**文件(英文)

14
资金来源
下载**PDF**文件(英文)

15
知识产权：宝贵的商业资产
下载**PDF**文件(英文)

16
小型企业的优势
下载**PDF**文件(英文)

17
创业带动经济发展
下载**PDF**文件(英文)

18
政府政策的重要性
下载**PDF**文件(英文)

19
可供创业者和有志创业者利用的信息资源
下载**PDF**文件(英文)

20
创业术语表
下载**PDF**文件(英文)

21
补充阅读材料(英文)
下载**PDF**文件(英文)

下载全套**PDF**文件(英文)压缩文件

请提出宝贵意见：
iiptcp@state.gov.

Jacksack, Susan M. Start, *Run & Grow: A Successful Small Business*, 3rd Edition. Chicago, IL: CCH Incorporated, 2000.

Karlgaard, Rich. "Peter Drucker on Leadership." Forbes.com, November 19, 2004. http://www.forbes.com/2004/11/19/cz_rk_1119drucker_print.html

Reiss, Bob, with Jeffrey L. Cruikshank. *Low Risk, High Reward: Starting and Growing Your Business with Minimal Risk*. New York, NY: The Free Press, 2000.

Stolze, William J. Start Up: *An Entrepreneur's Guide to Launching and Managing a New Business*, 5th Edition. Franklin Lakes, NJ: Career Press, 1999.

United Nations Development Programme, Commission on the Private Sector and Development. *Unleashing Entrepreneurship: Making Business Work for the Poor*. New York: United Nations Development Programme, 2004. http://www.undp.org/cpsd/indexF.html

U.S. Department of State. "Entrepreneurship and Small Business." eJournal USA: Economic Perspectives, Volume 11, Number 1 (January 2006). http://usinfo.state.gov/journals/ites/0106/ijee/ijee0106.htm

World Bank. *Doing Business 2007: How to Reform*. Washington, D.C.: The International Bank for Reconstruction and Development / The World Bank, 2006. http://www.doingbusiness.org/documents/DoingBusiness2007_FullReport.pdf

This site is produced and maintained by the U.S. Department of State's Bureau of International Information Programs.
Links to other internet sites should not be construed as an endorsement of the views contained therein.