



MINORITY SUCCESS STORIES

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Record Year for California Loans, New Jobs

The second-in-command official from the Small Business Administration rallied local bankers yesterday in preparation for a what she said is going to be a record year for lending and job creation.

Deputy Administrator Melanie Sabelhaus spoke to about 125 people representing 40 local SBA lenders at the Sheraton Four Points hotel in Kearny Mesa.

She cited statewide jobs figures that showed California created 12,300 new jobs last month and 136,300 in the past year.

"Small business is responsible for three-quarters of the net new jobs," she said in an interview. "You're seeing confidence. They're hiring, they're buying, they're investing in their companies. When I look at this robust recovery, small business has led the way."

The department expects to increase lending by 8 percent this year, issuing 80,000 loans that will help create or retain 700,000 jobs, she said. Last year the SBA issued 74,000 loans that helped create or retain 600,000 jobs.

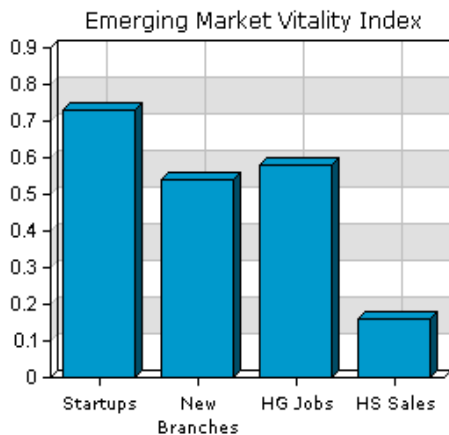
The San Diego district office expects to issue 30 percent more loans this year, according to District Director George Chandler. Total loans are expected to increase to more than 1,300 from 1,022 last year.

"This is a great place for small businesses right now," Sabelhaus said. "From a national perspective, this region is one of the fastest-growing in the country." Sabelhaus also spoke to a group of 350 entrepreneurs and officials from government agencies looking for small business contractors at a meeting of the San Diego Supplier Development Council, a small business advocacy group.

"We're reaching out to entrepreneurs," she said. "We see that they're leading the recovery. But many of them don't even realize they're the catalyst for this whole recovery."

Source: Knight-Ridder / Tribune Business News, July 23, 2004

Personal Services Marketing Research



Current and future vitality is indicated by area entrepreneurial activity, new branch development and concentrations of high growth firms measured by sales and employment. Industry indices above 1.00 surpass economy-wide patterns by the margin indicated, while indices below 1.00 fall behind overall trends.

Source: BizMiner.com

GOT VISION?

CREATORS WITH GREAT INSIGHT

Ever wonder how Hugh Hefner came up with the idea for *Playboy*, how Kleenex became a household name or why Disney is where kids live to vacation? Find out more about the visionaries behind these successful companies and where they find their inspiration in the *Got Vision?* column in every Digest issue.

Tom Monaghan,

Founder

Company: Domino's Pizza

First venture: The pizza prince was once a ... fishmonger? "When I first got out of the orphanage, 12 yr. old, I would go out and catch fish on the dock, clean them, and sell them door-to-door."

Inspiration: Ray Kroc of McDonald's. "I liked his attitude. When he went to a store, he wouldn't go in. He'd go around the parking lot picking up the trash. That was my kind of businessman."

Darkest hour: "It's not fair—I've had too many." But when forced to pick, he cites the time when he was sued by his own franchisees.

In 20 years ... "Domino's? I think they'll be a player." Ave Maria? "It will produce more priests

and nuns than any university in the world."



Les Wexner, Chairman & CEO

Company: Limited Brands

First venture: Among other kid stuff, babysitting: "In hindsight, I

understood leverage.

Instead of making 25 cents an hour with one kid, I could take ten kids to the park for two hours for the same rate."

Inspiration: His father, who ran a women's clothing store. "He was very wise and had good judgment about people and ideas."

Darkest hour: "Before I could change my business model in the early '90s, I needed to change from sole inventor to the leader, the teacher, the coach. The darkest time, but also enlightening."

Source: Fortune Small Business

<http://www.fortune.com/fortune/smallbusiness/>

THE MAKING IT!™ DIGEST: news and info for small businesses.

LET YOUR PC DRAW UP THE CONTRACT

When Munchkin Inc., a manufacturer and designer of infant products in Van Nuys, Calif., needed to prepare its second international-distribution agreement, its chief financial officer wanted neither to pay a lawyer to draw up a nearly identical contract nor to go it alone using the first contract as a template.

With lawyers costing \$200 an hour, the do-it-yourself approach was tempting. Many managers resent paying lawyer fees for what seems to be a reinvention of the same old wheel, but doing it on one's own can lead to legal troubles that might cost more than hiring a lawyer in the first place. Luckily for Munchkin, its law firm offered an appealing compromise: **interactive software that can automatically draw up distribution agreements.**

The software prompts users through a series of questions about potential distribution agreements and uses responses to generate customized international-distribution contracts.

The program saves the companies from making costly gaffes. Consider, for example, the question regarding the length of contracts. The program asks how long the agreement is to last. If the time period the user enters exceeds the target country's permissible limit, the software will flag the discrepancy. The application also cautions users about clauses that might put either partner at a disadvantage.

Source: *INC magazine*



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MANAGE THIS...

Management vs. Leadership Where should you draw the line?

BY Tina Newman

What is the difference between a manager and a leader? Is one better than the other? If you are asking yourself these questions then you are on the right path. Small businesses generally have smaller work forces, but employees have more contact with upper management. Thus, it is crucial to continually motivate, inspire, and guide your employees.

Manager traits generally are logical, stagnant, unemotional, and based on structure. While, leader traits rely more on intuition, instinct, growth/change, and emotions. Both frameworks are needed when leading people, but knowing when to use one versus the other is key. Thus, an important factor is knowing your management style and also knowing the style of your employees.

MANAGER TRAITS . . .

- Directs energy toward: goals, resources, organization structure, determining the problems to be solved
- Focuses on *how* things need to be done.
- *Once-born*; their lives have been most straight-forward and predictable, takes things for granted.

LEADER TRAITS . . .

- Directs energy toward guiding people toward practical solutions
- Focuses on *what* needs to be done, leaving decisions to people involved.
- *Twice-born*; their lives have not always been easy, often marked by some struggle to attain a sense of order; does not take things for granted.

There are various styles that incorporate the traits of "managers" and "leaders", but here are four styles that address how you relate to those around you. Dr. Ichak Adizes, creator of this framework, is an innovator in techniques for organizational transformation and has assisted organizations in reaching prime performance.

"Most people naturally blend a few of these styles, and many of us develop skills in all areas, said Adizes. "Everyone has at least one dominant style, and often a secondary style which is almost as natural as the first."

Source: itstime.com and

www.managementvitality.com/index1.shtml

The Producer

is the individual that has the drive and the discipline necessary to see real results produced. Impatient, active, and always busy, the Producer has little time for idle chit-chat. Direct and to the point, typical Producers are behind-the-scenes movers and shakers. Many Producers are attracted to high-intensity departments such as Sales. They are too busy to "waste time" with meetings. They prefer to cut the small talk and get out there to get the job done.



The Administrator

ensures that rules are in place and followed, that plans are made and adhered to. Precise and accurate, the Administrator creates methods and procedures to make sure things are done "right". Analytical and logical, Administrators clean up other people's carelessness. They like to keep the organization humming at a steady pace, and are willing to do things more slowly and carefully. Administrators are drawn to tasks that require systemic thinking and precision, such as Accounting.

The Entrepreneur

is an ideas person, always asking "why?" or "why not?" A visionary with dreams, plans and schemes, the Entrepreneur leads others to ideas that they would not pursue on their own. Success for an Entrepreneur requires both creativity and risk. They sometimes get bored with short-term tasks, and prefer developing the long-term vision. Entrepreneurs are charismatic, and generate ideas for new projects, new approaches to problems, or even new businesses.

The Integrator

is people-oriented. True Integrators value social harmony, and thrive on peacemaking and teamwork. The Integrator's pleasantness is unmistakable. Amiable and empathetic, the Integrator is the first to cooperate in helping with tasks or problems. They prefer to work by consensus, instead of taking a strong position against others. Integrators are attracted to people-oriented occupations like Human Resources.



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