

**Goldman
Sachs**

**10,000
small
businesses**



**OPPORTUNITY.
GROWTH. JOB CREATION.**



MARIA
NATION WASTE, INC.
HOUSTON, TEXAS

SMALL BUSINESSES DO MORE THAN CREATE JOBS.

“When you get people with ideas and energy, with some people helping them along the line, just think of what can be achieved.”

—**Warren Buffett**
Chairman and CEO
Berkshire Hathaway

THEY CREATE OPPORTUNITY. Small businesses have been the engines of economic growth in America, creating two-thirds of net new jobs.* In today’s economy, small businesses matter even more.

10,000 Small Businesses is a \$500 million initiative to unlock the job-creation potential of 10,000 small businesses across the United States. The program is based on the broadly held view of leading experts that greater access to a combination of education, capital and support services best addresses the barriers to growth. *10,000 Small Businesses* is funded by Goldman Sachs and The Goldman Sachs Foundation.

An investment in growth

Goldman Sachs brings together people, capital and ideas to address economic challenges. *10,000 Small Businesses* is an extension of our commitment, as a firm, to drive economic growth.

The program brings together a network of local academic and non-profit partners — who understand the needs of their local business communities — to empower business owners to grow and create jobs.

*Small Business Administration, <http://www.sba.gov/advo/stats/sbfaq.pdf>

“I never feel better about the prospects of the United States than when I hear a small business owner describe her opportunity, her commitment. When you see that, you begin to be very, very sure that the American dream is secure for another generation.”
—Lloyd C. Blankfein, Chairman and CEO, The Goldman Sachs Group, Inc.



JUN
JUNMA ENGINEERING PLLC
BROOKLYN, NEW YORK

MULTIPLYING THE ECONOMIC IMPACT.

By creating opportunity for individuals and their families, small businesses ultimately foster stronger communities. According to the National Federation of Independent Business (NFIB) and other research, healthy, growing small businesses are essential assets for the communities in which they operate. Empirically and anecdotally, their economic impact is felt in every city, town and county in the country.

How will the program make a difference? Measuring impact is a fundamental component of *10,000 Small Businesses*. After completing the program, participating graduates' business growth and job creation are tracked. This provides accountability and monitors the initiative's ability to drive economic growth—and helps ensure that *10,000 Small Businesses* has a strong, positive impact in the communities where it is active.

Guided by business and community leaders

10,000 Small Businesses is led by an Advisory Council co-chaired by Warren Buffett of Berkshire Hathaway, Michael Porter of Harvard Business School and Lloyd C. Blankfein, Chairman and Chief Executive Officer of The Goldman Sachs Group, Inc. The Advisory Council includes a national network of leaders in the fields of small business, economic development and education. Together, they provide advice on engaging local communities, help connect the initiative with key national and local partners and offer strategic guidance on additional support and resources for small business owners.





RICHARD
ADVANCED BATTERY SYSTEMS
CULVER CITY, CALIFORNIA

BUSINESSES POISED TO GROW.

The *10,000 Small Businesses* initiative is designed for established businesses that need resources to grow. Applicants must be the owner or co-owner of a business that meets the following criteria:

- in operation for at least two years
- revenues between \$150,000 and \$4.0 million in the most recent fiscal year
- a minimum of four employees

The Initiative for a Competitive Inner City, headed by *10,000 Small Businesses* Advisory Council co-chair Michael Porter, provides nationwide support in administering the selection and admissions process.

Business and management education

Of the \$500 million investment, Goldman Sachs *10,000 Small Businesses* is contributing \$200 million nationally to program partners, including local community colleges and business schools. The program's courses are taught at community colleges due to their accessibility, rigor and deep understanding of the needs of the local community.

The curriculum focuses on skills that can immediately be applied by business owners, including accounting, negotiating, marketing

and human resources management. During the program and after graduation, participants can use their new knowledge to quickly make a positive impact on business outcomes.

Businesses also receive one-on-one business counseling from a dedicated advisor, and each participant graduates from the program with a growth plan developed specifically for his or her business.

Capital to expand

The remaining \$300 million of Goldman Sachs' investment is allocated to providing capital to help small businesses grow. These funds will be distributed through a combination of lending and philanthropic support to Community Development Financial Institutions (CDFIs). Businesses can apply for financing through CDFI partners, which provide loans and technical assistance to businesses that can't access traditional sources of capital. The selection criteria used by CDFIs to select small businesses for financing varies by CDFI, loan product and program.

A network of support

All too often, small business owners have to fend for themselves as they navigate the challenges of everyday commerce.



Advice and technical assistance are offered to participating small business owners through partnerships with national and local business organizations, professional services firms and the people of Goldman Sachs.

Moreover, *10,000 Small Businesses* provides ongoing opportunities for personal networking and growth. Working together through their coursework, the individual business owners become connected into a team that spurs members to collaborate on ideas and business ventures, multiplying the program's impact.

ANGELICA

COLMEX CONSTRUCTION
RIVER RIDGE, LOUISIANA

“I’ve always felt I have the mind of an entrepreneur, and *10,000 Small Businesses* has given me the confidence to make that a reality. Having the opportunity to interact with other small business owners has been refreshing.”



“I’m proud to be a small business owner who is helping re-build New Orleans. It feels really good to complete a house for a person who lost everything. It’s great to be able to hand them those keys.”



Angelica and her husband formed Colmex Construction, in River Ridge, Louisiana. Her husband had worked for construction companies for years, but they thought they could thrive on their own.

Formed in 2008, Colmex Construction is a certified Women’s Business Enterprise and Disadvantaged Business enterprise, and specializes in energy efficient residential construction and renovation for nonprofit businesses. As co-owner of the company, Angelica focuses on contract negotiation, project management, contract execution and office administration.

Although Angelica has more than a decade of experience in business, she recognized that she needed help in bringing Colmex Construction to its full potential. “I applied to *10,000 Small Businesses* because I’ve always felt I have the mind of an entrepreneur,” she says. “I want to interact with other owners to discuss ideas that will improve my business.”

Since joining the program, Angelica has received the education, and inspiration, she needs. Since graduating from *10,000 Small Businesses*, Colmex Construction created 10 new jobs, won nearly \$1 million in new contracts, and is working with six new subcontractors in the local community.



CHALLENGE
Angelica knew she needed to supplement her work experience with a fundamental business education – and inspiration from fellow entrepreneurs.

RESULTS
Her improved business created 10 new jobs, won nearly \$1 million in new contracts, and is working with six new subcontractors in the local community.





“This business is helping us achieve our American dream.”

HARRY

OCEAN STAR TRADING
SAN PEDRO, CALIFORNIA



In 2006, Harry founded a seafood export/import business. Harry's company is located in San Pedro California, where he exports to customers across the Far East.

His company accounts for approximately 20% of the hagfish market in Korea, according to Harry. He applied to the *10,000 Small Businesses* program to gain the skills and resources to meet current demand and further expand his business operations.

Since beginning the program, Harry's business has grown significantly. He now has eight employees: seven full-time and one part-time. He also is currently negotiating for a new processing plant, which would allow him to focus more resources on domestic market activities.

"10,000 Small Businesses is about growth. We've developed a plan to diversify the kinds of fish we sell and expand into new markets."



CHALLENGE
Harry sought to increase sales, meet demand and access necessary capital for his fish import/export business.

RESULTS
He plans to expand his domestic market capabilities, adding employees and finding new space for additional processing capacity.



ROSALIE

NATIONAL VAN EQUIPMENT CO.
QUEENS, NEW YORK

“You have to keep growing, and constantly come up with more customers or more products. That’s really what it’s about, and not just for myself. We’d like to grow the business so we can offer more jobs to more New Yorkers.”



CHALLENGE

After focusing for years on administrative tasks and financial management, Rosalie was tasked with growing the revenues of her family business—which she felt she lacked the skills to do.

RESULTS

Her sales continue with double digit growth, and her factory has progressed from a seasonal, four day work week to a full time schedule, with seven new employees.



Rosalie owns a family business with her husband that manufactures moving blankets. Her company, National Van Equipment Co., was founded in 1922 and is one of the last moving equipment supply companies to primarily source and produce its products in the United States, according to Rosalie.

Before beginning the program, Rosalie had been focused on managing the company’s administrative and financial functions. When tasked with growing revenues, she identified the slow business environment and her lack of sales and marketing skills as her primary challenges.

Since Rosalie joined *10,000 Small Businesses*, she has experienced an uptick in sales due to her improved strategic marketing and selling skills, and newfound confidence in meeting with new potential clients. She has won new customers and negotiated new business contracts, applying this knowledge to diversify her business.

With increased sales, Rosalie brought idle machines in her factory back online. She has grown her employee base, as well, hiring seven new employees.

“I had to totally redesign my company’s business plan and strategy. Having Goldman Sachs educate me and advise me has been a very positive thing at a very stressful time.”

A NETWORK OF SUPPORT.



“Job growth in the United States at this time is both a challenge and an opportunity. We understand that small business is very often the engine of growing jobs.”

—**Lloyd C. Blankfein**
Chairman and CEO
The Goldman Sachs Group, Inc.



“Our guiding principle in this country is equality of opportunity. *10,000 Small Businesses* is a big part of that.”

—**Warren Buffett**
Chairman and CEO
Berkshire Hathaway



“The *10,000 Small Businesses* initiative will meet a vital need in disadvantaged communities, which is to provide the training, tools and relationships, to help local entrepreneurs and their businesses grow and create a self-reinforcing cycle of economic opportunity.”

—**Dr. Michael Porter**
Bishop William Lawrence University Professor
Institute for Strategy and Competitiveness
Harvard Business School



“I’m committed to getting our economy back on track. By bringing the Goldman Sachs *10,000 Small Businesses* initiative to New Orleans, we can continue to focus on the issue of growing small businesses and creating jobs. This City has been through a lot, we have a lot of work to do, and it’s not going to happen overnight, but together, with partners like Goldman Sachs, we will usher in a new era of prosperity for our City.”

—**Mitchell J. Landrieu**
Mayor
City of New Orleans



“Small business growth is one of the most important priorities of the National Urban League. Our Entrepreneurship Centers are engines that support small business owners to help them create new jobs and increase growth. We are proud to partner with the *10,000 Small Businesses* initiative to reach more small businesses in underserved urban communities. This initiative fills a vacuum and will have significant impact.”

—**Marc Morial**
President and CEO
National Urban League



“We’ve seen small businesses disillusioned by the lack of access to capital, the biggest obstacle to their growth. Goldman Sachs’ *10,000 Small Businesses* initiative will provide access to capital to small businesses.”

—**Roberto Barragan**
President
Valley Economic Development Center

GOLDMAN SACHS: IDEAS, PEOPLE, AND RESOURCES MAKING AN IMPACT

The Office of Corporate Engagement of Goldman Sachs advances the firm's objective to make an impact in its philanthropy.

There are a number of ways our people seek to make an impact: through financial support, volunteering endeavors, and partnerships with nonprofit organizations worldwide. In all of our philanthropic investments, we adhere to four guiding principles:

- Align with our core business by focusing on economic growth and community engagement.
- Establish networks of nonprofit and educational partners who have world-class expertise and experience.
- Rigorously measure results.
- Engage the time and talent of the people of Goldman Sachs at all levels of the firm.

We invite you to learn more about the other programs supported by the Office of Corporate Engagement.

Goldman Sachs 10,000 Women is a five-year, \$100 million initiative to provide a business and management education to underserved female entrepreneurs in developing and emerging markets.

Goldman Sachs 10,000 Small Businesses UK program is designed to provide high-quality, practical support to the owners and leaders of established small businesses and social enterprises as they seek to grow. The program is delivered through a network of local partners who combine relevant academic expertise and extensive experience working with the owners and leaders of small businesses.

Goldman Sachs Gives is a donor-advised fund, from which current and former Goldman Sachs partners can recommend grants to qualified nonprofit organizations.

Community TeamWorks is a Goldman Sachs volunteer initiative that allows our people to spend a day volunteering with local nonprofit organizations.

To meet more *10,000 Small Businesses* participants, visit goldmansachs.com/10000smallbusinesses

About *10,000 Small Businesses*

Goldman Sachs *10,000 Small Businesses* is a \$500 million investment to help small businesses in the United States create jobs and economic growth by providing entrepreneurs with a practical business education, access to capital and business support services. The program is based on the broadly held view of leading experts that greater access to this combination of education, capital and support services best addresses barriers to growth.

Cover:

Rhys, Red Rabbit

New York, New York