



The Economic Impact of Women-Owned Businesses in Tennessee

Tennessee Economic Council on Women
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'Woman will always be dependent until she holds a purse of her own.'

- Elizabeth Cady Stanton

'I had to make my own living and my own opportunity!
But I made it! Don't sit down and wait for the
opportunities to come. Get up and make them!'

- Madam C.J. Walker, creator of beauty products
and the first female self-made millionaire

'I do not wish (women) to have power over men;
but over themselves'

- Mary Wollstonecraft

'Of course you can have it all, if you want it. And it
won't be perfect, but it won't be perfect anyway,
so you might as well do what you want.'

- Marcy Carsey

"When you reach an obstacle, turn it into an opportunity. You have the choice. You can overcome and be a winner, or you can allow it to overcome you and be a loser. The choice is yours and yours alone. Refuse to throw in the towel. Go that extra mile that failures refuse to travel. It is far better to be exhausted from success than to be rested from failure."

- Mary Kay Ash, founder of Mary Kay Cosmetics

State of Tennessee



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Greetings:

In the current economy, everyone from policy makers to educators and shopkeepers to beekeepers are looking for a way to make a positive difference in our economic growth. Over the past few years, women-owned businesses in Tennessee have grown at a level that outpaces most other profit-making enterprises.

More than 140,000 women in Tennessee own a business. These women contribute millions to our State coffers, support other businesses and employ thousands. It's no longer a matter of whether women-owned businesses make a significant difference to Tennessee's economy. The real question is how can we help them maximize their potential?

As the Council has worked with partners in State agencies, non-profits, women's organizations and other businesses to assess and address the economic impact of women-owned businesses, we have been amazed and inspired by the ingenuity, determination and dedication women have to becoming economically self-sufficient through business ownership. Their economic dreams have become our collective economic treasure.

It is with genuine appreciation that we offer this report on their economic impact. While Tennessee has made remarkable strides in increasing the number of women-owned businesses, there is much work to be done in growing those enterprises. We look forward to, and are honored by, working with our partners and these individual business owners to continue to move Tennessee forward.

Sincerely,

Rep. Janis Sontany
Chair

Jennifer Rawls
Executive Director

Dr. Carol Berz
Economic Impact Committee

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Mission

The Women's Economic Council Foundation assists the Tennessee Economic Council on Women in studying the economic needs of women in Tennessee and in developing constructive, cost-effective programs of service and education to meet those needs. It works to promote public understanding and support for these programs and to stimulate volunteer participation.



Mission

The Tennessee Economic Council on Women is an economic advocate for women. It assesses Tennessee women's economic status and develops and advocates solutions to address women's economic needs to help them achieve economic autonomy. It sets priorities that are timely, cost-effective and likely to result in positive changes for women.

Vision

The Tennessee Economic Council on Women will be *the* information source for Tennessee women.

Who We Are

The Tennessee Economic Council on Women is a state agency with 21 appointed members and an Executive Director. The Governor appoints six (6) members. The Speakers of the House of Representatives and the Senate jointly appoint nine (9) representatives of the State's Development Districts. The Speaker of the Senate appoints two (2) Senators and the speaker of the House appoints two (2) Representatives. The Tennessee Black Caucus of state legislators and the Women's Legislative Caucus make one appointment each.

What We Are About

The One Hundredth General Assembly created the Tennessee Economic Council on Women (TCA § 4-5-101, *et seq.*) to address the economic concerns and needs of the women in Tennessee. These concerns and needs include, but are not limited to, employment policies and practices, educational needs and opportunities, child care, property rights, health care, domestic relations and the effect of federal and state laws on women.

The Council conducts research, holds hearings, develops recommendations and policy, educates the public and engages in activities for the benefit of women. It is authorized to request funds from the federal government and private sources. The Council consults with and reports to the Governor, the Women's Legislative Caucus, the General Assembly and the pertinent agencies, departments, boards, commissions and other entities of State and local governments on matters pertaining to women.

Council and Foundation Members and Staff

Council and Foundation Executive Committee

Rep. Janis Sontany, Chair, House of Representatives
Carol Danehower, Vice-Chair, Board of Regents Representative
Elliott Moore, East Tennessee, First Development District Representative
Tommie Morton-Young, Middle Tennessee, At-Large Women's Group
Shawn Francisco, West Tennessee, Northwest Development District Representative
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Jane Powers, Upper Cumberland Development District Representative
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The Economic Impact of Women-owned Businesses in Tennessee

“Going into business for yourself, becoming an entrepreneur, is the modern-day equivalent of pioneering on the old frontier.”

Paula Nelson, entrepreneur and best-selling author

Paula Nelson is exactly right. The new frontier is the economy and it's even more vast and wild than the west ever dreamed of being. Just as women drove covered wagons, raised families in the middle of unfamiliar and unforgiving lands, and dreamed of the life to come, they now are driving the economy, forging new paths and realizing the success of business ownership.

The bottom line is that women-owned businesses in Tennessee and in the rest of the nation are making significant contributions to the economy.

In Tennessee, women-owned businesses are a bright spot in the overall economic picture. Tennessee ranks 17th nationally in the number of women-owned businesses. This ranking shows that Tennessee, and especially Tennessee women, take business ownership and development seriously and understand the lift that women-owned businesses provide in our economy. There is a long way to go, however, to realize fully the potential of business ownership, especially as it relates to growth, earnings and employment.

From 1997-2002, women-owned businesses grew at twice the rate of businesses owned by men. This steady rate of growth can be tracked back for three decades. Even as economic conditions have worsened, women continue to follow their entrepreneurial aspirations.

The reasons women generally list as the basis for starting a business are varied and changing: more flexibility, breaking the glass ceiling, increasing their earnings, a desire to create a product or follow-through with a business idea, wanting an alternative to traditional employment and so on. Whatever the reason, each woman is making a contribution that reaches far beyond the goods or services she sells and the wages she pays.

Still, while the number of women-owned business start-ups continues at a steady pace, earnings from these businesses fall far short of those of men-owned businesses. Further, women-owned businesses employ far fewer people. These facts hold true nationally and in Tennessee. This means, obviously, that despite the vital role they play in our overall economic growth, women-owned businesses have not yet seen their full potential or reach. They simply are not competing on a continued growth scale.

Why is this? Are women-owned business owners satisfied with small companies? Do they lack skills in growth planning? Do women lack the access to capital that would

finance growth? Are women risk-averse thereby limiting their understanding and use of credit? Can women build multi-million dollar businesses or are there social and cultural limitations placed on women that hamper their ability to do so? The answers to these questions are, of course, complex and overlapping. If we are to realize the full economic impact women-owned businesses can make on Tennessee's economy, however, it behooves us to wade through the complexities and find ways to help women maximize their resources and build on their ideas.

I. WOMEN-OWNED BUSINESSES AND HOW THEY IMPACT OUR ECONOMY

A woman-owned business is generally defined as a firm in which a woman owns 51 percent or more of the stock or equity of the business. While there is no requirement that the woman owner actually participate in the daily activities of the business, it becomes clear from the available research and anecdotal evidence that women are no longer the "owner" in title only. The vast majority of these women are actively managing their businesses and are the primary force behind the firm's success.

Firms and Receipts

According to the most recent census statistics available, over 900,000 women-owned employer firms are active nationally. They employ 7.6 million people and generate 1.0 trillion in receipts. There are also 6.9 million women-owned businesses without employees that generate an additional 182.3 billion in receipts.¹

A 2009 study by the Center for Women's Business Research (CWBR) measured the economic impact of the estimated 8 million U.S. women-owned businesses. CWBR found that women-owned firms have an economic impact of \$3 trillion annually that translates into the creation and/or maintenance of more than 23 million jobs (or 16% of U.S. jobs).²

In Tennessee, the preliminary statistics based on the 2007 Survey of Business Owners are also impressive. They indicate that the number of women-owned businesses in Tennessee grew by almost 20% between 2002 and 2007, and that receipts from women-owned firms grew by just over 20% during that period.³ As previously mentioned, these preliminary statistics also rank Tennessee 17th in the nation in the number of women-owned businesses. The chart below provides detailed information about the number of firms and their revenue in the Top 10 states for women-owned business. One also can also see how Tennessee's numbers compare.

"If U.S.-based women-owned businesses were their own country, they would have the 5th largest GDP in the world, trailing closely behind Germany, and ahead of countries including France, United Kingdom and Italy."

The Economic Impact of Women-Owned Businesses in the United States

¹ U.S. Small Business Administration, Office of Advocacy, from data provided by the U.S. Census Bureau, *Preliminary Firms, Sales and Employment for Female-owned and Male-owned Firms, 2007*.

² Center for Women's Business Research, *The Economic Impact of Women-Owned Businesses in the United States*, McLean, V.A., October 2009, p.1.

³ See 'States with Greatest Number of Women-Owned Firms, 2007' chart for source of statistics.

States with Greatest Number of Women-Owned Firms, 2007					
Rank	Geographic area	Number of firms with or without paid employees, 2007	Receipts for firms with or without paid employees, 2007 (\$1,000)	Number of firms with or without paid employees, 2002	Receipts for firms with or without paid employees, 2002 (\$1,000)
1	California	1,039,642	181,479,823	870,496	137,692,325
2	Texas	610,279	96,752,101	468,705	65,817,396
3	New York	594,447	84,385,068	505,077	70,838,360
4	Florida	581,026	78,669,178	437,355	61,275,106
5	Illinois	343,151	53,782,075	284,954	46,861,800
6	Georgia	278,250	40,539,891	196,195	30,026,706
7	Pennsylvania	265,083	45,943,691	227,117	38,998,092
8	Ohio	249,083	40,548,729	229,972	32,314,892
9	Michigan	248,351	30,840,712	217,673	29,216,689
10	North Carolina	225,503	31,950,707	173,874	26,743,381
17	Tennessee	141,396	21,182,703	117,935	17,640,826

Source: U.S. Census Bureau, 2002 Survey of Business Owners and 2007 Survey of Business Owners, Preliminary Estimates of Business Ownership by Gender, Ethnicity, Race, and Veteran Status - Released July 13, 2010

Tennessee's central geographic location with easy access to three main interstate systems and airport in each of the three grand divisions also makes our State attractive for potential business partners and investment. Among the ten states in the Southeast region of the United States, Tennessee ranks 4th in the number of women-owned businesses:

Southeast States: Number of Women-Owned Firms, 2002-2007				
Geographic area	Number of firms with or without paid employees, 2007	Receipts for firms with or without paid employees, 2007 (\$1,000)	Number of firms with or without paid employees, 2002	Receipts for firms with or without paid employees, 2002 (\$1,000)
Florida	581,026	78,669,178	437,355	61,275,106
Georgia	278,250	40,539,891	196,195	30,026,706
North Carolina	225,503	31,950,707	173,874	26,743,381
Tennessee	141,396	21,182,703	117,935	17,640,826
Alabama	107,531	14,838,512	81,821	11,435,046
Louisiana	102,734	21,945,400	86,876	12,253,105
South				
Carolina	99,468	13,957,974	76,831	10,890,936
Kentucky	86,464	12,080,056	77,159	9,451,101
Mississippi	60,849	8,382,425	47,102	6,728,498
Arkansas	58,604	9,494,616	49,618	6,339,427

Source: U.S. Census Bureau, 2002 Survey of Business Owners and 2007 Survey of Business Owners, Preliminary Estimates of Business Ownership by Gender, Ethnicity, Race, and Veteran Status - Released July 13, 2010

The number of women-owned firms is a valid factor in evaluating their economic contribution of women-owned firms. Another important element is their receipts or earnings of these businesses. A growing number of women-owned businesses are setting remarkable standards for earnings and earnings growth. According to the Wall Street Journal ‘more than a quarter of a million women in the U.S. own and lead businesses with annual revenue topping \$1 million – and many of these businesses are multimillion-dollar enterprises.’⁴ Tennessee, too, has its share of high-achieving women-owned businesses:

Top-Earning Women-Owned Businesses in Middle Tennessee, 2009		
Name	Gross Revenue	Top Executive
CRT Custom Products Inc.	\$90M	Cheryl Hutchinson, President
Quality Industries	\$42M	Jeff Mayfield, President & CEO
The Bun Companies	\$40.4M	Cordia Harrington, President & CEO
Stones River Electric	\$29.7M	Jami Hall, President
MedRP International Inc.	\$18M	Mary Farling, President
LetterLogic Inc.	\$15.3M	Sherry Deutschmann, CEO
LeGacy Resource Corporation	\$14.9M	Chiquita Young, President & CEO
Goldner Associates Inc.	\$12M	Andy Straus, President
Victor Results Advertising Inc.	\$9M	Paula Milam, President
The Big Bang Companies	\$8M	Steven Doherty, President
Masterstaff Inc.	\$7.5M	Jennifer Sheets, CEO
Smart Data Strategies	\$7M	Susan Marlow, President & CEO
C3 Consulting	\$6.8M	Beth Chase, President & CEO
Gene Burton & Associates	\$5.6M	Susan Logan, President & CEO
Paramore Redd Online Marketing	\$5M	Hannah Paramore, President
Continuous Care Services	\$4.9M	Dee Stoffer, CEO
Wright Travel	\$4.8M	Pam Wright, President
Facility Planners Inc.	\$4.5M	Nancy Leach, President & CEO
Carrier Services of Tennessee Inc.	\$4.3M	Sue Spero, President & CEO
Collier Roofing Co. Inc.	\$4.1M	Yvonne Collier, President
Destination Nashville	\$4M	Rhonda Marko, President & CEO
W Squared Inc.	\$3.7M	Shannon Farrington, CEO
Optimum Technology Solutions Inc.	\$3.5M	Sridevi Movva, President
Seigenthaler Public Relations	\$3.4M	Elizabeth Courtney, CEO
BREN Inc.	\$2M	Murray Wilhoite Jr., President
The CFP Group	\$2M	Sara Snodgrass, CEO

Source: Nashville Business Journal 2009 Book of Lists

However, despite these success stories, most women-owned businesses struggle to grow from single-employee firms. These multi-million dollar companies share two common traits with new start-up businesses: they didn’t become million dollar

⁴ Sharon G. Hadary, “Why Are Women-Owned Firms Smaller Than Men-Owned Ones?” in The Wall Street Journal Online – WSJ.com, accessed September 23, 2010.

businesses overnight and their economic impact exceeds the basic revenue figures provided in the chart above.

The Struggle for Growth

Despite the number of new women-owned businesses founded each year, the number of high-earnings firms is not rising. Although the number of women-owned firms continues to grow, the growth of these firms is not consistent when measured in revenue or by their number of employees. The hurdles between starting a business and growing a business are easily observed when comparing the revenue and employee figures for male-owned businesses with their female counterparts. For example, the number of female-owned businesses in Tennessee is approximately one-half of the number of male-owned businesses. Yet, women-owned firms generated just 13.3% of the revenues of male-owned firms and employed only 15.1% of the number of people employed by their male counterparts.⁵

The American Heritage of Women in Business	<p>Elizabeth Murray Campbell Smith Inman lived in America and England before and during the Revolutionary War. She first arrived in America with her brother, who brought her to his new North Carolina home to be his housekeeper where she learned to keep accounts with local merchants and vendors, select and purchase household goods, oversee the work of any servants, and other chores associated with maintaining a household. A few years later she moved back to England where she saw London fashions and shops being run by women. Upon her return to the States, she opened her own shop in Boston. Before marrying her second husband, they entered into an ante-nuptial agreement giving Elizabeth broad powers over her economic activities and preserving her separate estate. Using her own money, an occurrence virtually unknown at the time for married women, she invested in women's businesses including a shop that sold and taught needlework to young elite women. She loaned money to open a school and start-up money to female artisans who opened up a shop to sell shawls and millinery. Once these new firms were up and running, she introduced the new business owners to others in Boston society who would purchase their goods and services. Elizabeth also assured that her own nieces would obtain an education in writing and accountancy skills – which were becoming more important in the developing economy. Mrs. Inman's story is the legacy women-business owners inherited. It is a tale of success, perseverance, creativity and a commitment to help other women succeed through education, investment and networking.⁶</p>
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⁵ U.S. Small Business Administration, Office of Advocacy, from data provided by the U.S. Census Bureau, Survey of Business Owners

⁶ Patricia Cleary, *Elizabeth Murray: A Woman's Pursuit of Independence in Eighteenth-Century America* (Boston, Ma.: University of Massachusetts Press, 2000).

How Women-Owned Businesses Impact the Economy:

There are three main ways in which women-owned businesses impact the economy.

1. Cash Generation

First, obviously, is the amount of total sales or revenues generated by these businesses. In 2007, the last year for which the data is currently available, women-owned businesses in Tennessee generated sales of \$21,182,703,000.⁷

2. Salaries, costs, taxes

Second, women-owned firms employ thousands of Tennesseans; in 2007 they provided employment for 125,881 people in Tennessee.⁸ Not only do these employees receive paychecks generated from women-owned businesses, in turn they use this money to generate additional transactions through purchases and investments which increases the number of employees for other businesses.

3. Costs of doing business

Finally, in operating their businesses, business owners generate additional revenue for other companies in the form of materials purchases, consulting and service fees, transportation costs, marketing and advertising revenue and so on. While the number of women-owned businesses and their employees can be relatively easily calculated and the total sales/revenue generated directly by them can be reliably estimated, the actual economic impact of women-owned firms in Tennessee is vastly more far-reaching than the available data can determine.

In addition to these formal economic impacts of women-owned businesses, there are the other, less formal and much less frequently discussed, contributions that have been made by women-business owners for many years. Although we rarely appreciate the women who understood the need for economic autonomy in the days when women had little authority over property, these women initialized our current-day practices of re-investing our knowledge, time, skills and money into the next generation of women business owners. Without this heritage, our current ability to dream big, start a business and make it grow might never have materialized.

It is this re-investment that can never be accurately measured. How can one determine the real value of a mentor? Who can repay the support in education, both formal and through the sharing of life experiences? This is the true measure of growth for women-owned businesses and its worth is impossible to calculate.

⁷ U.S. Census Bureau, *2002 Survey of Business Owners and 2007 Survey of Business Owners, Preliminary Estimates of Business Ownership by Gender, Ethnicity, Race, and Veteran Status* - Released July 13, 2010.

⁸ U.S. Small Business Administration, Office of Advocacy, from data provided by the U.S. Census Bureau, *Survey of Business Owners, Preliminary Firms, Sales and Employment for Female-owned and Male-owned Firms, 2007*.

¹⁰ Michael J. Silverstein and Kate Sayre, "The Female Economy," in *Harvard Business Review* (September 2009) p. 46.

The need for, and importance of, encouraging growth of women-owned businesses cannot be overstated especially in light of the overall impact women have on the economy. Women control \$20 trillion in consumer spending and make the majority of household purchasing decisions including homes, home furnishings, vacations, and automobiles.¹⁰ Research indicates, however, that women feel that their opinions are unappreciated and that the loyalty they demonstrate with their purchases is not a two-way street. Somewhere between these two ends of the spectrum, between consumer spending and corporate aloofness, lie incredible opportunity for women-owned businesses that can compete for these consumers and fill the supply lines to help existing companies meet the needs of their consumers.

II. FEMALE ENTREPRENEURS – A GROWING DEMOGRAPHIC

Over the past decade, women have turned to business ownership as a way to level the wage disparity gap and to build a career as much as a profitable concern. More recently, business ownership has become an alternative to unemployment or a source for a second income. It is imperative that we understand what motivates women to start a business if we are going to adequately offer resources to assist in their success.

Entrepreneurial Characteristics

1. The Kauffman Foundation Study

In May of 2010, a study was published by the Ewing Marion Kauffman Foundation titled *The Anatomy of an Entrepreneur: Are Successful Women Entrepreneurs Different from Men?* The study was based on data collected from male and female founders of successful high-tech companies. The subjects were also in the same types of industries, had founded their current companies at about the same age and at around the same time, and had equivalent levels of education.

Among the findings were that the respondents, both male and female, were similar in most of the entrepreneurial characteristics studied. For example, men and women indicated they had an early interest in starting their own businesses and, not surprisingly, they had a strong desire to capitalize on a business idea or product.¹²

Two characteristics were surprising for their similarities. Men and women surveyed agreed on the primary challenges to entrepreneurship. The primary challenge, according to women and men, was the amount of time and effort required to start a business. There was no indication in the study that either gender underestimates the time or effort required. In fact, as many of the respondents owned more than one

¹² J. McGrath Cohoon, Vivek Wadhwa, and Lesa Mitchell, *The Anatomy of an Entrepreneur: Are Successful Women Entrepreneurs Different from Men?* (Kansas City, Mo.: Ewing Marion Kauffman Foundation, 2010) p.3.

“The most critical element of my start-up success was finding the courage to get up every morning for the first year and just do what had to be done.”

Kim Lavine, President of Green Daisy, Inc.
Author, *Mommy Millionaire*

successful venture, it’s fairly clear they these business owners had a realistic idea of the time and effort required.¹³

Additionally, in what appears to be a contradiction with other reports, the female participants in this study reported little difference in the sources of funding available to them than the sources available to their male counterparts. Both listed personal savings as the primary source of funding. There was little statistical difference in the use of bank loans and venture capital. The report, however, states that this surprising result could be based on an insufficient number of responses to the funding question.¹⁴ Of course, depending on the timing of the responses, this finding could also be the result of the ongoing economic crisis which has left small businesses clamoring for financing from traditional sources.

The report found one big difference in financial capital sources: women were almost twice as likely to secure their main funding from business partners.¹⁵

There were other differences as well, although not as many as would have been anticipated based on prior research. For example, women were more likely to start a business based on encouragement from a potential business partner and/or to rely on a friend or family member as a role model in starting their business. Women also believed that prior experience was more critical to beginning a business than did men. Although both genders considered personal and business networks as important, women rated their social capital more important than men.¹⁶ None of these differences should be surprising as we see similar results in other fields. For example, the Economic Council’s previous report on the economic impact of political participation found that women were more likely to run for office if they were recruited/encouraged by a friend or family member and that more women don’t run for elected office because they do not believe they have an appropriate educational or professional background. Additionally, virtually every treatise on the difference between female and male business leaders cites the importance of women’s ability to build relationships as one of the reasons for their success. There is little wonder, then, that women entrepreneurs would consider their social capital (i.e. networks) to be critical in starting and building a business.

2. The KOSBE Survey

In 2009, the Kingsport (Tennessee) Office of Small Business Enterprise (KOSBE) conducted a needs survey to determine service and program needs for women

¹³ Ibid. p.8.

¹⁴ Ibid. p.7.

¹⁵ Ibid. p.7.

¹⁶ Ibid. p.6.

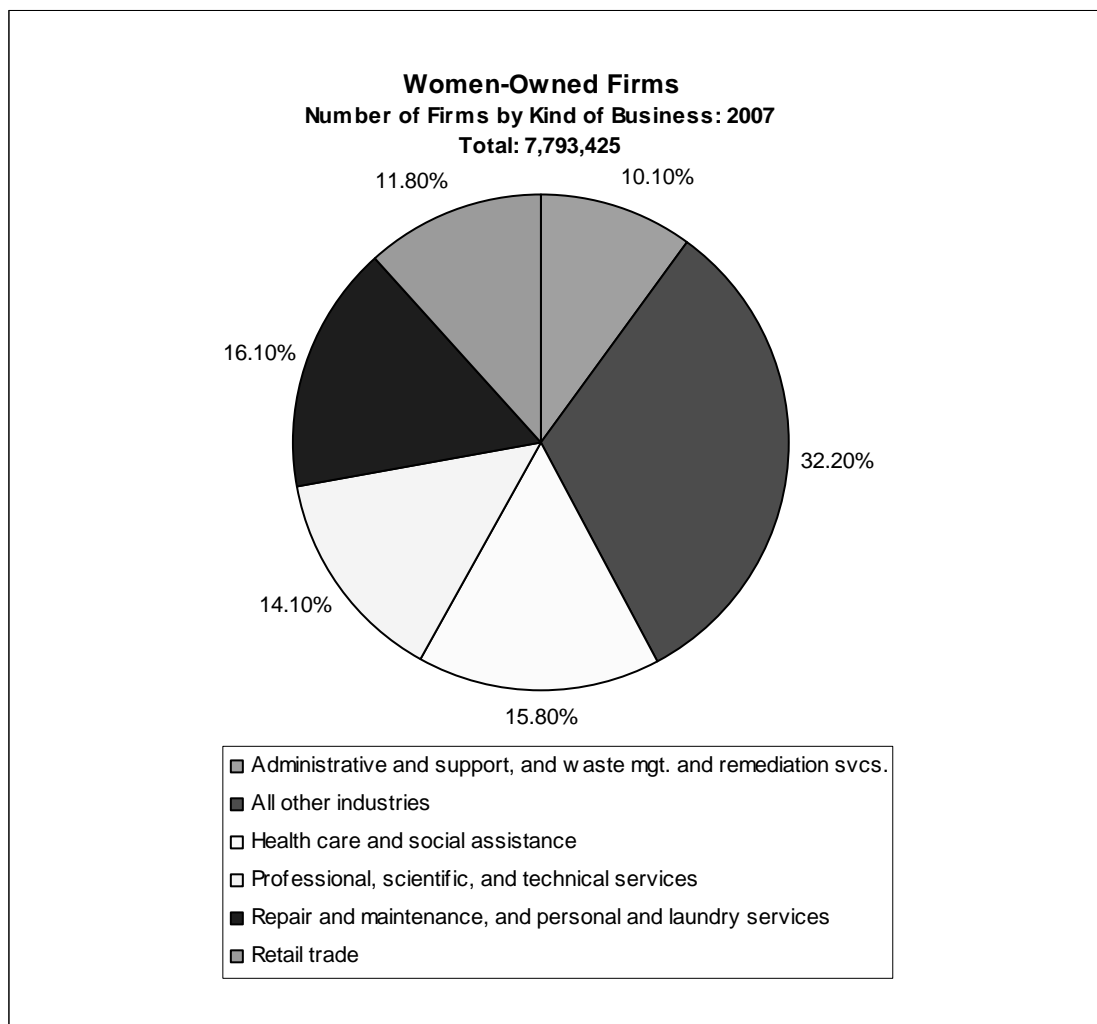
business owners and professionals. The results of the self-reporting survey found the following for women-business owners:

- Of the responses submitted, 41% of the businesses employed only the owner and exactly the same percentage of businesses employed 2 – 5 people, including themselves.
- The majority of responders had been in business for 4-6 years.
- The vast majority were in their 30's – 40's when they started their business
- Most identified their biggest challenges as the economy, a lack of capital and marketing/sales. Profitability and cash flow management were also identified as challenges.
- Over 50% never applied for bank or secondary lender financing; just over 35% had applied and were funded; 11% applied and were not funded.
- Although their current annual sales revenues were down according to 40% of the responses, almost 60% expected them to increase during the next year.
- Only 15% indicated that they would be interested in connecting with a partner, alliance or investor to start or expand a business and over 50% said their primary source of financing was personal savings.
- Over 50% of the respondents said that independence/self-sufficiency was their primary factor in starting a business. Less than 20% identified “building wealth” as their primary motivator.
- More than 40% said they had “limited experience” in operating a business.
- Most identified their skill gaps in marketing, finance and administration, business and strategic planning and contracts.
- Almost 80% did not have a personal mentor or coach, although 47% said that they had consulted a non-profit small business development center.

On the critical questions of primary motivation and funding, here is the comparison between the responses in the Kaufmann study and the KOSBE survey:

	Kaufman Study (National)	KOSBE Survey (Tri-Cities, Tennessee)
Primary motivation for starting business	Start-up company culture appealed to me	Independence/self-sufficiency
Main source of funding for your business	Personal Savings (68%)	Personal Savings (52%)
Percentage who accessed a bank loan for funding	22%	32%
Experience in operating a small business	37% concerned about their lack of experience	70% reported limited or no experience

In a recent article in *The Tennessean*, Sheila Griggs, Executive Director of the Nashville Chapter of Ladies Who Launch, echoed the findings of this research. Ms. Griggs reported that among the women she works with, there is a “lifestyle reason to start a business, and they want to follow their passion. Money,” she continues, “is probably third. That’s very different from men. Women aren’t always concerned with an exit strategy when they start a business, like men are.” Ms. Griggs also believes that women continue to shy away from the financial aspects of business ownership and that providing financial literacy resources is critical.¹⁷



Source: U.S. Census Bureau, 2007 Survey of Business Owners, Preliminary Estimates of Business Ownership by Gender, Ethnicity, Race, and Veteran Status - Released July 13, 2010.

Note: Firms with more than one domestic establishment are counted in each industry in which they operated but only once in the U.S. total

¹⁷ “The Tennessean Executive Profile: Sheila Griggs Helps Women Turn Big Dreams Into Success” in *The Tennessean* (April 4, 2010) p.1E.

Primary Industries for Female Entrepreneurs

Women are clearly gaining confidence about starting businesses and gaining the resources to plan carefully. What industries are being most affected by the increasing number of women-owned businesses?

Interestingly, there is little statistical difference in the level of women-owned business participation for the main industries identified. What is surprising is that the least number of women-owned businesses are identified in the categories including administrative and support and retail trade. These statistics are somewhat unexpected because women make up the majority of employees in these industries.

It must also be mentioned that women continue to dominate the market in the number of independent representatives for direct selling companies. Millions of women, in fact, turn to direct selling companies such as Avon, Mary Kay, Discovery Toys, Amway and, according to the Direct Selling Association (DSA), about 200 others, as a way of starting a business or earning a part-time income. The DSA's 2009 statistics indicated that women make up over 82% of the sales force for these companies.¹⁸ Because these business opportunities do not require traditional business planning, it might appear that their growth is more easily predictable. In reality, the women who are independent representatives of these companies face many of the same issues other business-owners face: investment decisions, stock requirements, office space, morale and growth planning.

What can be readily gleaned from these sources is that women-business owners are dedicated, determined and willing to learn. However, there continue to be gaps in training, especially in financial areas, that hamper long-term success and growth. Fortunately, there are valuable and reliable resources for those who are starting or planning businesses. As we continue to grow, new resources should be developed to assist women entrepreneurs in growth planning rather than mere business survival.

III. PLANNING TO GROW

Tennessee has a lot on which to build. In addition to the growing number of women business owners, The Small Business and Entrepreneurship Council's *Small Business Survival Index 2009: Ranking the Policy Environment for Entrepreneurship Across the Nation* ranks Tennessee as the 13th friendliest state for entrepreneurship policy.¹⁹ This index combines 36 major government-imposed or government-related costs impacting small businesses and entrepreneurs with a variety of business models and industries.

How do we take advantage of a business environment that is friendly to business development? How can we move from a State where many women start businesses

¹⁸ Direct Selling Association, 2009 Fact Sheet, www.dsa.org (accessed October 5, 2010).

¹⁹ Raymond J. Keating, *Small Business & Entrepreneurship Council's Small Business Survival Index 2009: Ranking the Policy Environment for Entrepreneurship Across the Nation, 14th Annual Edition* (Oakton, Va.: Small Business & Entrepreneurship Council, 2009).

to become a State where women grow those businesses? The work will involve ideas, commitments, policy shifts and education at all levels with participation from an array of stakeholders.

Some organizations are already taking steps to plan for women-owned business growth and the resulting effect on the economy. IBM, for example, recently released “The Roadmap to 2020 – Fueling the Growth of Women’s Enterprise Development.” This guide is a tremendous resource and it presents a challenge to leverage the current impact women have on the economy to reach greater growth and profits. Among the ideas discussed in the Roadmap is the certification process for women-owned businesses.

Among the Roadmap’s recommendations, and a tremendous source of discussion, is the need for an independent third-party certification program. A certification program

“Today, there are hundreds of entities working independently to address our challenges, with relatively little sustained collaboration. Imagine what could happen if we developed a strategic growth agenda, collaborated, and got all the arrows pointed in the same direction!”

Virginia Littlejohn
CEO, Quantum Leaps

would permit women-business owners to complete a meticulous review process of its management, fiscal and control policies. Once certification is granted, the company would be eligible to compete for contracts with contractors, corporations and government entities. Ideally, the certification would serve as a single standard to be used by all potential business partners, public and private. While rigorous, the certification process could be simplified with the adoption of one standard and it provides each business owner with detailed information critical to continued growth. The Women’s Business Enterprise Council has a certification process in place which serves as a model for women-business certification programs.

Certification is necessary for women-owned business growth because it opens the door to opportunities. One of the certification-dependent, growing and relatively untapped opportunity resources is government contracting.

The Tennessee Governor’s Office of Diversity Business Enterprise (Go-DBE) is the central point of contact in state government to attract and assist minority-owned, woman-owned, service-disabled veteran and small business enterprises. The goal of Go-DBE is to increase the number of

certified minority, woman-owned, small business and service-disabled veteran owned businesses desiring to compete successfully in state procurement activity. In Fiscal Year 2008-2009 Go-DBE assisted a total of 527 certified women business enterprises in attaining \$ 41,672,330 in procurement awards. ²⁰

²⁰ Governor’s Office of Diversity Business Enterprise, *Annual Report: Fiscal Year 2008 – 2009* (Nashville, Tn.: Department of General Services, 2009).

State code requires that state agencies actively solicit bids and proposals to obtain a fair proportion of procurements from minority-owned, woman-owned and small business enterprises; Go-DBE works closely with each department and agency to establish their individual agency internal goal. A 2009 Comprehensive Disparity Study commissioned by the Tennessee Department of General Services sought to examine any disparity between the availability of minority and woman-owned businesses for participation in the State of Tennessee procurement process and actual utilization by the state. The study found that from July 2002 through June 2007 total utilization of minority and woman-owned firms across all purchasing categories was 1.95% and that 'statistically significant disparities exist in all areas of State of Tennessee contracting.' The study also found that higher percentages of non-minority males enter into self-employment than do minority individuals and women and that loan denials are significantly higher for minority/woman business enterprises. Also of note, the study found that disparities existed between numbers of available minority and woman-owned firms and their utilization in the private marketplace.²¹

Similarly, the federal government has set procurement goal of 5% for contract opportunities for women-owned business. That goal has never been met. These procurement contracts not only mean millions of dollars in revenue, they could also mean increased employment through women-owned business and indirect revenue through sub-contracts, supplier orders and the additional costs of doing business in meeting the contracts' demands. By continuously failing to meet these goals, government agencies are disappointing more than business owners; they are stifling economic growth.

One of the positive findings of the KOSBE survey was that almost half of the respondents reported having accessed assistance through a small business development center or similar resource. Tennessee is fortunate to have a host of resources for business start-ups. The Business Enterprise Resource Office of the Department of Economic and Community Development, the Tennessee Small Business Development Centers, the Governor's Office of Diversity Business Enterprise, the Small Business Administration and the business incubation centers across the State are excellent resources for business planning and management. The employees of these agencies and organizations are skilled, knowledgeable, creative and interested in helping Tennesseans start and grow profitable businesses. They also understand the impact these businesses have on our overall economy.

Many of these organizations have partnered with the Council in presenting programs that educate new and would-be women business owners. As effective as these programs have been, more can be accomplished as we continue to encourage women to become business owners and as we move toward growing these enterprises.

²¹ Griffin & Strong, P.C., *State of Tennessee Comprehensive Disparity Study: Executive Summary* (Nashville, Tn.: Department of General Services, 2009).

Recommendations

- ✓ Continue the study of the economic impact of women-owned businesses in Tennessee for development of policy, finance practices and determination of educational needs. Explore the possibility of a partnership between the Economic Council on Women and the major universities and the Department of Economic and Community Development.
- ✓ Encourage the establishment of a Women's Business Center, through the Small Business Administration's Office of Women's Business Ownership or other partnerships, in each grand division of Tennessee.
- ✓ Increase collaboration and information sharing between women's business groups (such as NAWBO and BPW) , nonprofits, governmental agencies and education providers. Such collaborative efforts should include advocacy, cross-promotion of leadership development, and sharing resources for strategic growth.
- ✓ Coordination by the Economic Council among organizations and agencies interested in developing easily accessible financial education materials, including information about financial products and services, which could be delivered through already established means as well as real-time online training.
- ✓ Encourage the development of rules and enforcement of federal legislation setting a 5% goal of all procurement contracts with federal agencies. The Economic Council can also be a partner with the Governor's Office of Diversity Business Enterprise for the adoption of rules, legislation and standards needed to increase the number of State contracts awarded to women- and other minority-owned businesses.
- ✓ Encourage federal, state and local governments to agree upon a single national third party certification standard enabling better security and more opportunity for women to participate in procurement contracts
- ✓ Develop strategies, policies, programs and training that will enable more women-owned businesses to become employer firms.
- ✓ Encourage data collection, including Census business information and other governmental data collections, to be segregated by gender and be more widely available for research purposes.
- ✓ Develop generally accepted return on investment measurements to determine, on an ongoing basis, the economic impact of investing in women-owned businesses.

Resources

Anderson	Anderson County Chamber of Commerce Contact: Jackie L. Nichols, 245 N. Main Street - Suite 200 Clinton, TN 37716 Email: jackie@andersoncountychamber.org Web: http://www.andersoncountychamber.org/
Anderson	Anderson County Chamber of Commerce Contact: Jackie L. Nichols, 245 N. Main Street - Suite 200 Clinton, TN 37716 Email: jackie@andersoncountychamber.org Web: http://www.andersoncountychamber.org/
Bledsoe	Pikeville-Bledsoe Chamber of Commerce Contact: PO Box 205 Pikeville, TN 37367 E-mail: chamberofcommerce@bledsoe.net Web: http://www.pikeville-bledsoe.com
Blount	Business Professional Women Maryville-Alcoa Contact: Ruth Bryant Web: http://www.bpwtn.org
Blount	Blount County League of Women Voters Contact: Vandy Kemp, PO Box 4961 Maryville, TN 37802 -4961 Email : vandy.kemp@maryvillecollege.edu Website: http://www.discoveret.org/lwvbc/
Bradley	Tennessee Small Business Development Center Tennessee Valley Programs Division Contact: P.O. Box 3570 Cleveland, TN 37320-3570 Web: http://www.tsbdc.org
Bradley	Tennessee Small Business Development Center Cleveland State Community College Contact: Don Geren, P.O. Box 3570, Cleveland, TN 37320-3570 Web: http://www.tsbdc.org
Bedford	Bell Buckle Chamber of Commerce Contact: P.O. Box 222, 4 Railroad Square, Bell Buckle TN 37020 Web: http://www.bellbucklechamber.com/
Bedford	Shelbyville and Bedford County Chamber of Commerce Contact: 100 N. Cannon Blvd, Shelbyville, TN 37160 Email: bedfordchamber@bellsouth.net Web: http://www.shelbyvilletn.com/index.php
Benton	Business Professional Women – Benton Co. Contact: Rhonda Griffith Web: http://www.bpwtn.org
Benton	Benton County/Camden Chamber of Commerce Contact: 266 Highway 641 N, Camden, TN 38320 Email: chamber1@usit.net Web: http://www.bentoncountynet.com
Campbell	Business Professional Women LaFollette Contact: China Willoughby E-mail: china.willoughby@state.tn.us Website: http://www.bpwtn.org

Carroll	Carroll County Chamber of Commerce Contact: Brad Hurley, 20740 East Main Street, Huntingdon, TN 38344 Email: cchamber@earthlink.net Web: http://www.carrollcounty-tn-chamber.com/contact-page-1.htm
Carter	Business Professional Women Elizabethton Contact: Robin McKamey E-mail: robinmckamey@hotmail.com Web: http://www.bpwtn.org
Cannon	Cannon County Chamber of Commerce Contact: Douglas Combs, 313 West Main Street, Woodbury, TN 37190 Email: cannontn@dtccom.net Phone: 615-563-2222
Claiborne	Claiborne County Chamber of Commerce Contact: 1732 Main Street, Suite 1, P.O. Box 649 Tazewell, TN 37879 E-mail: chamber@claibornecounty.com Website: http://claibornecounty.com/
Clay	Clay County Partnership Chamber of Commerce Contact: 424 Brown St. Celina, TN 38551 E-mail: director@dalehollowlake.org
Cheatham	Tennessee Small Business Development Center Community Bank & Trust Contact: 575 N. Main Street, Ashland City, TN Email: fjohnson@tsbdc.org Web: http://www.communitybankandtrustonline.com/2032/mirror/
Chester	Tennessee Small Business Development Center Chester County Chamber of Commerce Contact: 130 East Main Street, Henderson, TN 38340 Email: cccc@charterinternet.net Web: http://www.tsbdc.org
Cocke	Cocke County Partnership/Chamber of Commerce Contact: 433-B Prospect Avenue, Newport, TN 37821 E-mail: ccpchamber@bellsouth.net Website: http://www.cockecounty.org
Coffee	Business and Professional Women Tullahoma Contact: Holly Slipher Email: holly@etla.us Web: http://www.bpwtn.org/
Cumberland	Business Professional Women Contact: Terri Curran E-mail: curran.terri@yahoo.com Website: http://www.bpwtn.org
Crockett	Business and Professional Women Contact: Carol Turpen Email: cgturpen@crockett.net Web: http://www.bpwtn.org

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Davidson	Business and Professional Women of Tennessee, Greater Nashville area Contact: Sharon Taylor-Carrillo, P.O. Box 70296, Nashville, TN 37207 Email: Grt.Nash.BPW@hotmail.com Web: http://www.grtnashbpw.org
Davidson	Council & Enhanced Tennessee Fund Contact: John Davis, 150 2nd Ave. North, Suite 415, Nashville, TN 37201 Email: jdavis@councilventures.com Web: http://www.councilandenhancedtnfund.com
Davidson	Business Enterprise Resource Office – Nashville region Contact: Jamari Brown, 312 Rosa L. Parks Avenue, 11 th Floor, Nashville, TN 37243 Email: jamari.brown@tn.gov Web: http://www.tnecd.gov/bero
Davidson	Ladies Who Launch Contact: Sheilah Griggs, 1305 Clinton Street, Nashville, TN 37203 Email: sgriggs@ladieswholaunch.com Web: http://www.ladieswholaunch.com/nashville/
Davidson	Nashville CABLE Contact: Joanne Futrell, 2200 21st Avenue South, Ste 252, Nashville TN 37212 Mailing address: P. O. Box 23148, Nashville, TN 37202-3148 Email: na_cable@bellsouth.net Web: http://www.nashvillecable.org/
Davidson	Nashville Electric Service Supplier Diversity Program Contact: Almetta Bonds, 1214 Church Street, Room 305, Nashville, TN 37246 Email: supplierdiversity@nespower.com Phone: 615-747-3821
Davidson	Nashville Minority Business Center Contact: Marilyn Robinson, 223 Rosa L. Parks Avenue, Suite 205, Nashville, TN 37203 Web: http://www.minoritybusinesscenter.com/home
Davidson	Nashville National Association of Women Business Owners (NAWBO) Contact: Janice Thomas, PO Box 292283, Nashville, TN 37229-2283 Email: tnwrc@bellsouth.net Web: http://nashvillenawbo.com
Davidson	Nashville Service Corps of Retired Executives (SCORE) Contact: Bob Philips, 50 Vantage Way, Suite 201, Nashville, TN 37228 Email: info@scorenashville.org Web: http://www.scorenashville.org/
Davidson	Small Business Administration – Nashville Office Contact: Clint Smith, 50 Vantage Way, Suite 201, Nashville, TN 37228 Email: w.smith@sba.gov Web: http://www.sba.gov/tn
Davidson	Small Business Investment Company Program Capital across America, LP Contact: Whitney Johns, 501 Union Street Suite 201, Nashville, TN 37219 Email: CXAChris@aol.com

Davidson	Small Business Investment Company Program Massey Burch Venture Fund I, LP Contact: Don Johnston, One Burton Hills Boulevard Suite 350, Nashville, TN 37215 Email: tsexton@masseyburch.com
Davidson	Small Business Investment Company Program Morgan Keegan Mezzanine Fund, LP Contact: William Nutter, 30 Burton Hills Blvd Suite 500, Nashville, TN 37215 Email: bill.nutter@morgankeegan.com
Davidson	Small Business Investment Company Program Pacific Capital, LP & White Pines Ltd. Partnership Contact: Jere Ervin Two International Plaza Driver, Suite 200, Nashville, TN 37217 Phone: 615-367-0770
Davidson	Small Business Investment Company Program Petra Mezzanine Fund, LP Contact: Michael Blackburn, 172 2 nd Avenue North Suite 112, Nashville, TN 37201 Email: jdo@petracapital.com
Davidson	Tennessee Department of Transportation Small Business Development Office Contact: Deborah Luter, 505 Deaderick Street, Suite 1800, Nashville TN 37243 Email: Deborah.Luter@state.tn.us Web: http://www.tdot.state.tn.us/civil-rights/smallbusiness/
Davidson	Tennessee Economic Council on Women Contact: 312 Rosa L. Parks Avenue, 27 th Floor, Nashville, TN 37243 Email: info.ecw@state.tn.us Web: http://www.state.tn.us/sos/ecw/index.htm
Davidson	Tennessee Minority Supplier Development Council – Nashville Office Contact: Cheri K. Henderson, 220 Athens Way, Suite 105, Nashville, TN 37228 Email: info@tmsdc.net Web: http://www.tmsdc.net/
Davidson	Tennessee Small Business Development Center Tennessee State University College of Business Contact: John Ordnung, 330 10 th Avenue North, Nashville, TN 37203 Email: jordung@tsbdc.org Web : http://www.tsbdc.org
Davidson	Tennessee Department of Economic and Community Development Contact: Matthew Kisber, 312 8 th Avenue North, 11 th Floor, Nashville, TN 37243 Email: matt.kisber@state.tn.us Web: http://rpcstudio.com/clients/ecd2/divisions/busdev/bero/sbrg/smallminwom.html
Davidson	The Governor's Office of Diversity Business Enterprise Contact: Shelia Simpson, 665 Mainstream Drive, Nashville, TN 37228 Email: Shelia.J.Simpson@tn.gov Web: http://www.tennessee.gov/businessopp/
Davidson	The Office of Minority and Women Business Assistance Contact: 730 2nd Avenue South, Suite 112, Nashville, TN 37202 Email: bao@nashville.gov Web: http://www.nashville.gov/dmsba/index.asp
Davidson	The Women's Resource Center Contact: 1112 8th Avenue South, Nashville, TN 37203 Phone: 615-248-3474

Decatur	Tennessee Small Business Development Center Decatur County Chamber of Commerce Contact: 210 South Tennessee Avenue, Parsons, TN 38363 Web: http://www.tsbdc.org
DeKalb	Smithville-DeKalb County Chamber of Commerce Contact: PO Box 64 Smithville, TN, 37166 Web: http://www.dekalbtn.com/
Dickson	Dickson County Chamber of Commerce Contact: 119 Highway 70 East, Dickson, TN 37055 Web: http://www.dicksoncountychamber.com/
Dyer	Tennessee Small Business Development Center Dyersburg State Community College Contact: 1510 Lake Road, Dyersburg, TN 38024 - 2411 Email: jfrakes@tsbdc.org Web: http://www.tsbdc.org
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Franklin	Franklin County Chamber of Commerce Contact: 44 Chamber Way / PO Box 280, Winchester, TN 37398 Email: info@franklincountychamber.com Web: www.franklincountychamber.com
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Grainger	Grainger County Chamber of Commerce Contact: David Ridenour, PO Box 101, Rutledge, TN 37861 E-mail: graingercochamber@frontiernet.net Web: http://www.graingerchamber.com/
Grundy	Monteagle Mountain Chamber Of Commerce Contact: PO Box 353 Monteagle, TN 37356 Email: Info@MonteagleChamber.com Website: http://www.monteaglechamber.com/index.html

Haywood	Tennessee Small Business Development Center Haywood County Chamber of Commerce Contact: 131 West Main Street, Brownsville, TN 38012 Email: brownsvillechamber@newwavecomm.net Web: http://www.tsbdc.org
Hamblen	Women in Business Development Center Walters State Community College Contact: 500 S. Davy Crockett Parkway, Morristown, TN 37813-6899 Phone: 423-585-2600
Hamblen	Morristown Area Chamber of Commerce Contact: P.O. Box 9 825 West First North Street, Morristown, Tennessee 37815 Email: macc@morristownchamber.com Website: http://www.morristownchamber.com/
Hamilton	Chattanooga SCORE Franklin Building Contact: 5726 Marlin Road, Suite 515 Chattanooga, TN 37411 Email: score.cha.tn@comcast.net Web: http://www.scorechattanooga.org/
Hamilton	Chattanooga Office of Minority Business Enterprise State Office Building Contact: 540 McCallie Avenue, Suite 101, Chattanooga, TN 37402-2089 Phone : 423- 634-6376
Hamilton	Institute for Women as Entrepreneurs University of Tennessee - School of Business Administration Contact: 615 McCallie Avenue, Chattanooga, TN 37403 Phone: 423- 755-4412
Hamilton	Tennessee Multicultural Chamber of Commerce Contact: Sherrie Gilchrist, 535 Chestnut Street Suite 200 Chattanooga TN 37402 Website: http://www.tn-mcc.org/
Hamilton	TN Small and Minority-owned Business Assistance Program Contact: Nicole Burney, P.O. Box 4757 Chattanooga, TN 37405-0757 or 1000 Riverfront Parkway Chattanooga, TN 37402 E-mail: nburney@sedev.org Web: http://treasury.tn.gov/smob/
Hamilton	Tennessee Small Business Development Center Chattanooga State Technical Community College Contact: Donna Marsh, 100 Cherokee Blvd., Suite 202, Chattanooga, TN 37405 Phone: 423- 752-1774
Hamilton	Tennessee Small Business Development Center Southeast Tennessee Development District Contact: Sherri E. Bishop, P.O. Box 4757, 25 Cherokee Blvd., Chattanooga, TN 37405 Web: http://www.tsbdc.org
Hamilton	Southeast Women's Business Center Southeast Local Development Corp. Contact: Bob Hotchkiss, 535 Chestnut Street, Suite 100 Chattanooga, TN 37402 Email: rhotchkiss@afgnmtc.com Web: www.sewbc.org
Hamilton	Southeast Industrial Development Association Contact: Kathy Johnson E-mail: kjohnson@sedev.org Phone: 423-424-4245

Hamilton	Sisters in Business.Net Contact: P. O. Box 25548 Chattanooga, TN 37422-5548 E-mail: sistersinbusiness@comcast.net Website: http://www.sistersinbusiness.net/
Hardeman	Business and Professional Women of Tennessee Contact: Zulfat Suara, P.O. Box 824, Bolivar, TN 38008 Email: bpwtn2010@yahoo.com Web: http://www.bpwtn.org/
Hardeman	Tennessee Small Business Development Center Hardeman County Chamber of Commerce Contact: 118 South Main Street, Bolivar, TN 38008 Email: jrensihccc@bellsouth.net Web: http://www.tsbdc.org
Hancock	Hancock County Tennessee Historical & Genealogical Society Contact: P O Box 307, Sneedville, Tennessee 37869 E-mail: hchs1@earthlink.net Web: http://www.overhomesneedville.com/index.html
Hardin	Tennessee Small Business Development Center Henderson County Chamber of Commerce Contact: 320 Main Street, Savannah, TN 38372 Email: hardincochamber@centurytel.net Web: http://www.tsbdc.org
Hawkins	Business Professional Women Rogersville Contact: Pat Rimer E-mail: primer@usit.net Web: http://www.bpwtn.org
Henderson	Business and Professional Women of Tennessee Contact: Nancy Greenway Email: nancyg@netease.net Web: http://www.bpwtn.org/
Henderson	Tennessee Small Business Development Center Henderson County Chamber of Commerce Contact: 149 Eastern Shores Drive, Lexington, TN 38351 Email: vbunch@hctn.org Web: http://www.tsbdc.org
Henry	Business and Professional Women of Tennessee - McKenzie Contact: Susan Hayes Email: susanhayes@peoplestel.net Web: http://www.mckenziebpw.org/files
Henry	Tennessee Small Business Development Center Henry County Chamber of Commerce Contact: 2508 East Wood Street, Paris, TN 38242 Email: lfuqua@tsbdc.org Web: http://www.tsbdc.org
Henry	Tennessee Business Development Corporation Contact: 1301 E. Wood Street, Suite 2, Paris, TN 38242 For more information: http://www.faqs.org/tax-exempt/TN
Hickman	Hickman County Chamber of Commerce Contact: Nancy Roland, 405 W Public Sq, Centerville, TN 37033-1606 Web: http://www.hickmanco.org/

Houston	Houston County Chamber of Commerce Contact: 68 South Spring Street, PO Box 603, Erin, TN 37061-0603 Email: irish@peoplestel.net Web: http://www.houstoncochamber.com/
Humphreys	Humphreys County Chamber of Commerce Contact: 124 E Main St, Waverly, TN 37185-2143 Web: http://www.humphreyscountytennesseechamberofcommerce.com/
Jackson	Gainesboro- Jackson County Chamber of Commerce Contact: P.O. Box 827, Gainesboro, TN 38562 Web: http://www.gainesboro-jcchamber.com/
Jefferson	Jefferson County Chamber of Commerce Contact: Don Cason, Po Box 890 Dandridge, TN 37725 E-mail: dcason@jeffersoncountytennessee.com Web: http://www.jefferson-tn-chamber.org/home.aspx
Johnson	Johnson County Tennessee Chamber of Commerce Contact: PO Box 66, Mountain City, TN 37683 E-mail: info@johnsoncountychamber.org Web: http://www.johnsoncountychamber.org/
Knox	Greater Knoxville SCORE Contact: 412 North Cedar Bluff Road, Suite 450 Knoxville, TN 37923 E-mail: scoremail@scoreknox.org Web: http://www.scorechattanooga.org/
Knox	Knoxville Region Business Enterprise Resource Office Contact: Ronald Wade, State of Tennessee Economic & Community Development, 10215 Technology Drive, Suite 202, Knoxville, TN 37932 E-mail: ronald.wade@tn.gov Web: http://www.state.tn.us/ecd/bero/
Knox	Tennessee Small Business Development Center Knoxville Chamber Partnership Historic City Hall International Trade Center Contact: Richard Vogler, 601 West Summit Hill Drive, Knoxville, TN 37915-2572 Phone: 423- 632-2990
Knox	Knoxville Office of Minority Business Enterprise Contact: 531 Henley Street, Room 703, Knoxville, TN 37902 Phone: 423 - 594-6030
Knox	Tennessee Small Business Development Center Pellissippi State Technical Community College Contact: Teri Brahams, 601 West Summit Hill Drive, Knoxville, TN 37902-2011 Web: http://www.tsbdc.org
Knox	Organization of Chinese Americans, INC. Contact: 2001 Breakwater Drive, Knoxville, TN 37922 Email: DiLiu@mindspring.com Phone: 866 - 671 - 0199
Loudon	Loudon County Chamber of Commerce Contact: 318 Angel Row, Loudon, TN 37774 Web: http://www.loudoncountychamberofcommerce.com/LoudonChamber/
Lake	Reelfoot Area Chamber of Commerce Contact: Marcia Mills, 130 S. Court Street, Tiptonville, TN 38079 Email: info@reelfootareachamber.com Web: http://www.reelfootareachamber.com/

Lauderdale	Lauderdale Chamber of Commerce Contact: 123 S. Jefferson St., Ripley, TN 38063 Email: webmaster@lauderdalecountytn.org Web: http://www.lauderdalecountytn.org/
Lawrence	Business and Professional Women of Tennessee Contact: Tracy Hagan Email: tvhagan@gmail.com Web: http://www.lawrencecobpw.org/files/
Lewis	Hohenwald-Lewis County Chamber of Commerce Contact: 106 N. Court St, Hohenwald, TN 38462 Web: http://www.hohenwaldlewischamber.com/
Lincoln	Fayetteville - Lincoln County Chamber of Commerce Contact: 208 Elk Avenue South, Fayetteville, TN 37334 Email: flcchamber@fpunet.com Web: http://www.fayettevillelincolncountychamber.com/
Macon	Macon County Chamber of Commerce Contact: 685 Highway 52 Bypass West, Lafayette, TN 37083 Email: mchamber@nctc.com Web: http://www.masoncountytn.com
Marion	Marion County Chamber of Commerce Contact: 302 Betsy Pack Drive Jasper, TN 37347 E-mail: marioncoc@bellsouth.net Web: http://www.marioncountychamber.com/
McMinn	McMinnville-Warren County Chamber of Commerce, Inc Contact: Alicea Weddington, P.O. Box 574 McMinnville, TN 37111-0574 E-mail: aweddington@warrentn.com Web: http://www.warrentn.com/
Madison	Business and Professional Women of Tennessee – Jackson Contact: Beth Bates, P.O. Box 1985, Jackson, TN 38302 Email: MMiddl9469@aol.com Web: http://www.bpwjackson.org/
Madison	Jackson Area Chamber of Commerce Minority Business Development Program Contact: 197 Auditorium Street, Jackson, TN 38302 Email: mwhite@jacksontn.com Web: http://www.jacksontn.com/chamber_commerce/index.html
Madison	Tennessee Department of Economic and Community Development Business Enterprise Resource Office – Jackson Region Contact: Janna Hellums, 225 Martin Luther King Dr. Suite 420, Jackson, TN 38301 Email: janna.hellums@state.tn.us Web: http://www.tnecd.gov/bero
Madison	Tennessee Small Business Development Center Jackson State Community College Contact: Ronald G. Acree, 197 Auditorium Street, Jackson, TN 38301 Email: racree@tsbdc.org Web : http://www.tsbdc.org
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McNairy	Tennessee Small Business Development Center McNairy Chamber of Commerce Contact: 144 Cypress Avenue, Selmer, TN 38375 Email: mcnairyedc@charterinternet.com Web: http://www.tsbdc.org
Meigs	Meigs County-Decatur Chamber of Commerce Location: P.O. Box 1301, Decatur, Tennessee 37322 Email: mcdcc@ymail.com Web: http://www.meigscountytnchamber.org/index.php
Monroe	Monroe County Chamber of Commerce, Inc. Location: 520 Cook Street, Suite A, Madisonville, TN 37354 E-Mail: info@monroecountychamber.org Web: http://www.monroecountychamber.org/
Morgan	Morgan County Chamber of Commerce Location: 415 North Kingston Street, Room 101, P.O. Box 539 Wartburg, TN 37887 E-mail: chamber@morgancountygov.com Web: http://www.morgancountychamber.com/
Moore	Lynchburg Chamber of Commerce Contact: Woodye Bedford, 10 South Mechanic Street, Lynchburg, TN 37352 Email: info@lynchburgtn.com Web: http://www.lynchburgtn.com
Montgomery	Tennessee Small Business Development Center Austin Peay University Contact: Felesha Johnson, 601 Public Square, Clarksville, TN 37040 Email: fjohnson@tsbdc.org Web: http://www.apsu.edu/ext-ed/tsbdc
Montgomery	Tennessee Small Business Development Center U.S. Bank Contact: 1816 Madison Street, Clarksville, TN 37043 Email: fjohnson@tsbdc.org Web: http://www.tsbdc.org
Obion	Business and Professional Women - Union City Contact: Dorothy Latimer Web: http://www.bpwn.org

Obion	Obion County Joint Economic Development Council Contact: Jim Cooper, 214 East Church Street, Union City, TN 38261 Email: jcooper@obioncounty.org Web: http://www.obioncounty.org/
Overton	Livingston - Overton County Chamber of Commerce Contact: PO Box 354 Livingston, Tennessee 38570 Email: chamber@twlakes.net Web: http://www.overtonco.com/
Perry	Perry County Chamber of Commerce Contact: David Jones, 215 E. Main St, Linden, TN 37096 Email: headmaster@hcsedu.com Web: http://www.perrycountytennessee.com
Pickett	Byrdstown-Pickett County Chamber of Commerce Contact: P.O. Box 447 • 109 W. Main St., Byrdstown, TN 38549 E-mail: pickettchamber@twlakes.net Web: http://www.dalehollow.com/chamberofcommerce.htm
Polk	Polk County-Copper Basin Chamber of Commerce, West Office Contact: P.O. Drawer 560, Benton, TN 37307 E-mail: westoffice@ocoeecountry.com Web: http://www.ocoeecountry.com/
Polk	Polk County-Copper Basin Chamber of Commerce, East Office Contact: East Office: P.O. Box 960, Copperhill, TN 37317 E-mail: eastoffice@ocoeecountry.com Web: http://www.ocoeecountry.com/
Putnam	Tennessee Small Business Development Center Tennessee Technological University, College of Business Administration Contact: 1105 N. Peachtree Cookeville, TN 38505 Email: vhenley@tsbdc.org Web: http://www.tsbdc.org
Rhea	Dayton Chamber of Commerce Contact: 107 Main Street Dayton, Tennessee 37321 Email: director@rheacountyetc.com Web: http://www.rheacountyetc.com/
Roane	Tennessee Small Business Development Center Oak Ridge TN Chamber of Commerce Contact: 1400 Oak Ridge Turnpike Oak Ridge, TN 37830 Email: jbangs@tsbdc.org Web: http://www.tsbdc.org
Roane	Tennessee Small Business Development Center Contact: Dan Collier, 1020 Commerce Park Drive, Oak Ridge, TN 37830-8026 Web: http://www.tsbdc.org
Roane	Business Professional Women Rockwood Contact: Ann Hiegel E-mail: hiegelma@comast.net Web: http://www.bpwtm.org
Robertson	Robertson County Chamber of Commerce Contact: 503 West Court Square, Springfield, TN 37172 Email: info@robertsonchamber.org Web: http://www.robertsonchamber.org/

Rutherford	Rutherford CABLE Contact: Terri Sterling, P. O. Box 330487, Murfreesboro, TN 37133 Email: terri@terristerling.com Web: http://rutherfordcable.org/
Rutherford	Rutherford County Chamber of Commerce Business Women's Council Contact: 501 Memorial Blvd. P.O. Box 864, Murfreesboro, TN 37133-0864 Email: info@rutherfordchamber.org Web: http://www.rutherfordchamber.org/programs/community-development/business
Rutherford	Tennessee Small Business Development Center State Office Contact: Patrick Geho, First Bank Building, 3 rd Floor 615 Memorial Boulevard, Murfreesboro, TN 37129 Email: pgeho@tsbdc.org Phone: 615-849-9999
Scott	Scott County Chamber of Commerce Contact: Jacob Billingsley, 12025 Scott Highway, Helenwood, TN 37755 E-mail: info@scottcountychamber.com Web: http://www.scottcountychamber.com/
Sequatchie	Sequatchie County and Dunlap, TN Chamber of Commerce Contact: 13 Rankin Avenue North P. O. Box 1653 Dunlap, Tennessee 37327 Email: sequatchie@bledsoe.net Web: http://www.sequatchie.com/Home.aspx
Sevier	Sevierville Chamber of Commerce Location: 110 Gary Wade Blvd., Sevierville, TN 37862 Email: info@visitsevierville.com Web: http://www.scoc.org/
Shelby	Black Business Association of Memphis Contact: Roby Williams, 555 Beale Street, Memphis, TN 38103 Email: robyswilliams@hotmail.com Web: www.bbamemphis.org
Shelby	Business Enterprise Resource Office – Memphis Region Contact: Sharon Taylor, 170 N Main St # 12, Memphis, TN 38103-1877 Email: sharon.k.taylor@tn.gov Web: http://www.state.tn.us/ecd/bero/
Shelby	Business and Professional Women – Laurelwood of Memphis Contact: Margaret Greer Email: webmaster@bpwlaurelwoodofmemphis.org Web: http://www.bpwlaurelwoodofmemphis.org/files/
Shelby	Hispanic Business Alliance in Memphis Contact: Juan Romo, 7845 U.S. Highway 64, Memphis, TN 38133 Email: info@hispanicalliance.org Web : http://www.hispanicalliance.org
Shelby	First Tennessee Small Business Center Contact: 3030 Poplar Ave., Memphis, TN 38111 Web: http://www.memphislibrary.org/ftsbc/center2.htm
Shelby	Institute for Women as Entrepreneurs Contact: 555 Beale Street, Memphis, TN 38103 Phone: 901-526-9300

Shelby	Memphis National Association of Women Business Owners (NAWBO) Contact: 2809 Kirby Parkway, Suite 118-142, Memphis, TN 38119 Email: nitab@memphisoriginals.com Web: http://www.nawbomemphis.org/
Shelby	Memphis Hispanic Chamber of Commerce Contact: 158 Madison Avenue, Suite 101, Memphis, TN 38103 Web: http://memphishispanicchamber.org/
Shelby	Memphis Service Corps of Retired Executives (SCORE) Contact: Cathy Walton, 5100 Poplar Avenue, Suite 1701, Memphis, TN 38137 Email: scorememphis@comcast.net Web: http://www.scorememphis.org/
Shelby	Memphis Technical Assistance and Resource Center Contact: Mr. Michael O. Minor, 555 Beale Street, Memphis, TN 38103 Phone: 901- 526-9300
Shelby	Memphis Contractor Assistance Program Contact: Mr. Gearld Neeley, 555 Beale Street, Memphis, TN 38103 Phone: 901- 526-9300
Shelby	Mid-South Minority Business Council Contact: Janet Williams, 158 Madison Avenue, Suite 300, Memphis, TN 38103 Email: jwilliams@mmbc-memphis.org Web: http://www.mmbc-memphis.org
Shelby	NETWORK of Memphis Contact: Felicia Gladue Email: GladueGirl@gmail.com Web: http://www.networkmemphis.org
Shelby	Small Business Investment Company Program Delta Venture Partners I, LP Contact: Donald Mundie, 800 Centerview Parkway Suite 100, Cordova, TN 38018 Email: yearwood@deltacapital.com Phone: 901-755-0949
Shelby	Small Business Investment Company Program International Paper Capital Formation, Inc. Contact: Bob Higgins, International Place II, 6400 Poplar Avenue, Memphis, TN 38197 Email: Bob.Higgins@ipaper.com Phone: 901-419-7055
Shelby	Small Business Investment Company Program West Tennessee Venture Capital Corp. Contact: Frank Banks, 5 North 3 rd Street, Memphis, TN 38103 Email: fjbanks@aol.com Phone: 901-522-9237
Shelby	Tennessee Small Business Development Center Southwest Tennessee Community College Contact: David Doyle, 737 Union Avenue, Memphis, TN 38103 Email: ddoyle@tsbdc.org Web: http://www.tsbdc.org
Shelby	Tennessee Small Business Development Center Renaissance Business Center Contact: William Richardson, 555 Beale Street, Memphis, TN 38103 Email: wrichardson@tsbdc.org Web: http://www.tsbdc.org

Shelby	Women in Business Development Center Contact: Patricia Wesson, 4515 Popular Avenue, Suite 217 Memphis, TN 38117 E-mail: WIBDC@aol.com
Stewart	Stewart County Chamber of Commerce Contact: Tana Sheets, 113 General Rice St, Dover, TN 37058-3643 Web: http://www.stewartcountyvacation.com
Sumner	Tennessee Small Business Development Center Volunteer State Community College Contact: Charles Alexander, 1480 Nashville Pike, Gallatin, TN 37066 Email: calexander@tsbdc.org Phone: 615 - 230 - 4780
Sumner	Business and Professional Women of Tennessee, Hendersonville Contact: Karen Wilkerson Email: k.wilkerson@bornagainchurch.org Web: http://www.bpwn.org/
Sullivan	Business Professional Women Kingsport Contact: Anita Gulley E-mail: moocowmomma618@yahoo.com Website: http://www.bpwn.org
Sullivan	Kingsport Chamber of Commerce Location: 151 East Main Street Kingsport, TN 37660 Email: info@kingsportchamber.org Website: http://www.kingsportchamber.org/
Tipton	Covington-Tipton County Chamber of Commerce Contact: Lee Johnston, P.O. Box 683, Covington, TN 38019 Email: johnstonlee@comcast.net Web: http://www.covington-tiptoncochamber.com/index.html
Tipton	South Tipton Chamber of Commerce Contact: 35 Tipton Street South #A, Munford, TN 38058 Email: chamber@southtipton.com Web: http://www.southtipton.com/
Trousdale	Tennessee Small Business Development Center Four Lakes Regional Industrial Development Authority Contact: Vicki Henley, P.O. Box 63, Hartsville, TN 37074 Email: vhenley@tsbdc.org
Unicoi	Unicoi County Chamber of Commerce Contact: P.O. Box 713 100 South Main Avenue Erwin, TN 37650 Website: http://www.unicoicounty.org
Union	Union County Chamber of Commerce Contact: J Graham , 4369 Maynardville Hwy Maynardville, TN 37807 Email: info@comeherecomehome.com Web: http://www.comeherecomehome.com
Van Buren	Van Buren County Chamber of Commerce Contact: 66 Sparta Street Spencer, TN 38585 Email: vbchamber@blomand.net Web: http://www.vanburenchamber.com/
Washington	Northeast Tennessee SCORE; Amsouth Bank Building Location: 208 Sunset Drive, Suite 507 Johnson City, TN 37604 E-mail: scoretn@wireco.net Phone: 423-461-8051

Washington	Johnson City Business and Professional Women's Club Contact: Laurel Karp E-Mail: zlgk1@hotmail.com Web: http://www.bpwn.org
Washington	Tennessee Small Business Development Center East Tennessee State University Contact: Bob Justice, P.O. 70698, Johnson City, TN 37614-0698 Web: http://www.tsdbc.org
Wayne	Wayne County Chamber of Commerce Contact: Rena' Purdy, 219 East Broadway, Collinwood TN 38450 Email: chamber@netease.net Web: http://www.waynecountychamber.org/
Warren	Business Professional Women McMinnville Contact: Jewell Walker E-mail: jewell.walker@secfed.net Website: http://www.bpwn.org
Weakley	Northwest Tennessee Development District Contact: Ken Thorne, 124 Weldon Drive, Martin, TN 38237 Email: ken.thorne@nwtdd.org Phone: 731-587-4215
Weakley	Tennessee Small Business Development Center University of Tennessee at Martin Contact: Hollie Holt, 406 South Lindell Street, Martin, TN 38237 Email: hholt@tsdbc.org Web : http://www.tsdbc.org
Williamson	Acc-Tax Foundation Contact: Mariko Ikemoto, 2000 Mallory Lane, Suite 120 – 603, Franklin, TN 37067 Email: acctaxfoundation@gmail.com Web: http://www.acctaxfoundation.com
Williamson	Business and Professional Women - Brentwood Contact: Wanda Bates Email: wbastes2@bellsouth.net Web: http://www.bpwn.org
Williamson	Small Business Investment Company Program Commerce Capital, LP Contact: Andrew Higgins, 5115 Maryland Way, Suite 304, Brentwood, TN 37027 Email: billie12@bellsouth.net Phone: 615-244-1432
Williamson	Williamson County Office of Economic Development Contact: Matt Largen, 1320 West Main Street Suite 120, Frank, TN 37064 Email: matt@williamsonprospers.com Web: http://www.williamsoncounty-tn.gov/index.aspx?nid=692
White	Sparta-White County Chamber of Commerce Location: 16 West Bockman Way, Sparta, Tennessee 38583 Email: sparta-chamber@sparta-chamber.net Web: http://www.sparta-chamber.net/
Wilson	Business and Professional Women – Lebanon Contact: Brenda Taylor Email: memaw3@charter.net Web: http://www.bpwn.org

Wilson	Tennessee Small Business Development Center Wilson County Chamber of Commerce Contact: Eugene Osekowsky, 149 Public Square, Lebanon, TN 37087 Email: gosekowsky@tsbdc.org Web: http://www.tsbdc.org
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