**PURDUE UNIVERSITY**
**International Education and Research**
**International Programs in Agriculture**

# PORTUGAL UNIVERSITY INSTITUTES DEVELOPMENT PROJECT

**(Contract AID/NE-C-1701)**

**REPORT ON**
**SHORT-TERM STAFF ASSIGNMENT**

**Submitted by**
**DR. ROBERT W. PRICER**
**Small Business Development Center**
**University of Wisconsin**
**Madison, Wisconsin**

**September 27 and October 5-12, 1984**

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PORTUGAL UNIVERSITY INSTITUTES DEVELOPMENT PROJECT

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# REPORT ON

# SHORT-TERM STAFF ASSIGNMENT

# AT THE

UNIVERSIDADE DE EVORA (UE)
Evora, Portugal
September 27, 1984

and

INSTITUTO UNIVERSITARIO DE TRAS-OS-MONTES E ALTO DOURO (IUTAD)
Vila Real, Portugal
October 5-12, 1984

Submitted by

DR. ROBERT W. PRICER
Small Business Development Center
University of Wisconsin
Madison, Wisconsin

# PURDUE/AID PROJECT REPORT

This report is written to provide Purdue University with information concerning my consultancy with the "Portugal University Institutes Development Project." Specifically, I was asked to serve as a short-term advisor to the Instituto Universitario de Tras-os-Montes e Alto Douro (IUTAD) at Vila Real where I was asked to prepare and present a workshop on developing export markets for extension faculty and selected members of the business community. In addition, I was asked to spend a day at the University of Evora to present a paper on the University of Wisconsin Small Business Development Center as a model for extension of University resources to foster economic development.

Both of these projects were completed successfully and details are provided below:

1. Export Development Seminar in Vila Real

During the week of October 5th, this seminar was held and was well received by the participants. You will note from the enclosed evaluation forms (see Appendix A) that the seminar was very favorably received by the attendees and the composite evaluation is better than that for similar programs conducted by the University of Wisconsin. In fact, as a result of the success of the seminar, Vila Real has asked that I return to Portugal to work with some of the participants on a follow-up basis. I was particularly pleased that representatives from MAP and local cooperatives attended the seminar.

In preparing for the seminar, I found that the Complexo Agro-Industrial located in Cachao was essential to the economic development

of the Tras-os-Montes. I visited this firm, bringing with me a Vila Real faculty member from the economics department. This firm is a "state of the art" agricultural packing and processing plant that is only working at about 40 percent capacity. The management of this firm has little marketing expertise and they have not developed export markets to any degree. I convinced two members of top management to attend the seminar, and this will lead, I am certain, to expanded exporting and increased development possibilities. The University of Vila Real should be encouraged to actively assist this firm and short-term consultants from the United States will be needed in this process.

2. University of Evora Paper Presentation

A paper was presented (see Appendix B) to a group of faculty members from the three new universities in Portugal and to members of MAP engaged in extension activities. The paper advocates a central role for universities in extension activities following the Land-grant University model from the U.S.A. The seminar was organized by an advisor from West Germany who advocated a limited university role for extension with a central role for ministries and agencies. This provided an interesting contrast and a good forum for the examination of capabilities, mission, and commitment to outreach activities. In the final analysis, much to the disappointment of the German advisor, the American model was deemed to be potentially most effective and a discussion followed as to how it could be modified to meet the situation in Portugal. This was a very successful presentation and provided me with the opportunity to reinforce the objectives of the Purdue project.

In summary, this project was very successful and will lead to positive actions by participants of the seminars. In particular, the seminar at Vila Real should lead to increased interaction by university staff with the private sector. This is especially important with Cachao if economic development is to occur in the north interior.

# APPENDIX A

## Evaluation Forms
## Export Development Seminar, Vila Real

SESSION REACTIONS FOR _____ PROGRAM

Subject Developing Export Markets Leader Dr. Robert Prizer

1. How would you rate this session?

Excellent X ; Very Good ____ ; Good ____ ; Fair ____ ; Poor ____ .

2. Were there portions of the subject matter which could have been excluded or expanded?

I think everything was very well explained, but for us a little more time to learn all about, would be better

3. Do you feel you benefited from this session?

Very much so X ; Generally, yes ___ ; To some extent ___ ; Slightly ___ ; No ___ .

If so, how? Applying what we learned in our own jobs

4. What is your over-all rating of the leader?

Excellent X ; Very Good ____ ; Good ____ ; Fair ____ ; Poor ____ .

Please comment on your rating: Working with cooperatives of our Region, I think of a great profit what I learned because I am able now to show them how to develop or enter the American Market and what institutions - or people they may contact

MI Form 100

BEST AVAILABLE COPY

SESSION REACTIONS FOR _____ PROGRAM

Subject Developing Export-Markets Leader Prof. Robert W Pricer

1. How would you rate this session?

Excellent ____; Very Good X; Good ____; Fair ____; Poor ____.

2. Were there portions of the subject matter which could have been excluded or expanded?

We need a little more time because all features of the subject are ~~[illegible]~~ understand

3. Do you feel you benefited from this session? Yes.

Very much so X; Generally, yes ___; To some extent ___; Slightly ___; No ___.

If so, how? We need extending knowledge about this matter.

4. What is your over-all rating of the leader?

Excellent X; Very Good ____; Good ____; Fair ____; Poor ____.

Please comment on your rating: He is direct and he teaches practice situations.

MI Form 100

BEST AVAILABLE COPY

SESSION REACTIONS FOR Management Institute PROGRAM

Subject Export Markets Leader Dr Price

1. How would you rate this session?

   Excellent X ; Very Good____; Good____; Fair____; Poor____

2. Were there portions of the subject matter which could have been excluded or expanded?

   _____

   _____

   _____

3. Do you feel you benefited from this session?

   Very much so___; Generally, yes X ; To some extent___; Slightly___; No___.

   If so, how? Because it's the first lesson about this subject, and ~~as~~ it's a important subject.

4. What is your over-all rating of the leader?

   Excellent X ; Very Good____; Good____; Fair____; Poor____ .

   Please comment on your rating:_____

   _____

   _____

   _____

   _____



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SESSION REACTIONS FOR DEVELOPING EXPORT MARKETS PROGRAM

Subject DEVELOPING EXPORT MARKETS Leader R. W. PRICER

1. How would you rate this session?

   Excellent X ; Very Good_____; Good_____; Fair_____; Poor_____ .

2. Were there portions of the subject matter which could have been excluded or expanded?

   Expanded by the cases

3. Do you feel you benefited from this session?

   Very much so___; Generally, yes X ; To some extent___; Slightly___; No___.

   If so, how? with the cases

4. What is your over-all rating of the leader?

   Excellent X ; Very Good_____; Good_____; Fair_____; Poor_____ .

   Please comment on your rating:



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SESSION REACTIONS FOR DEVELOPING EXPORT MARKETS PROGRAM

Subject _____ Leader ROBERT PRICE

1. How would you rate this session?

   Excellent X; Very Good ____; Good ____; Fair ____; Poor ____.

2. Were there portions of the subject matter which could have been excluded or expanded?

   May be expand the cases.

3. Do you feel you benefited from this session?

   Very much so ___; Generally, yes X; To some extent ___; Slightly ___; No ___.

   If so, how? With the cases

4. What is your over-all rating of the leader?

   Excellent X; Very Good ____; Good ____; Fair ____; Poor ____.

   Please comment on your rating: _____

MI Form 100

BEST AVAILABLE COPY

SESSION REACTIONS FOR DEVELOPING EXPORT MARKETS PROGRAM

Subject _____ Leader PROF. RICHARD PRICER

1. How would you rate this session?

Excellent ____; Very Good X; Good ____; Fair ____; Poor ____.

↳ It could have been excellent, but It was the first time I attend such session

2. Were there portions of the subject matter which could have been excluded or expanded?

MULTINATIONAL TRADE IN PORTUGAL : IS ALSO IMPORTANT TO KNOW ABOUT IT

3. Do you feel you benefited from this session?

Very much so X; Generally, yes ___; To some extent ___; Slightly ___; No ___.

If so, how? _____

4. What is your over-all rating of the leader?

Excellent X; Very Good ____; Good ____; Fair ____; Poor ____.

Please comment on your rating: I HAVE NOTHING TO COMMENT.

Vila Real, 10 October 1984

Fernando Serrão

BEST AVAILABLE COPY

MI Form 100

SESSION REACTIONS FOR EXPORT MARKETS PROGRAM

Subject Export Markets Leader Dr. Price

1. How would you rate this session?

Excellent____; Very Good____; Good X ; Fair____; Poor____.

2. Were there portions of the subject matter which could have been excluded or expanded?

3. Do you feel you benefited from this session?

Very much so___; Generally, yes X ; To some extent___; Slightly___; No___.

If so, how?

4. What is your over-all rating of the leader?

Excellent X ; Very Good____; Good____; Fair____; Poor____.

Please comment on your rating: É LASTIMAVEL NÃO SABER INGLÊS.

MI Form 100

BEST AVAILABLE COPY

SESSION REACTIONS FOR Cosmos Exploder F.V.A. PROGRAM

Subject _____ Leader Robert Pruler

1. How would you rate this session?

   Excellent____; Very Good X; Good____; Fair____; Poor____.

2. Were there portions of the subject matter which could have been excluded or expanded?

   _____

   _____

   _____

3. Do you feel you benefited from this session?

   Very much so X; Generally, yes___; To some extent___; Slightly___; No___.

   If so, how? _____

   _____

4. What is your over-all rating of the leader?

   Excellent X; Very Good____; Good____; Fair____; Poor____.

   Please comment on your rating: _____

   _____

   _____

   _____

   _____

BEST AVAILABLE COPY

MI Form 100

SESSION REACTIONS FOR Power Exports para E U A PROGRAM

Subject Exportação / E U A Leader Prof. Robert Prince

1. How would you rate this session?

Excellent X ; Very Good_____; Good_____; Fair_____; Poor_____ .

2. Were there portions of the subject matter which could have been excluded or expanded?

Poderia ter sido focado mais amplamente problema a nível de mercado (e problemas legais)

3. Do you feel you benefited from this session?

Very much so ✓; Generally, yes___; To some extent___; Slightly___; No___.

If so, how? Não tendo experiência no campo Exportação/USA foi bastante útil tomar conhecimento de primeiros como os focados

4. What is your over-all rating of the leader?

Excellent ✓; Very Good_____; Good_____; Fair_____; Poor_____ .

Please comment on your rating:_____



BEST AVAILABLE COPY

SESSION REACTIONS FOR _____ PROGRAM

Subject Como Explorar p/ USA Leader Eng. Robert Price

1. How would you rate this session?

   Excellent____; Very Good X ; Good____; Fair____; Poor____ .

2. Were there portions of the subject matter which could have been excluded or expanded?

   _____

   _____

   _____

3. Do you feel you benefited from this session?

   Very much so___; Generally, yes X ; To some extent___; Slightly___; No___.

   If so, how? _____

   _____

4. What is your over-all rating of the leader?

   Excellent X ; Very Good____; Good____; Fair____; Poor____ .

   Please comment on your rating: _____

   Limitada na capacidade de expressão e de dinamização de sessão. Boa escolha dos temas a abordar.

   _____

   _____

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# APPENDIX B

Paper Presented at University of Evora

"A University Model for Assistance to
Small and Medium Sized Farms"

# THE SMALL BUSINESS DEVELOPMENT CENTER

# A

# UNIVERSITY MODEL FOR ASSISTANCE

# TO SMALL AND MEDIUM SIZED FIRMS

by

Professor Robert W. Pricer

# UNIVERSITY OF WISCONSIN

## SMALL BUSINESS DEVELOPMENT CENTER

### ORGANIZATION

The University of Wisconsin, designated the United States of America's ninth SBDC on December 28, 1978, was the first University so designated to be part of a merged university system,* with the ability to deliver services statewide. At the same time, it had to confront unprecedented problems in adapting the SBDC to an existing organizational framework. Wisconsin's response, which can be used as a model for adaptation to Portugal, was to develop a unique system for delivering education and counseling to the state's small business community.

The University of Wisconsin System consists of:

- 13 four-year campuses
- 12 two-year centers
- Extension(1000+ staff members serving every county in the state)

Within this organizational framework, the Small Business Development Center is administratively located within Extension, the principal outreach arm of the University.

The Wisconsin SBDC is a statewide decentralized program that derives its strength from its geographical dispersion and strong 12-campus support. Each campus, through its School of Business serves as a focal point for Business Outreach. Each campus SBDC center serves a prescribed region contiguous to the campus and offers in-depth and short-term counseling, as well as fee generating and public service programs.

To facilitate delivery of services, the SBDC relies upon the existing UW-Extension network. The SBDC maintains a coordinating unit in Madison, the clients are served locally throughout Wisconsin. This builds trust and credibility in local personnel and assures effective response to regional differences. County Extension business-resource and community development agents identify and refer clients to the management assistance center located at the nearest of the Universities eleven four-year campuses. At these centers help is provided directly by an Area Program Coordinator. If appropriate help is not available locally, the coordinating unit in Madison finds such expertise. Besides the resources of the UW System, the SBDC has contracted with and draws services from the following:

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* A geographically diffuse University System operating under a single administration to provide for the development and delivery of educational programs and services.

- Active Corps of Executives (ACE, a volunteer organization)
- Service Corps of Retired Executives (SCORE, a volunteer organization)
- Small Business Institute (SBI)
- State Office of Minority Business Enterprise (OMBE)
- Vocational, Technical and Adult Education System (VTAE)
- Wisconsin Department of Development (DOD)
- Selected private colleges and universities.

The SBDC thus speeds and simplifies client service by coordinating a complete range of existing resources. The result is greater efficiency without wasteful duplication and overlap of services and missions.

Beyond the counseling and business programs provided by each campus SBDC center, three centers are offering clients specialized services:

- UW-Whitewater Innovation Center
- UW-Stout Center for Innovation and Development
- UW-Green Bay Business Feasibility Center

Each of these special services will be addressed within a forthcoming section of this paper. Within the statewide administrative offices, overall program coordination (both internal and external) is provided. The administrative office also serves in a supporting role to the campuses in such areas as events coordination, publications, information systems and statewide programs, e.g., a recent procurement conference. In addition, the administrative office facilitates the activity of the SBDC Advisory and Steering Committees. The Advisory Committee (Business School Deans from the campuses) advises the SBDC Director on internal administrative policy. The Steering Committee serves in a similar capacity on external matters.

## SPECIAL PROGRAMS FOR UNIQUE PROBLEMS

The Wisconsin SBDC has been instrumental in developing a number of special programs that address State problem areas. Many of these programs have been joint efforts in cooperation with such institutional entities as the Small Business Administration, Wisconsin Congressional Delegation, and the Wisconsin Department of Development. The SBDC's involvement is usually requested because of its:

- Statewide network;
- Technical capacity;
- Neutrality; and/or
- Organizational capability.

The following paragraphs will briefly describe specific Wisconsin problems and identify special programs that were developed to address these problems. Similar responses could be taken in Portugal if this model is applied to the local situation.

Statewide Procurement Conference

Wisconsin, when compared to other states, has always received less than a proportionate amount of Federal contracts. Recognizing this problem, Wisconsin's Congressional Delegation, along with the State's major business associations, approached the Wisconsin Small Business Development Center for assistance in educating business owners and managers to procurement opportunities. It was agreed that a statewide procurement conference would be the most appropriate vehicle to reach Wisconsin businesses.

"Selling to the Government and Prime Contractors: A Statewide Opportunity Conference," was held March 27, 1984 in Milwaukee. Over 700 business owners and managers attended the conference. The purpose of the conference was to stimulate business growth and activity by informing Wisconsin businesses of the numerous opportunities available for selling to Federal, state and local governments and to prime contractors. Government agency representatives and prime contractors were available to meet with businesses to discuss individual potential sales contracts. Specific topics covered in the conference included:

- How to get started with government and prime contractors
- How to choose advisors and get hlep
- Selling to state and local governments
- Living with a government contract: problems and solutions
- How to prepare a government bid package
- Pricing your government contract

Sponsors of the conference were the Wisconsin Congressional Delegation and the University of Wisconsin Small Business Development Center. Cooperating agencies were:

- National Federation of Independent Business/Wisconsin
- Milwaukee Minority Chamber of Commerce
- Service Corps of Retired Executives
- Milwaukee Urban League
- Milwaukee Minority Business Development Center
- National Association of Manufacturers
- U.S. Small Business Administration
- Wisconsin Department of Development
- Metropolitan Milwaukee Association of Commerce
- U.S. Department of Commerce
- Wisconsin Association of Manufacturers and Commerce
- Independent Business Association of Wisconsin

## WIS-BID

Sponsors of the statewide procurement conference realized that the conference is a one-time occurence and that encouraging state business to pursue government contracts would require follow on activity including a continuing effort that would identify procurement opportunities for Wisconsin businesses. Because of this need, we have developed a computer matching system (WIS-BID) to link state businesses with appropriate procurement opportunities.

Specifically, the University of Wisconsin Small Business Development Center is currently offering Wisconsin businesses an opportunity to track closely government requests for goods and services that those businesses provide. This free, computer based service is a pilot project designed to "match" the needs of various branches and levels of government with products and services of Wisconsin businesses.

This "match" system, entitled "WIS-BID", gathers the latest information on product and service needs of local, state and Federal agencies and enters this information into a computer data base. The computer is then used to read a particular list of products and/or services and match them against specific products and service needs of governmental agencies.

When a match is made, a letter is automatically addressed to the business describing the requesting agency, contact person, telephone number, and brief description of the needed product or service. Each business must then decide if it would like to submit a formal proposal to the agency or wait until further matches are forwarded to them.

The WIS-BID service is currently in a six-month pilot period during which Wisconsin businesses will be enrolled free-of-charge. The only requirement is filling out an enrollment form that can be obtained by writing or calling the SBDC office.

To date, WIS-BID has over 525 businesses enrolled and has averaged 30 letters (matches) per day.

## Small Business Energy Project

Realizing that energy is one of the most rapidly increasing costs of running a business, the University of Wisconsin Small Business Development Center created an energy management program designed expressly for small business. The Small Business Energy Project (SBEP), now in its sixth year, has been a model useful to the City of Chicago, the province of Manitoba, Canada, and for university and government programs in 15 states.

The SBEP (which had educational programs and materials designed expressly for retailers, small manufacturers and apartment owners) has presented

over 60 workshops attended by over 1,000 individuals, representing 600 firms. Ninety percent of the program's participants have taken energy-conserving actions and over 50% have instituted record keeping systems. Survey results reveal that energy conserving maintenance actions averaged 17 per business and investment actions averaged 6 per business.

The Small Business Energy Project has won the White House Conference on Small Business Award and has received international recognition at several conferences.

The basic SBEP program is a three-hour workshop including a 22 minute slide/tape presentation, explanation of basic energy use record keeping, review of specific energy saving steps, a walk through survey, sample case studies and a forecast of energy prices in the near and long term. These modules are adaptible to a variety of other formats, including business and service group presentations. Virtually all modules have undergone change as a result of the program evaluation. These modifications have extended the program's useful life and the public's perception of the "energy crisis" has evolved.

## International Trade

The University of Wisconsin Small Business Development Center believes that international trade is a vital factor to developing and preserving the Wisconsin economy. Presently, Wisconsin ranks 14th as a state in exporting. Research shows that for every $1 billion in exports, 32,000 jobs are created. At this time, about one in every twelve Wisconsin jobs are export related.

Research reveals that many small Wisconsin businesses have products that they could be profitably exporting. The key to exporting is knowledge. Exporting offers opportunity and profit potential for small businesses willing to explore the possibilities. Exports are a critical factor in the Wisconsin economy and should not be left to chance. Consequently, the UWSBDC has initiated a number of educational programs to help businesses realize their potential of increasing profits and jobs through exporting.

The University of Wisconsin SBDC researches and publishes a number of reports related to international business. Reports have focused on a number of countries, the Export-Import Bank, Export Trading Companies, and Export Management Companies. The SBDC also works with a vast array of clients, counseling them in the area of increasing exports. Recent cases range from a concrete silo manufacturer to computer software companies.

In addition, the UWSBDC organizes and conducts international seminars to various foreign companies. These seminars include pre-travel market research, travel arrangements, trade shows, meeting with potential customers, meetings with bankers, participant meetings with

distributors and agents, and follow up counseling. The SBDC also conducts international trade educational programs and seminars. Recently, the SBDC helped coordinate an exporting teleconference on the UW Madison campus.

## Technology Transfer Program

Due to the rapid innovations in technology, virtually all businesses need to stay abreast of developments. However, for many businesses this problem is not accorded its proper emphasis due to pressing day-to-day problems that require immediate, ongoing attention.

The overall goal of the University of Wisconsin SBDC's Technology Transfer Program is to stimulate economic development in Wisconsin through the effective and efficient transfer of innovative ideas and inventions to the private sector. While this may be accomplished in a number of ways, the SBDC is focusing its efforts on two. The first is the identification of commercially viable new product ideas and inventions, as determined by the Wisconsin Innovation Service Center's (WISC) evaluation process and the SBDCs technology transfer team. Once these inventions are identified, a Wisconsin manufacturer is sought in order to complete the commercialization process.

The second is an innovative approach to the problem of linking inventors with companies seeking new profit ideas. This approach starts with a Wisconsin manufacturing company. The company identifies product line goals and determines in broad terms the type of product it would like to pursue. The company may identify as many parameters as it wishes in regard to its new product needs, once the parameters have been established, a fact sheet with all relevant information is then sent to a select group of inventors who have utilized the services of WISC. This approach has advantages for all parties involved. It allows the inventors a greater chance of selling new product ideas or inventions because the company has targeted its new product needs.

## Small Business Institute

SBDC counselors regualarly find businesses that require more time or special studies than can be given through normal counseling activity. One successful solution to the problem is the Small Business Institute Program. The SBDC administers and coordinates an expanding Small Business Institute Program (SBI) in Wisconsin.

The SBI utilizes university business majors to work as counselors to small businesses. Business majors, under the direction and guidance of a professor, generally work as a team of two or more for a minimum of a quarter or a semester with the business. Student teams meet with their clients on a regular basis during this time and are also under constant supervision of the directing professor. At the end of

the term, a written report containing the history, objectives, identification of problems, and recommended solutions is presented to the small business owner or manager. The students are encouraged to enlist the help of business school faculty members for their expertise in specific areas. In many SBI programs, retired business executives also serve as a valuable resource for the students.

The SBI program is unique in that it not only gives the students an opportunity to serve the small business community; it also exposes them to the real world of business.

## Group Counseling Sessions

The Wisconsin SBDC averages over 2,500 short term counseling cases a year and the vast majority of these are preventure. As a result, each case involves covering a great deal of similar, basic information that is appropriate to all preventure clients regardless of the business type. Almost from the inception of the SBDC counseling program, there has existed a backlog of preventure cases. Counselors are often frustrated by the redundancy of such repetitive cases and by the low percentage of cases that result in the establishment of a new business.

In an effort to reduce the time and repetitive nature of such cases, counselors experimented with working with most preventure businesses in group sessions. Such sessions have proven to be highly effective as well as an efficient means of working with preventure clients. Group sessions have allowed counselors to be more responsive to client demand for service and the approach has also resulted in higher quality counseling sessions due to the material and visuals that can be used with groups. Many UWSBDC offices now hold group sessions twice a week. One positive spinoff of the group sessions is the interaction among the participants. This interaction assures that a wide range of questions will be asked and assures the participants that all potential entrepreneurs are in the "same boat."

Group sessions normally are of two hours in duration and cover the following basic information:

- an outline of a comprehensive business plan
- a market feasibility analysis
- potential strategies to market the product/service
- a checklist of government agencies to contact
- an explanation of how to complete a business plan and how to conduct market research
- a list of potential information sources and the respective locations
- a list of other potential business resources
- a description of the UW Small Business Development Center and the services provided.

The procedure that is followed in signing up for the group counseling session is:

1. Potential client calls and furnishes the following basic information:

   (a) are they an existing business or not?
   (b) what type of business is it?

2. SBDC schedules client into one of the two weekly sessions.

3. SBDC calls a few days prior to the session to remind client of the appointment.

In addition to the preceding programs and services, the University of Wisconsin Small Business Development Center has developed a number of Centers of Excellence. In developing these centers, the SBDC has worked closely, over the past six years, with three University of Wisconsin System institutions (Whitewater, Stout and Green Bay). The following three unique Centers of Excellence have emerged to serve entrepreneurs and small businesses:

- Innovation Center, UW-Whitewater
- Center for Innovation and Development, UW-Stout
- Business Feasibility Center, UW-Green Bay.

Each center provides a direct and different service to Wisconsin entrepreneurs and businesses. Each center is briefly described in the following paragraphs.

The Wisconsin Innovation Service Center has served over 1200 inventors and businesses throughout Wisconsin and the nation by providing a preliminary invention or innovation evaluation service based on a model first developed under a National Science Foundation Grant. This evaluation process provides clients with technical and commercial information needed before clients invest a great deal of time, effort and money in attempting to fully develop a new product idea or innovation.

The evaluation service covers 33 specific areas of a product's potential commercial viability. These areas are:

| | |
|---|---|
| Legality | New competition |
| Safety | Functional feasibility |
| Environmental Impact | Production feasibility |
| Societal Impact | Investment costs |
| Potential market | Trend of demand |
| Product Life Cycle | Product line potential |
| Learning | Need |
| Viability | Promotion |
| Service | Appearance |
| Durability | Price |

Protection
Payback period
Profitability
Market Research
Research and Development
Stage of Development
Stability of demand
Compatibility
Interdependence
Distribution
Function
Existing competition
Potential sales

The UW-Stout's Center for Innovation and Development mission is to promote interaction of faculty and students with businesses and industry. The Center has the facilities to:

- o Produce prototypes of new inventions
- o Assist an inventor with mechanical design
- o Do market research on new product ideas

In addition, the Center works with established businesses performing such traditional consulting tasks as time and motion studies and cost analysis. It serves as an integral element within the SBDC statewide network for the circulation of information about new technologies and developments to Wisconsin's existing industrial base.

The Feasibility Center at UW-Green Bay assists individuals in determining the economic viability of proposed business ventures. To make this process more efficient, the Center has developed a guidebook that leads prospective entrepreneurs to ask themselves crucial questions about the soundness of their plans. Assistance is available at any step in this process through the existing network of SBDC counselors. The counselors are in turn aided by the market information data base and computer cash flow analysis service maintained at the Green Bay Center. A properly conducted feasibility analysis not only determines the financial and personal feasibility of a proposed business or product or process; it also provides the marketing programs and becomes the beginning year's management plan.

Another interesting feature of the University of Wisconsin's Small Business Development Center is its attempt to plan and develop a standardized curriculum to provide consistency in courses that are taught throughout the state. This standardized curriculum avoids duplication of effort and assures a professional level of instruction for outreach courses throughout the state. At present a series of courses in Finance are being developed - similar standardized curricula in Management, Marketing and International Trade are planned.

The committee working on a core curriculum in Finance began by identifying personnel around the state who teach small business oriented courses in that area. Those people attended each other's courses and workshops and identified 13 core financial courses. Outlines were developed into three or six hour packets of materials; the materials include overhead transparencies, instructor's manual, student manuals, and a video tape of the author of the curriculum presenting the materials. The video tape is not

intended to be used for instructional but rather for teacher training; the prospective instructor can get an idea of how the materials were intended to be used, then adapt them to his or her own particular style and needs.

All of the course materials that have been developed so far refer to a single "model business," and the plan is to use this same model throughout the projected 13 course sequence so there will be a central point of reference throughout the curriculum.

These proven, professional course materials are beginning to save campuses throughout the state instructor time and money. Not only will teachers be spared the task of "reinventing the wheel," but in the event that the course fails to attract enough students, cancelling the workshop or course will not entail the loss of hours of preparation time by an individual or instructor.

The idea of developing and using coordinated curriculum materials has been enthusiastically received by SBDC campus coordinators and others responsible for planning and teaching business courses throughout the state.

The University of Wisconsin Small Business Development Center is a proven model for extending educational services to foster and strengthen small and medium sized firms. This model should be considered for use in European countries as well as in Portugal.