**Jump Start Micro-Enterprise Credential: Business Concept Word Bank**

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| **Term** | **Definition** | **Section** |
| Differentiated Offering | Different than anything else. Attracts customers and generates sales that is different from other businesses. | 9 Steps for Starting Your Small Business |
| Target Market | The intended group of customers you want to serve. | 9 Steps for Starting Your Small Business |
| Pro Forma | A one-page financial projection that lists your major revenue sources and expenses. | 9 Steps for Starting Your Small Business |
| Marketing/Selling Strategies | * ***marketing*** is how you intend to communicate to large numbers of customers, motivating them to learn more about your business. (Example: advertising is a marketing tool.) * ***selling*** is how you move specific customers to buy from you. (Example: a special event in your store’s parking lot featuring discount prices is selling.)   Marketing campaigns and selling efforts should support one another. All your efforts to help customers learn about your business and buy from you should emphasize your differentiating offerings. | 9 Steps for Starting Your Small Business |
| Launch Plan | A detailed To Do List of steps you’ll need to take to go from concept and funding all the way to business launch. The more detailed you make a Launch Plan – specific tasks, projected costs, targeted task completion dates and the team member responsible for each step – the better you can measure and manage the process it takes you to launch your business. | 9 Steps for Starting Your Small Business |
| Accounting System | Software program to track financial information like budgets, expenditures, invoicing and payroll. | 9 Steps for Starting Your Small Business |
| Revenue | Income. The amount of money earned from the sale of products/services. | 9 Steps for Starting Your Small Business |
| Expense | The cost required for an item or service. The outflow of money to another person or group to pay for an item or service. | 9 Steps for Starting Your Small Business |
| Cost of Goods | The cost that it takes to produce a product or service. Includes materials and labor. | 9 Steps for Starting Your Small Business |

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| **Term** | **Definition** | **Section** |
| Personnel Cost | Money paid by an employer to an employee for work done during a period of time. | 9 Steps for Starting Your Small Business |
| Facility Cost | The amount of money it takes to supply heating, cooling, electricity and water to a place of business. | 9 Steps for Starting Your Small Business |
| Marketing/Sales Cost | The amount of money spent to sell product or services. Includes advertising materials, promotions, public relations, and other expenses like salaries and travel. | 9 Steps for Starting Your Small Business |
| Overhead Cost | Cost of running the business that does not lead to the generation of profit. Examples are accounting and legal expenses, administrative salaries, insurance, property taxes, rent, and utilities. | 9 Steps for Starting Your Small Business |
| Capital | The value of funds in accounts or tangible machinery/production equipment. | 9 Steps for Starting Your Small Business |
| Credit | The trust that allows one party to provide money or resources to another party where that the second party does not reimburse the first party immediately. | 9 Steps for Starting Your Small Business |
| Venture | A risky or daring journey or undertaking. | 9 Steps for Starting Your Small Business |
| Premium | The annual cost to you of your insurance. | 9 Steps for Starting Your Small Business |
| Deductibles | The amount you will pay before the insurance company reimburses you for a loss. | 9 Steps for Starting Your Small Business |
| Business Concept | is a short, simple document that provides a clear summary of a proposed business venture. | What is a Business Concept |
| Vision Description | Similar to an elevator speech, a concise, compelling description of the proposed venture. | What is a Business Concept |
| Prospective Investors | A person or entity that may be interested in providing capital for your business venture. | Creating Simple Financial Pro Formas |
| Hockey Stick Projections | A"hockey stick" projection is a revenue growth line sort of looks like a hockey stick - flat at first, and then a straight line up. | Creating Simple Financial Pro Formas |
| Seasonality | Product or services that experience regular and predictable changes that recur every calendar year. | Creating Simple Financial Pro Formas |

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| **Term** | **Definition** | **Section** |
| Competitive Reactions | How your customers and competitors responding to your marketing and selling strategies. | Creating Simple Financial Pro Formas |
| Expansion Markets | The ability to go beyond your customers into markets that have not been in your typical plan. For example, a restaurant offering private catering or a restaurant selling their signature desserts through local grocery stores. | Creating Simple Financial Pro Formas |
| Assumptions | An idea that is accepted as true or as certain to happen without proof. | Creating Simple Financial Pro Formas |
| Sensitivity Analysis | A separate section in your Pro Forma that allows you to make varying assumptions that will help you avoid introducing errors in calculation into the pro forma spreadsheet. It allows you to determine which assumptions have the greatest impact on the bottom line. | Creating Simple Financial Pro Formas |
| Materiality | A financial term that means "big enough to care about." An effective *pro forma* spreadsheet should only include line items that are big enough that they have a "material impact" on your overall financial projections. | Creating Simple Financial Pro Formas |
| Material Impact | Insignificant changes that do not hurt the overall performance of a business.  One good example of material impact is the cost of a business license. You *know* that you're going to have to pay for one or more city and/or state business license. The cost will likely be a few hundred dollars a year. You can project this cost with great certainty. But it's not material - a few hundred dollars more or less won't make or break your venture. So it's better to lump together licenses, use taxes, insurance and utilities into "overhead costs" and round up to the nearest thousand dollars what you believe these costs will be in the aggregate. | Creating Simple Financial Pro Formas |
| Expenditures | The action of spending funds. | Creating Simple Financial Pro Formas |
| Cumulative Cash Flow | Cash in and out of the business over a period of time. | Creating Simple Financial Pro Formas |

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| **Term** | **Definition** | **Section** |
| Burn cash | A venture spends much more money than it takes in as it establishes its operations, "captures" its first customers, and launches the marketing efforts necessary to create a market presence. The rate at which the company is losing money. Known as negative cash flow. | Creating Simple Financial Pro Formas |
| Nadir | The lowest point of cumulative cash flow - called the "nadir" or lowest point - is the minimum amount the venture will require in order to work through its early stages and emerge a vibrant, successful organization. | Creating Simple Financial Pro Formas |
| Variable Cost | Cost that vary depending on the rise and fall of production. Examples of variable costs are wages and material. | Business Pro Forma Exercise |
| IT | Acronym for Information Technology | Business Pro Forma Exercise |
| Free Lance Consultants | A worker that works independently by selling work or services by the hour, day or job with no intent to pursue a permanent or long-term arrangement with a single employer. | Business Pro Forma Exercise |
| “Pencils out” | A phrase that means to add up or to make economic sense. | Business Pro Forma Exercise |
| Evocative | Bringing about strong emotions or feelings. | Business Pro Forma Exercise |
| Feasible | Possible to do easily or conveniently. | What Makes a Business Doable |
| Unmet customer need (unexpressed) | Needs of customers that are currently not being addressed by your company or any company. | What Makes a Business Doable |
| Defensible competitive advantage | An advantage you have and can sustain over your competition. Financially sustainable and difficult for competitors to copy. | What Makes a Business Doable |
| Attractive Return on Capital | The expectation of money earned based on amount of investment. | What Makes a Business Doable |
| Proprietary | Owner of information, knowledge, patent, copyright, trademark. Others are forbidden to use it. | What Makes a Business Doable |
| Intellectual property | A work or invention that is the result of creativity, such as manuscript or a design to which one has rights and for which one may apply for a patent, copyright, trademark, etc. | What Makes a Business Doable |
| Tenacious talent | *Every investor invests in people.* Investors *always* evaluate the quality of the human capital in a venture when they assess whether a business concept is doable. | What Makes a Business Doable |
| **Term** | **Definition** | **Section** |
| Human Capital | A team of talented, driven individuals led by a proven-effective business leader. | What Makes a Business Doable |
| Contingency | A future event or circumstance that is possible that cannot be predicted with certainty. | What Makes a Business Doable |
| Tenacity | The quality or fact of being able to endure and continue with determination. | What Makes a Business Doable |
| Stamina | The ability to sustain prolonged physical or mental effort. | What Makes a Business Doable |
| Risk | A situation involving exposure to danger." In the context of an entrepreneur, the "danger" is loss of capital, as well as the loss of time, effort, and personal reputation in a failed venture. | Understanding and Mitigating Risk |
| Business risk | Risks associated with the success of a single venture. | Understanding and Mitigating Risk |
| Market risk | Risks in a market sector that impact all competitors in that sector | Understanding and Mitigating Risk |
| Reputational risk | Risks associated with the reputation and good standing of a venture | Understanding and Mitigating Risk |
| Financial risk | Risks associated with the financial standing / performance of a venture | Understanding and Mitigating Risk |
| Political risk | Risks associated with the geography in which a venture operates | Understanding and Mitigating Risk |
| Regulatory risk | Risks associated due to government passing laws or regulations that could impact the ability to operate. | Understanding and Mitigating Risk |
| Mitigation strategies | An action plan for implementing to identify, prioritize and implement actions to reduce risks. | Understanding and Mitigating Risk |
| Financial equity | Funds contributed by owner. | Business Concept Evaluation Exercises |
| Sweat equity | When an entrepreneur or small business leader work long hours for little or no pay to make a new venture succeed. | Business Concept Evaluation Exercises |
| Value proposition | A value proposition that they believe delivers benefits in excess of the costs required to offer their product or service. An innovation, service or feature intended to make a company or product attractive to customers. | Opportunity Assessment |
| Start up | A business created from scratch. | Opportunity Assessment |

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| **Term** | **Definition** | **Section** |
| Acquisition | An existing business purchased from its owner. The entrepreneur / small business leader is acquiring the business because he / she believes the future potential of the business justifies the purchase price. | Opportunity Assessment |
| Franchise | A proven business concept, an established brand, and all types of management support (accounting systems, personnel training, marketing campaigns, technology packages, etc.). | Opportunity Assessment |
| Franchisee | The person purchasing a franchise | Opportunity Assessment |
| Franchisor | The person or entity offering the sale of a franchise. | Opportunity Assessment |
| Royalties | Money owed to a Franchisor per contract agreement. | Opportunity Assessment |
| Joint venture | A new business launched by two existing businesses. Both businesses contribute something of value to the new venture, and serve as partners in making the joint venture succeed. Typically, a joint venture enables JV partners to pursue business opportunities they couldn't pursue alone. | Opportunity Assessment |
| Economy of Expression | Maximum efficiency in representing information. | The Value of Concise Communication |
| Leadership | Leadership is the hands-on pursuit of excellence, where dedicated leaders provide vision and inspiration to their team members. | What is Leadership |
| Engender | To bring about or cause a feeling. | What is Leadership |
| Clarity | The quality of being clear and understandable. | What is Leadership |
| Refinement | The process of removing unwanted elements or improving something by making small changes. | What is Leadership |
| Core Values | Guiding principles that dictate behavior and action. | What is Leadership |
| Transparency | Operating and communicating in a way that is easy for others to see and understand actions. | What is Leadership |
| Proselytizing | Reaching out. Attempts to convert or change opinions. | Key Characteristics |
| Bureaucratic | Overly concerned with procedure at the expense of efficiency or common sense. | Elements of Effective Job Descriptions |
| Galvanizing | Shock or excite someone into taking action. | Elements of Effective Job Descriptions |
| **Term** | **Definition** | **Section** |
| Internal clarity | Communicating information so that actions are intended and complimentary. | Creating Personal Job Descriptions |
| Company Culture | a set of beliefs that embody the strategic vision of the enterprise, and that guide team members in all their behaviors and business decisions. | What is Company Culture |
| Golden Rule | when a person/leader treats others like he would like to be treated. This is a powerful way to build culture, loyalty and dedication. | What is Company Culture |
| Company Mapping | A way for a small business owner or an entrepreneur (or a consultant serving one of these business leaders) to assess where their enterprise stands versus the culture they would like to create. | What is Company Mapping |
| Culture Value | Commonly held standards of what is acceptable or unacceptable, important or unimportant, and right or wrong. | What is Company Mapping |
| Culture Gap | A gap between two belief systems which hinders an understanding or relations. | What is Company Mapping |
| Performance Review | Offering objective and helpful feedback to an employee to improve and change their actions on the job. | Providing Performance Feedback |
| Integrity | The quality of being honest or a group that is undivided in beliefs. | Hiring New Team Members |
| Attrition | A reduction in workforce because of employees leaving, retiring or termination. | Hiring New Team Members |
| Complimentary | Hiring employees that bring skills that add to the entrepreneur's capabilities, forming the foundation for solid growth. | Hiring New Team Members |
| Compatible | A new hire that is a person the entrepreneur could like and respect. | Hiring New Team Members |
| Criteria | A principle or standard by which something may be judged or decided. | Hiring New Team Members |
| Calibration | The act of checking and changing measurements in order to ensure results are in an acceptable range. The process of making an action objective and as fact-based as possible. | Hiring New Team Members |
| Operating Efficiencies | Ability to develop strategies and techniques to deliver or make products/services in the most cost-effective and timely manner. | New Hire Scorecard |
| Administrative Efficiencies | The capacity of a business to produce desired results with minimum expenditure of time, money, personnel and materials. | New Hire Scorecard |
| Financial Efficiencies | The ability to get more output from the same resources or getting the same output from fewer resources. | New Hire Scorecard |
| **Term** | **Definition** | **Section** |
| Human Resources | Developing and implementing policies and procedures that helps your company recruit, compensate, evaluate, grow and retain top performers. | Small Business/Start-up Operations |
| Marketing/Sales | Conceiving and implementing activities that increase revenues and profits | Small Business/Start-up Operations |
| Customer Service | Developing and implementing policies and procedures that keep your customers satisfied and loyal | Small Business/Start-up Operations |
| Finance/Accounting | Completing all the reports and activities that enable a company to maintain appropriate records, track financial results, pay appropriate taxes, and maintain adequate levels of "liquidity" (e.g., available cash) as well as positive credit | Small Business/Start-up Operations |
| Administration | Completing the activities required for an organization to operate day-to-day, including but not limited to Real Estate (for office space and/or production facilities), Legal and Purchasing. | Small Business/Start-up Operations |
| Technology | Developing the internal and external technology capabilities required in today's economy for a company to operate effectively and interact with customers in ways they prefer. | Small Business/Start-up Operations |
| Operations | Completing the productive activities of the enterprise. | Small Business/Start-up Operations |
| Delegation | Giving control, authority or job to another person. | Small Business/Start-up Operations |
| Growth Milestones | Major accomplishments that indicate that a venture's level of success, and/or a point at which the venture must start considering a new approach. | Small Business/Start-up Operations |
| Make/Buy | Start-ups and small companies often face the choice between hiring employees to accomplish a task for using third-party vendors. | Small Business/Start-up Operations |
| Sole Source | Working directly with a single vendor, rather than evaluating bids from multiple vendors before deciding on the firm you'll work with. | Small Business/Start-up Operations |
| Supply Chain | The network of vendors that enables a company to complete the development / assembly of its product or service. | Small Business/Start-up Operations |

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| **Term** | **Definition** | **Section** |
| Sustainability | An investment or initiative is sustainable when the financial results are positive and replicable. | Small Business/Start-up Operations |
| Networking | Interacting with other people to exchange information and develop contacts, especially to further one’s career. | Key Networking Skills |
| Improvisation | The act of composing, talking, executing or arranging anything without previous preparation. | Key Networking Skills |
| Perpetual Cycle | Continuing a process without interruption. | Key Networking Skills |
| Prospective | A future expectation. A potential customer, investor, mentor, etc. | Key Networking Skills |
| Acquisition | Networking--To develop, learn, master new skills and habits.  *Financial—to purchase an asset or object.* | Key Networking Skills |
| Exploit | An activity or action that will maximize use and turn into a benefit. | Components of Effective Business and Marketing Plans |
| Spurious | Misleading. Having an appearance of another but differing from the original or future development. | Components of Effective Business and Marketing Plans |
| Verbose | Wordy. Expressing in more words than needed. | Long vs Short Plans |
| Clarify | To make a statement that is more understandable. To express a clear position. | Long vs Short Plans |
| Discontinuous | Out of ordinary and breaking the routine | Long vs Short Plans |
| Primary Research | Gathering original data. | Market Research Basics |
| Secondary Research | Finding information developed by others. | Market Research Basics |
| Experiential | Data obtained by providing an experience or an observation. | Market Research Basics |
| Proprietary Results | results available only to the owners of the data | Market Research Basics |
| Unscientific Responses | A non-representative sample of responses included in a survey. They don’t belong because they are not intended market or do not provide valid information about your market. | Market Research Basics |
| Skewing | A representation that is misleading or unfair. | Market Research Basics |
| Bias | A representation that is in favor of or against an idea, person, or group. | Market Research Basics |
| Intervention Bias | Research data that misrepresents results because of the inappropriate way questions were asked. | Market Research Basics |

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| **Term** | **Definition** | **Section** |
| Focus Group | A demographically diverse group of people assembled to participate in a guided discussion about a particular product or service before it is launched. Can be used for providing ongoing feedback. | Market Research Basics |
| Expert Panels | A group of experts that have specialized knowledge. Used to gain specific input and opinion. | Market Research Basics |
| Marketing | Analysis. Efforts to determine market size and trends, customer preferences and needs, product features and costs, pricing and promotion. | Developing Marketing and Sales Plans |
| Sales | Engagement. Efforts in customer contact and persuasion, building relationships, account coverage and product knowledge. | Developing Marketing and Sales Plans |
| Advertising | Creativity. Efforts in communication that combine imagination with high impact messages that are distinctive and memorable. | Developing Marketing and Sales Plans |
| Business Pitch | A presentation by entrepreneurs or small business owners to an audience they need to persuade. | Why Practice Your Business Pitch |
| Practice | Repeated performance of an activity to acquire or maintain proficiency. | Why Practice Your Business Pitch |
| Repetition | Doing something over and over again. | Why Practice Your Business Pitch |
| Reflection | To give serious thought or consideration. | Why Practice Your Business Pitch |
| Revision | The act of correcting and adapting to make presentation more effective. | Why Practice Your Business Pitch |