



HELPING SMALL
BUSINESSES SUCCEED
SINCE 2005

NOMINATOR KIT

INNER CITY CAPITAL CONNECTIONS

Positioning Inner-City Businesses for Long-Term Success



ICIC

Initiative for a Competitive Inner City

Dear Friends and Partners of the Small Business Community,

I am delighted to have you on board as an invaluable partner of the Inner City Capital Connections (ICCC) program! Since 2005 we have positioned inner-city businesses for long-term success. When they succeed, they create more jobs and raise capital for continued growth, ultimately improving quality of life in the inner cities where they operate.

Nominating partners are our eyes and ears on the ground. We rely on them to identify businesses that have an appetite for growth and the potential to strengthen their surrounding communities. You are essential to helping us expand our reach and amplify our impact, both in your region and nationwide. I sincerely thank you for your dedication to your community and our mission.

Inside this kit you'll find information about the program, its impact, and everything you need to be one of our celebrated nominating partners. I also invite you to read about our proven impact in the 2016 Inner City Capital Connections Impact Report at impact.iccapitalconnections.org.

I am available to answer your questions and receive feedback now and throughout the nomination process. Please feel free to reach me at hvassell@icic.org. On behalf of the ICCC team, thank you for your continued support.

Sincerely,



Hyacinth Vassell
Program Director, Inner City Capital Connections

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ABOUT ICCC

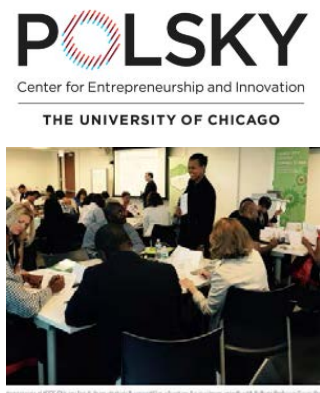
ABOUT INNER CITY CAPITAL CONNECTIONS

Inner City Capital Connections (ICCC) is an Initiative for a Competitive Inner City (ICIC) program that positions inner-city businesses for long-term success. It's designed for busy executives of all expertise levels, and its impact is proven to strengthen businesses and the inner-city communities where they operate.

By ensuring the success of its alumni, ICCC promotes sustainable business growth in underserved communities. It helps bridge the gap for the 75% of inner-city businesses that are in need of capital, but that cite lack of knowledge and relationships as key barriers to obtaining it. Since its launch in 2005, ICCC alumni have created more than 12,000 jobs and have raised \$1.4 billion in capital.

IN THE NEWS

ICCC's mission and impact attract regional and national media attention for our partners and participants:



An Untapped Entrepreneurial Ecosystem: America's Inner Cities
A day with Inner City Capital Connections
Inner City Capital Connections (ICCC) returned to the Windy City July 20th, gathering over 120 entrepreneurs from across the country for a series of engaging lectures, panels, and workshops geared toward the growing pains that all small business owners must overcome.
Hosted by the University of Chicago, the 87 companies represented at the event were 74% minority-owned and 24% women-owned, highlighting the emphasis on diversity expressed by the Initiative for a Competitive Inner City (ICIC), the organization leading the event.

The Boston Globe

"Building Economic Justice in America's Cities"



The renovated Bruce C. Bolling Historical Building has been key to the revitalization of Dudley Square.
By Steve Grossman | AUGUST 26, 2016
Rampant unemployment. Diabetes virtually out of control. Fresh fruits and vegetables hard to find or afford. With one-third of our nation's minority poverty concentrated in our inner cities, and signs of economic insecurity and income inequality everywhere, it's easy to understand the sense of hopelessness and abandonment that tens of millions feel and are expressing in the streets of America's cities. It may be tempting for some of our political leaders to bow their heads reflexively at prayer services and pay lip service to a set of afflictions they believe are so intractable that they



Catholic University Announces Partnership with Initiative for a Competitive Inner City to Accelerate Small Business Growth in Washington, D.C.
The Busch School of Business and Economics to Host Kickoff Meeting on Feb. 28, 2017
(WASHINGTON, D.C.) The Catholic University of America and the Initiative for a Competitive Inner City (ICIC) announced today a unique partnership to accelerate small business growth in the Washington, D.C., metropolitan area. As a part of this partnership, The Tim and Steph Busch School of Business and Economics will launch ICIC's Inner City Capital Connections (ICCC) program for the first time in the D.C. area in 2017.
ICCC is a national program designed to help small businesses in economically-distressed areas build capacity for sustainable growth in revenue, profitability, and employment. The program achieves these goals by means of a comprehensive curriculum that combines targeted executive education sessions with local coaches/mentors, and then connects participants with potential capital sources and a broad professional network.
It is the country's only program that educates inner-city small businesses about the various forms of capital and matches them with appropriate capital providers. Since 2005, small business participants have raised more than \$1.4

NEWS
Spotlight
2017 Archive
2016 Archive
REQUEST INFORMATION
APPLY ONLINE
VISIT CAMPUS
CONTACT ADMISSION
Share this: Facebook, Google+, Twitter, LinkedIn

To schedule an informational webinar for your small business community and potential nominees, please email iccc@icic.org



INNER CITY CAPITAL CONNECTIONS

Accelerating Small Business Growth and Access to Capital

PRESS ROOM



Daymond John at ICCC NYC



Deval Patrick & Rich Dennis at ICCC NYC



Magic Johnson at ICCC Los Angeles



Professor Michael E. Porter at ICCC Boston

If you would like a high-resolution version of any of these photos, please visit our Flickr media album:

<http://bit.ly/ICCCmedia>

Share a video of an ICCC alum!

<http://bit.ly/ICCCvideo>

ICCC

ACCELERATING
SMALL BUSINESS
GROWTH AND
ACCESS TO CAPITAL

ACCEPTING APPLICATIONS NOW

ICCC in the spotlight

To book a speaking engagement, please email hvassell@icic.org



Inner City Capital Connections Sizzlr Video



ICCC St. Louis 2016



Hyacinth Vassell on Comcast Newsmakers



Hyacinth Vassell presenting at the Latino Coalition Conference



Hyacinth Vassell and Steve Grossman on WCVB's Cityline



Hyacinth Vassell on Radio Entrepreneurs

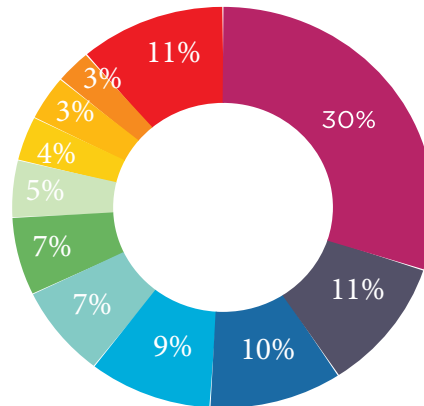
OUR REACH



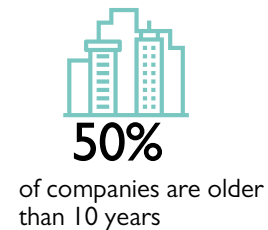
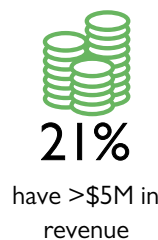
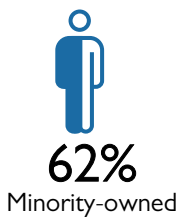
ICCC participants come from different industries, have different levels of expertise, and are located throughout the country. What do they have in common? All are sources of strength in their communities and - most importantly - have an appetite for accelerated growth and long-term success!

1122

small businesses representing all different demographics and geographies across the country



- Business Services
- Wholesale & Retail Trade
- Construction
- Manufacturing
- Accommodation & Food Services
- Technology & Software Development
- Health Care & Social Assistance
- Transportation & Logistics
- Finance & Insurance
- Arts, Entertainment & Recreation
- Other



Through 2015 the ICCC program has now been held in 13 CITIES that serve as regional hubs for the program. Participants have come from 44 STATES AND 329 CITIES.

PROGRAM STRUCTURE

ICCC is designed for busy executives of all expertise levels. The 40-hour program spans several months to accommodate demanding schedules, and delivers content in several highly interactive and effective formats:

OPENING SEMINAR

Each year participants begin their executive education at one of our regional seminars. For a full day, participants listen to professors from top institutions and experienced practitioners. They lead discussions that set the foundation for the rest of the program

WEBINAR AND COACHING

Several webinars compliment and deepen what participants learned at the opening seminars. Content is tailored to each location so that only the most relevant information is delivered. The program also includes individual and group coaching sessions that guide participants through developing custom solutions for their businesses. ICCC's ongoing mentorship component is key to addressing growth challenges and positioning businesses for long-term success.

CULMINATING CONFERENCE

The program culminates with a national conference in New York City where participants can hear from expert speakers, gain national visibility, and showcase their businesses at the ICCC Marketplace. The conference is also an opportunity to apply what they have learned by pitching to capital providers and receiving live feedback. By the end of the program, participants gain a new network of peers, mentors and potential capital providers.

Our speakers, lecturers, and coaches are experienced professors, consultants, practitioners and capital providers. They call on their years of hands-on experience to provide direction and actionable steps to help each ICCC participant grow their business sustainably.

WHERE WE'RE HEADED IN 2017

In 2017 our seminars will be held in Boston, Chicago, Dallas, Los Angeles, Memphis, Milwaukee, Philadelphia, Springfield, Tampa and Washington D.C! Find out when the seminar closest to you is happening at iccapitalconnections.org

WHY SHOULD I NOMINATE?

Businesses that grow sustainably strengthen their communities. By ensuring the success of its alumni, ICCC promotes growth, job creation and capital acquisition in inner-city businesses and the neighborhoods where they operate.

SMALL BUSINESS IS KEY

Small business is a powerful force in our economy. Research from the Initiative for a Competitive Inner City (ICIC) found that the addition of just over *one new job* per small business could eliminate urban unemployment! ICCC helps inner-city businesses achieve long-term growth and remain a source of job creation and strength for residents.

IMPACT YOUR COMMUNITY

Nominating is an opportunity to make a lasting impact on your community. Not only will you help small businesses in your network succeed, but you'll also strengthen and promote job creation in the communities close to you. So far, alumni have created more than 12,000 jobs, and your nominations will help make that number grow!

JOIN THE NATIONAL EFFORT

Since ICCC launched in 2005, alumni collectively average 184% growth in revenue and have raised \$1.4 billion in capital. Of the jobs they created, 61% pay over \$40,000 per year. ICCC relies on its nominating partners to reach more businesses and impact more communities throughout the country.



54%

of new jobs created by all participants were in inner cities



59%

of companies have more than 10 employees



12,431

jobs created 2005-2015



52%

average total growth in employees after ICCC for all participants



61%

new jobs paid above \$40,000

NOMINATION INSTRUCTIONS

Your thoughtful and timely nominations help ICCC reach more businesses and more communities around the country. Nominations must be submitted at least **5 weeks prior to the opening seminar** in the region you are nominating for. Get the 2017 schedule of opening seminars at iccapitalconnections.org

NOMINATION PROCESS

1. **Spread the word:** Let your network know you are an ICCC nominating partner! Flip to page 5 of this toolkit for resources including image, videos, testimonials and social media content you can use to raise awareness and interest in the program.
2. **Identify nominees:** All businesses must meet the criteria specified below. However, we work closely with each business to verify their eligibility, and so we encourage nominators to focus on one important trait: their appetite for growth!
3. **Submit nominations:** Fill out and submit the online nomination form in full at nominate.iccapitalconnections.org. There is no limit to the number of businesses one person or organization can nominate, so we encourage you to nominate on a rolling basis until the deadline for your region!

VERIFICATION AND ACCEPTANCE

ICCC reviews and contacts all nominees individually to verify their eligibility and offer accepted businesses a place in the program. We also contact nominators to inform them of the status of their nominees.

ELIGIBILITY CRITERIA

A business must meet all of the following criteria in order to be eligible for participation in ICCC*:

- Be an independent for-profit or not-for-profit corporation, partnership or proprietorship
- Meet one of the following requirements:
 - Have its headquarters or more than 51% of its physical operations located in an economically distressed area
 - Have more than 40% of employees residing in an economically distressed area
- Have been in operation for two years or more. ICCC does not accept start-up companies.

* *On a case-by-case basis, ICCC will consider businesses that do not meet all of the specified criteria on the recommendation of a nominator.*

For questions regarding the nomination process or eligibility, please contact us at 617-238-3019 or iccc@icic.org

FAQs

GENERAL

WHAT IS INNER CITY CAPITAL CONNECTIONS (ICCC)?

ICCC is an executive education and training program with the goal of promoting economic prosperity in underserved communities. It helps established urban small businesses create and maintain sustainable growth and, in turn, create more good jobs where they are needed most. It is the country's only program that educates inner city businesses about different forms of capital and then connects them with potential capital providers.

WHO IS INITIATIVE FOR A COMPETITIVE INNER CITY (ICIC)?

Founded in 1994 by Harvard Business School Professor Michael Porter, ICIC is a national nonprofit organization and the leading authority on U.S. inner city economies and the businesses that thrive there. ICIC's mission is to drive economic prosperity in America's inner cities through private sector investment to create jobs, income and wealth for local residents. In addition to a Research and Advisory practice, ICIC has several Urban Business Initiatives (UBIs), which include the Inner City Capital Connections (ICCC) program. For more information visit icic.org.

WHERE DOES ICCC OPERATE?

ICCC is a national program, open to all small businesses in the U.S. that meet our required criteria (see "Eligibility" FAQs for more information). Each year, participants convene in several regional locations throughout the country to kickoff the program. In 2017, ICCC will have kickoffs in Boston, Chicago, Dallas, Los Angeles, Memphis, Milwaukee, Philadelphia, Springfield, Tampa and Washington D.C. Because the majority of the curriculum is delivered virtually, businesses that are not located in one of these cities are still eligible and encouraged to participate.

WHY WAS ICCC STARTED?

In 2005 the Initiative for a Competitive Inner City (ICIC) launched the ICCC program to address challenges faced by urban business owners. Through its research and work with inner city businesses, ICIC recognized that the obstacles to growth and capital are often intensified in urban locations. Inner city businesses most commonly cite insufficient capital as a key barrier to growth, and 75% of those in need of capital cite both lack of knowledge and relationships as barriers to obtaining it. ICCC's unique structure combines education with access to potential capital providers, ultimately promoting sustainable business growth in urban areas.

FAQs

STRUCTURE AND PARTICIPATION

HOW IS THE PROGRAM STRUCTURED?

The program combines interactive in-person and virtual sessions taught by leading business experts and academics. The program has four components:

1. One in-person executive education seminar (hosted regionally)
2. Up to 7 executive education webinars
3. Minimum of two hours of individualized coaching
4. A national culminating conference

After completing the seminar, webinars and coaching sessions, participants apply what they have learned at the national culminating conference. There, participants have the opportunity to pitch to capital providers, get live feedback and potentially get connected to capital.

WHAT IS THE TIME COMMITMENT REQUIRED OF PARTICIPANTS?

It takes approximately 40 hours over a 3-6 month period to complete all of the program components. We understand that as business owners, time is valuable to our participants and pride ourselves on delivering a program that is concise yet proven effective. ICCC alumni consistently tell us that the time they spent on the program was a valuable and rewarding investment.

CAN A BUSINESS THAT IS NOT LOCATED IN A SEMINAR CITY STILL PARTICIPATE?

Yes! As long as the required criteria are met, businesses from any U.S. location can participate. If a participant is not located in a seminar city, they may choose to attend the seminar that is most convenient to them.

WHAT TYPES OF TOPICS AND SKILLS DO PARTICIPANTS LEARN?

Specific topics include marketing strategy, talent management, entrepreneurial finance, negotiation and persuasion, and presentation skills. Participants will leave with actionable strategies for measuring growth, creating harmony between employees and customers, and building a team that supports business goals. While the topics are refreshed frequently to reflect current business trends, the program content is consistently designed to help businesses build capacity and achieve sustainable growth.

WHAT IS THE COST TO PARTICIPATE?

The program is offered at no cost to all accepted participants. Participants are responsible for travel and lodging related to the in-person seminar and culminating conference.

FAQs

CAN ANOTHER COMPANY REPRESENTATIVE PARTICIPATE ON BEHALF OF THE BUSINESS OWNER?

ICCC's educational content is carefully designed for business owners, and the seminars and culminating conference offer unique networking opportunities for CEOs. However, on a case-by-case basis, and with approval from ICCC, a partner or executive who would benefit from the program may participate in the owner's place.

CAN I BRING A GUEST TO THE SEMINAR AND/OR CULMINATING CONFERENCE?

As long as there are enough seats available, participants may bring an executive team member or someone who is preparing to become a c-suite executive. Please contact ICCC to check capacity at upcoming events.

ELIGIBILITY

WHAT CRITERIA MUST BE MET IN ORDER TO BE ELIGIBLE FOR THE PROGRAM?

A business must meet all of the following criteria in order to be eligible for participation in ICCC*:

- Be an independent for-profit or not-for-profit corporation, partnership or proprietorship
- Meet one of the following requirements:
 - Have its headquarters or more than 51% of its physical operations located in an economically distressed area
 - Have more than 40% of employees residing in an economically distressed area
- Be in the growth-to-exit stage (ICCC does not accept start-up companies)

If you are unsure about a company's eligibility, please call or email us at 617-238-3019 or iccc@icic.org.

**On a case-by-case basis, ICCC will consider businesses that do not meet all of the specified criteria.*

HOW IS ELIGIBILITY VERIFIED?

ICCC reviews all applications and nominations. ICCC then contacts business owners individually to verify their company's eligibility and offer accepted businesses a place in the program.

CAN STARTUP COMPANIES PARTICIPATE?

No. The program content is designed to help established businesses grow, and so companies are required to be in the growth-to-exit stage and have \$2 million or more in annual revenue. We encourage startups follow the program's success, and then apply once their businesses meet the required criteria.

FAQs

APPLICATIONS AND NOMINATIONS

HOW DOES A BUSINESS GET CONSIDERED FOR THE ICCC PROGRAM?

ICCC participants are either nominated by a third-party or apply directly to the program. We review all applications and nominations, and then contact business owners individually to verify their eligibility and offer accepted businesses a place in the program.

HOW CAN I APPLY?

Please fill out an application form at www.icic.org/inner-city-capital-connections.

HOW CAN I NOMINATE A BUSINESS?

Please fill out a nomination form at nominate.iccapitalconnections.org.

HOW MANY BUSINESSES CAN ONE PERSON OR ORGANIZATION NOMINATE?

There is no limit to the number of businesses one person or organization can nominate for the program. ICCC works to verify the eligibility of each company and therefore encourages nominators to be highly inclusive when nominating potential participants.

WHAT HAPPENS AFTER A BUSINESS IS NOMINATED?

ICCC reviews the nomination to verify eligibility of the business (see “Eligibility” FAQs for our required criteria). If the business is eligible, ICCC then contacts the business to alert them of their nomination and offer them a spot in the program. ICCC also contacts nominators to inform them of the status of each nominee they submitted.

VALUE AND IMPACT

WHAT MAIN BENEFITS DO PARTICIPANTS GET FROM THE PROGRAM?

Participants benefit from the program’s business insight and professional development opportunities. Specifically, we strive to ensure each participant walks away with the following:

- New perspective on sustainable growth strategies and understanding of how to apply them
- Deepened knowledge of different types of capital and the best uses for each one
- Coaching on and practice making pitches to potential capital providers
- Networking opportunities with business owners, experts, academics and capital providers in your region and nationwide

FAQs

IS THERE VALUE FOR BUSINESSES WHO ARE NOT ACTIVELY SEEKING CAPITAL?

ICCC is a valuable experience for established small businesses that are looking to grow. If your business is not actively seeking capital, you will still benefit from current teachings on strategic planning, talent management, and marketing and sales tactics, and unique networking opportunities. You and your business will benefit from a new perspective on sustainable growth, regardless of whether or not you choose to seek capital after the program.

IS THERE VALUE FOR PARTICIPANTS WHO HOLD A MASTER'S DEGREE AND/OR HAVE BEEN IN BUSINESS FOR SEVERAL DECADES?

Absolutely! Many of our alumni are credentialed and experienced business owners and still choose to complete the program more than once! While the curriculum maintains a focus on sustainable growth and accessing capital, we review the content each year to ensure it reflects the most current business trends and thought. In addition, the valuable coaching, critiquing and networking opportunities that are focused on accessing capital are unique to ICCC.

WHY IS ICCC UNIQUE?

We're proud to offer a program with several distinguishing aspects:

- Location is a central feature of the program and its mission, which is to promote sustainable business growth in inner cities
- It requires a minimal time commitment (40 hours over 3-6 months) to complete
- It is the only program that combines education with access to potential capital providers
- All participants benefit from both individual and small-group coaching and mentoring

WHAT IS ICCC'S IMPACT?

We measure the program's success in two ways: the growth of alumni businesses and the wealth they create in their communities. Since 2005, 1,122 participants have raised over \$1.4 billion in capital and created over 12,000 jobs, with 61% of those jobs paying over \$40,000. The average annual revenue growth rate of alumni is 15%, and their average growth in employees is 52%.

CONTACT

JOIN THE #ICCC #SMALLBIZ COMMUNITY



ICCCPROGRAM



@ICCCTWEETS



INNER CITY CAPITAL CONNECTIONS



INNERCITYCAPITALCONNECTIONS



ICCAPITALCONNECTIONS.ORG



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ICCC@ICIC.ORG