

Small Business Jobs Act of 2010 Case Study: Creating and Launching Business and
Workforce Development in American Samoa

by

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Abstract

This project was initiated to provide a case study exploring and analyzing the subject and methodology for successfully launching businesses and jobs-creation programs. The project contributes to the ongoing practice of business and economic development and studies the use of Jobs Act *legislation* enacted by US Congress to authorize the administrator of the U.S. Small Business Administration (SBA) to disburse up to \$50,000,000 to make grants available to Small Business Development Centers.

Research was conducted that followed and examined the history, issues, and actions of American Samoa, the SBA, and the American Samoa Small Business Development Center (SBDC) that led to a grant award of \$325,000 which was intended to be used to provide counseling, training, and technical assistance to businesses with the aim of growing job creation.

A business selection process was initiated and 11 entrepreneurs were chosen via track record, focus groups, observation research, and other methods. The Firms found to be both qualified and developing new enterprises in areas of internet technology, media production, culinary arts training, international trade, and workforce development were invited to participate in the study.

The project data was analyzed and immediately showed positive results: the SBDC and business clients launched a community outreach project, an Information and Communication Technology business enterprise, and established a culinary arts school.

Implication of findings shows that in the process of developing business ventures economic stimulus contributes to successfully launching new Firms and have direct impact on jobs-creation.

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Origin of Relationships

The relationships between Germany, Britain, and the U.S. improved during the Tripartite Convention of 1899 in which the British realized a new avenue to international economic competition due to acceptance by America to divide the Archipelago of Samoa. The diplomats of Germany who were in Washington DC came into a common deduction that the administration of the U.S. was satisfied with acquiring the island of Tutulia on eastern Samoa, together with its existing asset of Pago Pago station of coal.

The political subdividing of the Archipelago made eastern Samoa a territory of U.S. while the western side became a colony of German. In addition, the U.S. did not oppose any additional agreements between Britain and Germany since, at that time, the negotiating position of Britain was considered less beneficial by considering its participation in South African Wars, the Boer Wars.

At about the same time, Kaiser Wilhelm II agreed to an invitation to visit England in November of 1899. His government insisted that it could be critical to conclude an agreement with Samoa before Kaiser's departure for Britain. By November, the 9th of November, a deal was accepted in London, which was then signed on the 14th of November. The Anglo-German deal, and the casual understanding of this parties and the U.S. lead to the political subdivisions of Samoa.

To secure approval from the U.S on the whole deal, Britain, Germany, and the U.S. required a complete negotiation on a tripartite convention. On the second of December 1899, documentation of the Tripartite convention was done and signed in by John Hay a secretary of state representing the U.S., Baron Theodor, a representative of

Germany in the U.S., and sir Pauncefote Julian, a representative of Britain in the U.S. This signing was done in Washington DC.

After John Hay had completed signing the agreement on the Tripartite Convention, the then 25th U.S President William McKinley appended his signature on the 19th of February 1900. The order read, "The Island of Tutuila, of the Samoan Group, and all other islands of the group east of longitude 171 degrees west of Greenwich, are hereby placed under the control of the Department of the Navy for a naval station" (Treaty of Berlin 1899, 2012).

During the earlier years of McKinley's reign as U.S. President, the economy of U.S. recovered from a decline that had caused panic in 1893. He backed the Dingley Tariff in 1897, which gave protection to American manufacturers.

At around the same time, President McKinley had hope in persuading Spain to let freed the rebellious Cuba without conflict. However, negotiations failed and led to the Spanish-American War of 1898. The U.S. victory was quick and decisive. The outcome of the Paris Treaty of 1898 was the annexing of former colonies of Spain, Philippines, Puerto Rico, and Guam, by the U.S. and a rise of the U.S invasion of Cuba. McKinley also procured the conquest of the Independent Republic of Hawaii in 1898.

When McKinley was inaugurated as U.S. President in 1897, the Hawaii republic resumed talks on annexation, which went on till late 1898 (William McKinley, 2012). By this time, President McKinley had realized the new strategic relevance of the Islands in the wake of war between Spanish and the Americans. Also, he observed that Japan, France, and Britain had expressed interest in annexing those islands for themselves.

A new annexation Treaty was signed on the 16th of June that year. It did not seem obvious that the Senate would ratify the treaty. So, its supporters were keen to take drastic measures through passing the Newlands Resolution. This ensured acceptance, ratification, and confirmation of the session by a vote of 42 to 21. On the other hand, the News land plan was accepted by 209 of 300 members of the House of Representatives. President McKinley signed the Bill on July 7, 1898, with the formal declaration of sovereignty transfer taking place on August 12, 1898. It was marked with raising of the U.S. flag over Lolani Palace.

An executive order was signed two years later by President McKinley regarding the establishment of the U.S. authority in the island of Tula; the U.S. secretary in charge of navy was charged with the responsibility of protecting the island. The legal transfer of deeds for Ta'u, Olesega and Ofu never happened until 1904, despite the previous acceptance of U.S. sovereignty by the respective chiefs.

American Samoa became a consciously used the term in 1905 when Samoan chiefs from all ceded islands held their first gathering or Fono within the naval station. The islands of Samoa, Savai and Upolu, and the small islands of Manono and Apolima, which are located on the west of longitude 171 degrees west were declared a German protectorate. Hence, they were named "German Samoa" on March 1, 1900. Wilhelm Solf was appointed governor, who later became Secretary for the Imperial Germany's Colonies

The British requested for imperial services from New Zealand troops on an urgent notice, to seize Upolu from the Germans control. With no opposition, the troops of New Zealand landed on Upolu on the 29 of August 1914. They seized control of

Upolu from the Germans. After World War I, New Zealand exercised control over Samoa until 1962 as a class third class mandate, though the League of Nations' Trusteeship.

Since 1962, the islands of Western Samoa have been an autonomous nation, with an adopted name of "Independent State of Samoa." The two major islands of Samoa are Upolu, and Polynesia, which is among the largest, islands Savai. Apia, the capital city and the International Airport of Faleolo are both situated on the island of Upolu.

Officially a sub-region of Oceania, Polynesia comprises more than 1,000 islands that are scattered over the Southern and the central Pacific Ocean. Indigenous Polynesians who inhabit the islands of Polynesia share a number of similar traits, including culture, beliefs and language.

A prominent region of Polynesia includes Samoa. It was accepted as a member of United Nations on 15th of December 1976. Explorers from Europe, who visited the island before the 20th C. called the whole group of islands the "Navigators Islands" due to seafaring skills of Samoa.

The Kingdom stepped down, and gave out its rights in favor of Germany. In turn, it received comprehensive compensation (*e.g.*, transfer of all of the German rights in the Tonga group, including the right to establish a naval and coaling station and the right of extraterritoriality). This also resulted in a shift of the line of demarcation between German and British islands in the Solomon group that gave Great Britain all the German islands to the east and southeast of the island of Bougainville.

Other compensation included the division of the neutral West African zone by a recognizable boundary between Germany and British possessions; Germany's promise to consider, as much and as far as possible, the wishes of the Government of Great Britain regarding development of tariffs that benefit both parties in the Gold Coast and Togo territories; and Germany's renouncing her rights of extraterritoriality in Zanzibar.

The Tripartite Convention of 1899 arrangements stayed in place until the outbreak of the Great War in 1914. After the U.S. seized eastern Samoa for the interest of the U.S., the existing coaling station on the island of Tutuila at the Bay of Pago Pago was promoted into a full station for ships. The U.S. congress commissioned a committee in 1930 led by Americans who had a part in the overthrow of the Kingdom of Hawaii to investigate the status of American Samoa (Tripartite Convention of 1899, 2012).

During the Second World War, many U.S. marines were deployed in Samoa. Their population overwhelmed the locals, and had an immense cultural influence. Young Samoan men aged 14 and above received combat-training from the U.S. military personnel. The Samoans served the U.S. marines in such capacities as combatants, code personnel, medical personnel, and ship repairmen (U.S. Marines in Samoa, 2012).

After World War II, Organic Act of 4500, a U.S. Department of the Interior-supported attempts aimed at incorporating American Samoa, but suffered defeat in parliament principally through efforts of Samoan chiefs under Tuiasosopo Mariota's leadership. The efforts of the chiefs saw a local legislature created, the American Samoa Fono. This met in the Fagatogo village, which is generally considered the

territories' de facto and de jure, capital. The U.S. regards Pago Pago as the official capital of the territory (the Organic Act of 4500 (2012)).

The territorial legislature, like most state and territorial legislatures of the U.S., is a bicameral legislature with a House of Representatives and a Senate. The legislature remains being the only one on territorial or state level in the in the U.S. that is both bicameral and nonpartisan. Much like the Nebraska Legislature American Samoa is similarly nonpartisan, yet it is a unicameral body.

The Maota Fono Complex houses the American Samoa Fono. This complex is a building with a beehive shape, constructed to represent the Samoan traditional fale. The shape of the building is the same as the traditional designs of construction as that one in Samoa. A two-story main section (housing the legislature and governor's offices) is flanked by two single-story wings hosting the chambers from the Senate and the House of Representatives.

Autonomous American Samoa, with a constitution that was promulgated on the first of July, 1967 whereas the U.S. Territory of American Samoa is listed by United Nations as a non-self governing territory– a listing that is disputed by the territorial government officials.

Additionally, both Republican and Democratic political parties can be found in American Samoa, even though few politicians support these parties. The judiciary has no affiliations to executive and legislative bodies.

The traditional village politics of the Samoa Islands, the fa'a matai and the fa'a Samoa, still persist in American Samoa and autonomous Samoa, interacting across these current boundaries. The fa'a Samoa comprises the language and customs while

the fa'a matai embodies the protocols of the "fono" (council) and the chief system. The fa'a matai and the fono take place across multiple levels of the Samoan politics; starting with the family, then to the village, the region, and the people.

The matai (chiefs) are elected by popular agreement between the concerned village(s) and the fono. The fono itself is made up of the Matai. Both the fono and the Matai decide on the distribution of family exchanges and possession of lands belonging to the community. Large tracks of land in Independent Samoa and the American Samoa are shared. A matai's representation can be a small group of families, or an extended family that stretches across islands to both American Samoa and autonomous Samoa.

The Territory of American Samoa is located in the central South Pacific region, approximately 2,600 miles south-southeast of Hawaii and 1,800 miles north-northwest of New Zealand. It is the only U.S. country in the Southern Hemisphere and the mid South Pacific region, and it is bordered by free Pacific island nations and external territories.

American Samoa's seven islands (Tutuila, Ofu, Olosega, Tau, Aunuu, Swains Island and Rose Atoll) have a population of about 60,000. Additionally, a non-voting agent represents American Samoa in the Congress of the United States. Today, the Samoan archipelago covers 3,030 squared kilometers (1,170 square miles) in the central South Pacific forming part of Polynesia and the major Oceania region (Territory of American Samoa, 2012).

The population of the Samoan Islands (both American Samoa and the Independent State of Samoa) is approximately 250,000 people. They share a common

language called Samoan, an indigenous form of government called fa'a matai, and a culture known as fa'a Samoa. Samoans make one of the largest Polynesian populations in the world and are unrestrained. The oldest prehistoric remains in the Samoan Islands have been dated to circa 1,050 BCE from a site on Upolu Island in the Independent State of Samoa.

Prior to the Europeans' 1700 arrival, the history of Samoa largely matched with that of Tonga Kingdom and some chiefdoms of Fiji. Memories of countless battles with neighboring islands are preserved in the oral history of Samoa.

The intermarriage of Tongan and Fijian royalty to reputable Samoan women has helped build solid relationships between the island nations, even to the present day. These splendid and family ties are commemorated and acknowledged during cultural gatherings and special events. The story of two maidens, who arrived in Samoa and brought the art of tattoo, or tatau, is also told in the Samoan folklore. This led to the traditional Samoan malofie (Samoan terminology for a traditional Samoan tattoo also known as malu for women or pe'a for men).

Today, the Kingdom of Tonga is a sovereign state. It is an archipelago that comprises of 176 islands scattered over 700,000 square kilometers (270,000 sq. mi) in the South Pacific Ocean, with only 52 islands having inhabitants (Tonga, 2012). The Kingdom covers a broad range of 800 kilometers (500 mi) in a north-south line, one third of the distance SEPARATING Hawaii and New Zealand.

Fiji is an island nation in Melanesia, also in the South Pacific Ocean. It is about 1,100 nautical miles (2,000 km; 1,300 mi) northeast of New Zealand's North Island. Its

closest neighbors are Vanuatu to the west, France's New Caledonia to the southwest, New

Zealand's Kermadec to the southeast, Tonga to the east, the two Samoas to the northeast, and Tuvalu to the north (Fiji, 2012).

In the 20th century, Samoans were the first Polynesian people to be recognized as a sovereign nation. In 1977, Queen Elizabeth II visited Samoa during her tour of the Commonwealth.

The two Samoas share ethnicity and language, and their cultures have over time followed divergent courses, with the American Samoans mostly moving to the U.S. mainland and Hawaii, where they have started to use many U.S. customs, such as playing baseball and American football. On the other hand, Western Samoans have skewed tendency to immigrate to New Zealand. Their influence has popularized such sports as cricket and rugby in the western islands.

Individuals born in American Samoa, including those born on Swains Island, are U.S. nationals, but only when either of their parents has a U.S. citizen. Although the American Samoans cannot vote in the U.S. Presidential elections, they have a right to travel into U.S. without restrictions.

Exploring Entrepreneurship and Economics

The economy of American Samoa is a small and developing one, primarily depending upon two main revenue sources, the American Samoa Government (ASG) that receives income funds subsidies from the U.S., and two fish canneries on Tutuila in the town of Pago Pago. These two economic engines have given rise to a third source which is a service sector that is derived from and complements the other two.

American Samoa's principal export is packaged and canned tuna and tuna by-products. Other manufacturing and industrial assembly is small today but is potentially an important source of income, especially if the American Samoa Government can attract more businesses and investments; but given the distances involved and the current global recession, this is proving to be great challenge to the government.

The services segment of the economy, apart from government services, is mainly trade-- both wholesale and retail. American Samoa generates levels of income and discretionary spending that are much more representative of small developing countries. At the same time, official ASG statistics indicate that the majority of American Samoans live in poverty according to U.S. income standards. Duty-free access to the U.S. of goods produced in American Samoa was once the region's largest and most important relative economic advantage.

The 2007 Fair Minimum Wage Act passed by U.S. Congress amended the Act of 1938 that concerns standards for Fair labor. This aimed to improve the hourly wage offered by the federal government from 5.15 to 7.25 USD. Additionally, the acts also instituted strategies through which American Samoa and Northern Mariana could adopt the minimum wage set by the federal government on alternating schedules.

As a portion of Congress' passing the Act, \$4.8 billion worth of tax breaks are being given to small business over a ten-year period to offset the wage increase. The enactment of the Act served to cater for U.S. Veterans Care, Troop Readiness, Katrina recovery, and the Act of 2007 on the Accountability appropriation in Iraq. President George W. Bush approved the bill shortly after its passing.

Actions taken in response to the minimum wage increase were that, one of the two major tuna processing plants in American Samoa, Chicken of the Sea, shut down in 2009, and 2,041 workers were laid off. Headquartered San Diego, California, the company markets and distributes a list of such items as seafood under the Brand name 'Chicken of the Sea,' including sardines, salmon, clam, mackerel, crab, and tuna.

The firm was founded in 1914 by Frank Van Camp in collaboration with his son when they bought the Tuna canning Company of California and renamed it as Van Camp Seafood. The "Chicken of the Sea" phrase was chosen to suggest the delicacy of the foods. It became successful enough to later become a corporate name.

During 1963, the Van Camp Seafood Company was purchased by Ralston Purina. Years later in 1988, Ralston sold its Van Camp division to an Indonesian firm, P.T. Mantrust, which had economic issues. The main creditor, Prudential Life Insurance, became the majority owner.

During 1997, the company was purchased by the investment group Tri-Union Seafoods LLC, which at the time was made up of three partners:

1. Edmund A. Gann. He was an American and owner of Caribbean company Incorporation for Marine Services, which was a fishing fleet for tuna.

2. Tri-Marine International, Inc., an international trading company dealing in tuna and tuna products that was formed in Singapore in 1972 and headed by Renato Curto, president and majority shareholder;
3. Thai Union International Inc., a Thai firm based in Bangkok that was, at the time, the largest tuna packer in Asia and second largest in the world.

The Group changed the name of the Van Camp Seafood Company to Chicken of the Sea International. During 2000, Edmund Gann and Tri-Marine Inc. sold their 50 percent stake in the Inc. of Chicken of the Sea to the Thai Union International. This left the Thai Union to solely own the business. Tri-Union International and the Chicken of the sea merged, but retained the name of Chicken of the Sea International.

The total annual revenue for the CSI increased to 600 million USD, a result of the 2003 Empress International collection, which imported frozen shellfish and shrimp. Thai Union instituted a new department for frozen foods to focus on premium quality sales. This division grew rapidly and helped to further expand the company's brand and create awareness on retail and foodservice industry.

StarKist, another factory in American Samoa that process tuna, began retrenching its employees in mid 2010, with a target of retrenching 800 employees as a result of the increase in minimum wage and a hike of other costs of business. American Samoa Governor Toile Tulafono posed an opinion that companies may reduce the salaries and bonuses of top-tier employees instead of dismissing workers who earn minimum wages.

StarKist has expressed agreement with the Accountability office of U.S. (GAO) that the federal government's mandate on hiking minimum wages was rendering

American Samoa less competitive, hence deteriorating the local economy. Starkest is the owner of the American Samoan local cannery. The company's spokesperson Mary Sestric explains that the local economy is heavily dependent on a particular industry that is tremendously competitive on a global basis.

The GAO released a report on the effects of a federal law that imposes a yearly increment of the hourly wage by US \$0.50 in American Samoa until it levels with the U.S. minimum wage. The GAO stated that the two main employers in the region's industry of canning tuna had cut down on operating costs between 2009 and 2010 through ret ranging of workers, freezing hiring, cutting overtime hours, temporarily closing operations, raising prices, among other measures. The StarKist and Chicken of the Sea have blamed the Act of minimum wage increase as a compelling cause for their actions. Also, the GAO reaffirms the StarKist's expression of concerns regarding the operating costs in American Samoa.

Originally the GAO was established as the General Office of accounting by the 1921 Act of Budget and Accounting. The Act required the GAO director to investigate, at the seat of government or other locations, on all matters relating to the receipt, disbursement, and execution of public funds. It also required that reports and recommendations for greater wealth and efficiency in public expenditures be made to the President and to Congress. The current mission statement of GAO suggests that the agency's existence helps the congress to improve its performance, support it in meeting its statutory responsibilities in a way that will benefit the people of America (U.S. Government Accountability Office, 2012).

During 2004, The GAO's name was changed to Government Accountability Office for Human Reform Act to portray the real purpose for this office. Whereas many other nations have branches or departments of governments that resemble the GAO both in formation and governance, their primary objective is to conduct financial audits. The auditors of the GAO are not limited to financial auditing responsibilities. They also engage in a wide array of performance audits.

Over the years, the GAO has released investigative audit reports, often uncovering inefficiency and wastage in government. As a result, the GAO has been termed as the best friend of the taxpayer and a Congressional Watchdog. The media, through news broadcasts, has always drawn peoples' attention to the works of the GAO by compiling stories featuring executive summaries of GAO reports. Furthermore, members of Congress often cite GAO's work in statements to the press, in Congressional hearings, and in floor debates on proposed legislation.

The Government Accountability Office's investigation of StarKist suggested that if the cannery of tuna was moved from American Samoa so that it operates in another country which has lower costs of labor and lower tariffs, there will be a significant drop in the operating costs of the cannery. However, the facilities of tuna in American Samoa do satisfy the requirements of contract by the U.S. government, just like a few other facilities in U.S. Therefore, continued existence of the facility in this region will ensure its successive competence for the contracts. Although moving the cannery's operations to another country could be more advantageous, there remains an obligation of lease through 2013. Also, the costs that would be incurred to erect or relocate facilities to

another country posed obstacles to near-term relocation. The following is StarKist history since 1963:

- 1963 - StarKist was bought by H.J. Heinz Co. but Joe Bogdanovich was retained as president. The company started operations in American Samoa.
- 1980 - StarKist emerged as the most favorite brand of tuna.
- 1985 – The company incurred higher costs of labor compared to canneries of American Samoa, and the Puerto Rico counterparts. This caused StarKist to ground operations at its Calif plant.
- 1988 - Heinz Pet Products was split out from StarKist. The future chairman of Heinz, William R. Johnson was chosen as president.
- 1990 - StarKist adopts a "dolphin safe" policy, opting not to buy fish caught in association with dolphins.
- 1993 - StarKist Seafood recombines with pet products under Johnson and relocates to Newport.
- 2000 - StarKist relocates to Pittsburgh and introduces tuna in a pouch as the latest in packaging innovation
- 2002 - Del Monte acquires StarKist from Heinz.
- 2008 - Del Monte Foods sells StarKist to Dongwon Industries.

Both StarKist and Chicken of the Sea more than likely use the Kitchin cycle or short business cycle of about 40 months. This cycle, discovered in the 1920s by Joseph Kitchin, is explained well by the lag of time in movements of information, which affects the commercial firms' decision making processes (Cycles and Trends, 2012). Firms react to the improvement of commercial situations by utilizing their increased output

through adequate investment of their capital on fixed assets. As a result, commodities of flood the market within a short period (usually a few months to two years), and the quantity of these commodities increase gradually.

Consumer demand diminishes, prices drop, and the produced commodities get accumulated in inventories. This alerts the entrepreneurs on the need to cut down their output. It usually takes time for the information that the supply significantly exceeds the demand to get to the businessmen, and then it takes more time for the entrepreneurs to check this information and make the decision to reduce production. Some time is also necessary to put these decisions into effect. These are the time lags that generate the Kitchin cycles.

Another relevant time lag occurs between actualization of the decision mentioned above (that is, having a working environment where capital assets to operations are at a level below that of full employment) and the cutting down of excess commodities that accumulate in inventories. After this decrease is over, an entrepreneur can perceive conditions that will prevail in yet another phase of growth in demand, output and prices.

Companies like Chicken of the Sea and StarKist see coordination as highly important. Coordination is the act of coordinating, and organizing different human resources to work as a team and achieve a common goal. The following are three examples of coordination:

- Cooperation or co-operation. This is the process of acting or working together, and it can be realized between both non-international and international agents. At its lowest level, it entails harmonious working of things, side by side. At a rather complex level, cooperation can involve harmonious working of social patterns, or

the internal working mechanisms of humans. It provides an alternative of working in isolation in the verge of competition.

- **Collaboration.** On its positive side, it is a cooperative working aimed at goal achievement; but its negative value is working as a traitor. It is a process that can recur between a number of individuals in a partnership or organization with a sole mission of achieving common goals. It is more than what brings individual entities into cooperative ventures, the shared goals. Rather, the collective determination is strong and focused to achieve an identical objective (e.g., it may be a fascinating endeavor that is creative in nature). Mostly, collaborations require a leadership style that is social and decentralized within the organization. Teams that have adopted a collaborative working strategy can achieve greater recognition, resources, or rewards in the face of competition for limited resources.
- **Orchestration.** This accounts for automated arrangement, management and coordination of computer systems that are complex. Often, it is considered to be having an inbuilt understanding or autonomic control. However, these are often analogies or aspirations of description that may not be technical. Largely, it is a result from automation of working systems and deploying elements of control theory.

Additionally, StarKist and Chicken of the Sea more than like use synthesis, which is a written discussion that draws on one or more sources. It follows that both firms have the ability to write syntheses and can study the relationships among sources such as essays, articles, and fiction, and also non-written sources such as lectures, interviews,

or observations. This process is nothing new for business leaders since they infer relationships all the time, for example, between something they have read in the newspaper and something they have seen for themselves, or between the teaching styles of their favorite and least favorite instructors. In fact, if an entrepreneur has written research papers, he has already written syntheses.

In opposition to the decisions of Chicken of the Sea and StarKist, American Samoa's U.S. Congressman Eni Faleomavaega committed himself to delay future increments of minimum wages as a measure to protect more people from losing their jobs to allow time for the government to implement plans to diversify the territory's economy. Faleomavaega requested a hearing on the Government Accountability Office report and wrote to the Chair of the National Committee of Fishery Resources, Oceans, and Insular Affairs asking for assistance.

In 1988, Congressman Faleomavaega was elected as a Democrat to the House of Representatives and he has served from January 3, 1989, to the present. As a delegate of American Samoa, Faleomavaega has worked to receive more federal funding, particularly for health care and other much needed services. The Congressman has opposed free trade deals involving meats and seafood (Faleomavaega, 2012) as nearly one-third of his population is involved in the tuna industry. He has proposed legislation that would allow residents of U.S. territories to vote in U.S. Presidential elections once they become members who accomplish military duties.

By mid-2000, statistically, the unemployment rate was 29.8%, but it improved to 23.8% as of 2010. American Samoa's GDP is \$537 million, and its GDP - per capita (PPP) was \$8,000 in 2007. Generally, the American Samoa has a more flourishing

economy than the neighboring Samoa. The GDP of American Samoa is twice as much when compared to that of Samoa.

The boats acquired from the United States, Taiwan, Korea and New Zealand contributes to the economic conditions in Samoa by supplying catches to the canneries. In addition, the small enterprises and local commerce through their operations to the American Samoa Government and tuna canneries, they directly or indirectly supply goods and services.

In the oversea territories of the United States and in American Samoa, the military service has been identified as an opportunity due to economic problems experienced. To whatever, extent, this has led to disproportionate number of accidents per given population when compared to other portions of the U.S. In reference to March 23, 2009, two American Samoans died in Afghanistan and ten in Iraq.

Strategic Entrepreneurship

This is the way that companies choose to in order to take advantage of the current competitions while evaluating the business growth circumstances in the future. In carrying out the two processes, exploitation and exploration, it requires more than resource allocation so as to strike a balance. The two processes are culturally, structurally and operationally different steps taken.

Entrepreneurship, in this project, is used to refer to the steps or actions identified and pursued by teams, individuals or business partners to achieve entrepreneurial growth without constraints from their resources. A leader in any business has a process in mind which identifies potential opportunities in case of uncertainties. This means that an entrepreneur must possess ultimate skills and qualities of leadership. This will enable him or to identify and act upon the potential growth circumstances.

A business entrepreneur or leader is the decision maker. Their decisions often have a marked influence on their firms. The marked effect on the business enterprises is a representative of their skills and qualities of leadership. Due to the increasing development in the global market and technology in all categories of businesses, decision-making involves a series of steps rather than isolated incidents. In addition, knowledge management is of great significance. It involves the identification, taking control and making use of the intellectual assets to enable the firm build on the past experiences. It will also enable the firm to bring in new mechanisms to facilitate the creation and exchange of knowledge.

Whether the cultural differences exist or not, tracking of the entrepreneurs' outcomes can be done on how they adapt to the local conditions. Due to the continuous

increase of the global environment, any successful entrepreneur must easily adapt to these local conditions. At the same time, he or she must have some knowledge regarding the cultures. In responding to the environment, the corporate visions have become transnational in nature. They are increasingly required due to the changes that any organization must make to achieve its operations, and provision of goods and services to all cultures.

On 28th June, 2000, the SBA set up the Small Business Development Center (SBDC). This was established to assist in the growth of small enterprises in regions of American Samoa Community College, United States and American Samoa. The SBA agreed to give a cost-match waiver to the newly established SBDC on condition that the annual grant awards did not surpass a given authorized level.

As from 2004, the American Samoa SBDC is headed by Herbert Thweatt as the State of Director. With regard to the local needs, the program objectives of SBDC and SBA's priorities, the State Director has the obligations to control SBDC, give technical assistance services and provide total business development in all its area of operations (Herbert Thweatt, SBDC State Director, 2012).

The American Samoa SBDC is the primary, leading and exceptional organization in this territory. It is sanctioned under 21(k) of the Business Act (15 U.S.C. § 648(k) (2)). Its mission, vision and core values are;

Vision – The American Samoa SBDC is dedicated to the provision of outstanding training and counseling that makes it possible for entrepreneurs and the business community achieves success as leaders and builders in the region's future. The Center will develop the process of continuous learning by taking advantage of the world-class

training resources and technology as the tools that facilitate the human potential. We will give strength and power to the instructors and clients in the self-directed course of learning. Their work together will encourage excellence and add value to our lives.

Mission statement – To elevate economic growth and help distinct persons in American Samoa by developing business skills among enterprises and the larger community through research, counseling, advocacy, training and other activities and resources (American Samoa SBDC, 2012).

Core values – Respect, Commitment, Professionalism and Diversity.

The SBDC's area of service is the region of the islands recognized as the territory of Samoa, the United States and the exclusive economic zone (EEZ) covering 200 miles.

The area consists of the occupied Swains Island 240 miles to the Northern region of Tutuila Island.

American Samoa, which is a U.S. territory, in the Southern hemisphere, and in the South Pacific region, has duty free entrance to the United States' markets and provides great capacity for trade development in the region. Governor Honorable Togiola Tulafono formally asked for, and is the series of steps of accepting the status of associate membership to the Pacific Island Forum. This is in accordance to the Small Business Act which directs SBDC to help the businesses in those regions in manufacturing and exportation, technology transfer, among others. It is designed to open up opportunities in the region in regard to the sectors of security, economy and health for the United States and the territories of France in the Pacific involving the independent countries in those areas (Governor Honorable Togiola Tulafono, 2012).

In the course of the year 2011, the American Samoa, United States' territories of Guam and the Northern Mariana Islands, in the Pacific Islands Forum were given the observer status. The Pacific Islands Forum is recognized as an inter-governmental organization.

It was founded in 1971 as the South Pacific Forum. The name was altered to Pacific Islands Forum in 1999, which includes Australia and the countries' of the Forum's south and north Pacific islands. The Pacific Islands Forum's principal mission to carry out its tasks to assist its member governments; to elevate the social and economic growth of the individuals of the South Pacific by promoting the development of cooperation between governments and various agencies; and champion the Forum member's interests in particular aspects or manners agreed on by the Forum. Its resolutions are put into effect by the Pacific Islands Forum Secretariat (PIFS). The PIFS emerged and gradually developed from the Bureau of South Pacific for Economic Cooperation (SPEC). The Forum Secretariat, not only harmonizes the positions of the regions on various policy and political issues, but also offers technical programs in transport, trade and economic development.

The enactments of the Pacific Island Countries Trade Agreement (PICTA) set have a free-trade area in confidence of the fourteen countries of the Pacific Islands Forum. As of November, 2006, PICTA was endorsed by twelve countries (not signed by the status report of Palau per PICTA or by Marshall Islands): Fiji, Cook Islands, Vanuatu, Solomon Islands, Tuvalu, Samoa, Papua New Guinea, Tonga, Niue, Nauru, Kiribati and Micronesia. Six countries announced by March 2008 that domestic arrangements were made to enable them carry out their trade activities under the

agreement. These countries were Cook Islands, Vanuatu, Fiji, Solomon Islands, Niue and Samoa.

Once enforced, by 2021, the countries should be dedicated to abolish tariffs on majority of the goods. In addition, The Forum Island Countries were trying to reach an agreement on establishing an Economic Partnership Agreement (EPA) with the European Union.

The Office of the Chief Trade Adviser was established on March 29, 2010. Its functions were provision of support and independent advice to the countries of the Pacific Island in the trade negotiations of the Pacific Agreement on Closer Economic Relations (PACER Plus) with New Zealand and Australia.

SBDC provides services like training and counseling to the prospective and existing entrepreneurs, marketing, planning, taxes, operations, finance and general and technical area of assistance that enhances economic growth. The SBDC and the district office of SBA in Hawaii have reached consent on the sharing of specific services. The services offered gives attention to the priorities of SBA and other special emphasis groups like the disabled, minorities, exporters, women and veterans. SBDC must fulfill the financial and programmatic needs inflicted by the regulations of the statute of its Cooperative Agreement. The SBDC must perform the following:

1. To identify the centers that provides services so that they are easily reached by the small enterprises.
2. All the service providing centers must be opened for at least forty hours per week, or in the course of the normal working hours of its state or academic Host Organization, all the way through the year.

3. To develop health working relationships with private consultants, small enterprise groups, the investment community, financial institutions and professional associations; and
4. Keep in good condition by regularly checking the private consultants' lists in every service center.

According to the American Samoa Statistics collected and released in 2006 by the local Department of Commerce, showed a motionless reduction of the overall economy.

From the time this information was released, several other setbacks impacted the business community and the economy. These setbacks are:

- i. U.S. Free Trade Agreements

These agreements have basically withdrawn all the benefits and the potential enjoyed by the businesses within this territory. America is involved in many trade agreements globally. America became a major participant in the international trade with the territories in the neighborhood of the Latin America and the Caribbean during the reign of Theodore Roosevelt. Currently, the U.S. is leading in the trade movement, supporting groups like the General Agreement on Tariffs and Trade which later became the World Trade Organization (U.S. Free Trade Agreements, 2012).

- ii. Global recession

The current global decline in economic and industrial activity progressively slows demand, which has led to higher prices for transportation, goods and services. The government and the local enterprises are cutting down their staff and doing away with their expansion plans due to economic uncertainty, market volatility and revenue reduction as the local economy progressively rebuilds itself.

Before the International Monetary Fund defines the global recession, it considers many factors. To whatever extent, it states that economic growth of three percent globally has the same effects as the global recession.

iii. 2009 Minimum Wage Increase

The 2009 Minimum Wage Increase was an official order of the Congress that required the American Samoa to stick with the minimum-wage standards set by the federal. This enforced the enterprises to achieve significant levels of performance and efficiency. The employees and the customers bear all the costs leading to higher costs and permanent of temporal discharge of workers.

The minimum wage refers to the lowest amount on the basis of hourly, daily or monthly pays that employers can illegally give workers. In addition, it is the lowers pay at which the workers may sell their labor. The minimum wage laws are in operation in many systems of law courts. However, they are controversial opinions regarding the benefits and the setbacks of the minimum wage. The supporters of the minimum wage suggest that it elevates the workers' standards of living, reduces poverty and compels the firms to be more efficient.

Those who oppose the minimum wage, suggest that if it high enough to be effective, it escalates the unemployment levels. This particularly occurs among the inexperienced and handicapped workers with low productivity. It also compels the employers to raise the costs of their products. This leads to inflation and helps the countries with extremely low or those who lack the minimum wage.

vi. 2009 Cannery Closure

One of the tuna processing plants became inoperative in American Samoa leaving only one operating. Three thousand employees were laid off in the process. In addition, the economic ripple ruined some small enterprises linked with the fishing industry. These businesses included travel industry, fuel distributors, longshoremen, food wholesalers, hotels, boat or net repair and fishing boats.

v. The 2009 Earthquake and Tsunami

A tsunami was generated in 2009 by a submarine earthquake with an 8.1 magnitude. This caused loss of lives and tangible damage in American Samoa, Tonga and Samoa. At the epicenter a rise in sea levels by 3-inch (76mm) was recorded by The Pacific Tsunami Warning Center. In addition, the scientists in New Zealand ascertained that at the Samoan coast the waves measured 46 feet (14 meters) at their highest point. The earthquake took place on the outer rise of Subduction Zone of Kermadec-Tonga. This is the point of the Pacific Ring of Fire, where the volcanic activity and earthquakes are common. In addition, the tectonic plates found in lithosphere of the earth meet at this point. Samoa, American Samoa and Tonga were affected by the Tsunami. In these countries, over 189 people lost their lives (Magnitude 8.1 – SAMOA ISLANDS REGION, 2012).

The tsunami and the earthquake led to the destruction of buildings and businesses. It also led to the extensive permanent and temporal discharge of the local employees. These events extremely reduced the locations and the operating space for small enterprises. The lease rates and terms escalated throughout the region.

Financing Entrepreneurial Ventures

The Community Development Banks (CDBs or CDFI banks) are commercial banks that operate in the United States and the U.S. territories. Their mission is to generate economic growth in the low-moderate-income geographical regions. In addition, they serve the inhabitants of these areas. The Financial Institution Fund for Community Development, a division within the U.S. Treasury Department certifies the U.S. banks, Community Development Banks.

The Development Bank of American Samoa (DBAS) was set up in 1969 under the Public Law 11-40 (P.L. 11-40). It was established with the mission of serving the economic and developmental requirements of the American Samoa community by means of providing easily available financial services. Finance is a group of enterprise activities that includes the marketing, origination and management of the money and cash through instruments, capital accounts and the markets created for carry out transactions and trading assets, risks and liabilities. Finance is a concept formed, structured and controlled by a system with many different and connected parts of power relations in the political economies across the worldwide markers and states.

In addition, finance is an art as well as a science. These activities increasingly come together through the extreme institutional and technical focus upon ascertaining the quantity and hedging the relationships of the risk-returns that are the basis of the shareholder value. Networks of the financial enterprises function to create, market, negotiate and trade in the continuously complex financial services and products, not only for their accounts, but also the clients' accounts.

The measures concerning financial performance evaluate the investments' profitability and efficiency, the safety of the claims of debtors against assets and the possibility that derivative legal documents will protect the investors against a majority of the market risks. An entrepreneurial venture in American Samoa may be financed through several ways apart from the Development Bank and other special programs provided from the federal government of U.S. The following ways are widely held by many people in financing small enterprises and creating jobs:

i. Bank Loan

Although the lending measures have become stricter, banks like Bank of America and J.P. Morgan have designated some funds for lending small business.

ii. Credit Card

When responsibly used, a credit card can help one to shun the frequent jam, and even allow the extension of the period of payment of the accounts leading to smooth cash flow.

iii. 401(k) Account

The funds accumulated over the years in their 401(k) accounts can be used to set up potential businesses if one is unemployed and thinks of starting a business. The tax code provisions allow the tapping of such funds without penalty on condition that the right procedure is followed.

iv. Angel investor

This is also referred as the informal investor or business angel. He or she is a wealthy individual who offers capital for starting up a business in exchange for ownership equity or convertible debt.

v. Veterans Affairs (VA) Loan

The Act of the Veteran Benefits was enacted in 2003 with the aim of assisting the service men and women to start up a company. In addition, it was to provide programs for financial assistance for them through the small business loans of VA. A large portion of responsibility of securing this source of finance is given to the SBA. The microloan is one of the available sources of finance available. It provides a short-term loan for small costs of up to \$35,000. However, it cannot be valued when purchasing real estate or paying off a debt incurred previously.

vi. SBA Loan

The businesses that can obtain cash on independently cannot be guaranteed loans by SBA under the law. This means a business requires applying to other financial institutions or banks for loans and their request rejected before they can be considered as a small business. The business requires satisfying the small business' definition by the government in its industry and also fulfilling other criteria determined by the type of loan. After the business fulfils the requirements of a small business, the entrepreneur requires applying for a commercial loan through any financial company or institution that processes the loans of SBA. SBA does not provide direct loans. The qualifications of the bank can be stricter or precise.

vii. Family and Friends

Family and friends' loans are the most common ways of financing a business start up. To whatever extent, when turned into creditors, loved ones' financial futures are risked. At the same time, vital personal relations are put at risk. Before a business plan is in place formally, one is likely to make a classic mistake of approaching family and friends.

viii. Microloan

One can fail to secure a loan through a bank due to lack of previous exposure to debt or collateral. However, this does not mean there will be no one to offer the financing. Applying for a microloan is another option. This ranges from \$500 to \$35,000. Microloans are frequently small that the banks cannot be worried lending the funds. Alternatively, the entrepreneurs should look for a micro lender. The micro lenders are non-profit making organizations that perform the lending activities differently from banks. They provide smaller-sized loans. Unlike banks, they need less documentation and frequently they apply more affordable underwriting criteria.

United States President, Barack Obama in September 2010 endorsed the Small Business Jobs Act (Public Law 111-240) into a law. This business legislation introduced a new law for providing important resources to assist small enterprises to progressively drive the creation of jobs and facilitate economic recovery. It also successfully extended the U.S. SBA loan provisions alongside bestowing more tax cuts, more billions in lending support and other opportunities for small businesses owners and entrepreneurs (Small Business Jobs Act 2010, 2012).

In addition, the Small Business Jobs Act authorized the investment of \$30 billion controlled by the Treasury Department to the banks having assets less than \$10 billion. This was to enable the community banks to have the largest portion of lending to the small business and give them enough capital. This will in turn get money to the hands of the main-street businesses.

Another provision attempts to elevate the capital flow through the provision of grants totaling to \$1.5 billion to the state lending programs. They in turn support the

loans offered to the small business. Although, the state programs have proved to be efficient, effective, and targeted, they are going broke as many states are striving to evenly distribute their budgets.

In addition, according to the initial approximation value from the Taxation Joint Committee, the bill allowed the provision of several tax breaks costing \$12 billion for over 10 years. The breaks intend to give confidence to the small businesses to buy new equipment, to put more money into small businesses, to encourage the capital firms venturing into businesses and also encourage the business owners to set up their business.

In précis, the Act;

- Sets up the creation of a 30 billion U.S. dollars' lending program to the local banks having assets less than 10 billion U.S. dollars.
- Elevates the boundaries of the amount of money a firm can borrow from the various loan programs of SBA.
- Provides tax cuts of \$ 12 billion including an exclusion of capital-gains taxes of 100% in small enterprise investments.
- It permits small enterprises to take back the general-business tax credits to compensate for the tax burden incurred in the past five years (the enterprises can also use the credit cards in the Alternative Minimum Tax).
- It increases the tax deduction for the expenses totaling up to \$10,000 required in starting up for the owners whose expenditure is \$60,000 or less in starting their business.

- It permits the depreciation or deduction of cell phone costs like other business shares or investments.
- It permits the deductions of the cost of health insurance incurred by the business owners and their family members during 2010 for calculating their self-employment tax for 2010.
- It brings into attention of the new requirement for business owners of the rental property to submit their information returns (Form 1099). This involves reporting specific payments to be made to those supplying services.

The U.S. has its roots from the Great Depression in the Corporation for Finance Reconstruction (RFC) created by the United States President, Herbert Hoover in 1932 to end the financial crisis during this period. The RFC was basically a lending program of the federal government for all businesses, large and small, affected by the Great Depression (U.S. Small Business Administration, 2012). It continued under President Franklin Roosevelt, Hoover's successor, as a personal project. It was staffed by Roosevelt's most hard working and capable people.

The help for the small enterprises escalated during the Second World War when large industries gave priority to the contracts for production of the wartime materials. The small enterprises were left with little energy to compete. In order to assist small businesses to continue in their involvement in war production, they gave they financed them. The Congress, in 1942 established the Corporation of Smaller War Plants (SWPC). The SWPC offered direct loans to the individual entrepreneurs, gave confidence to the large financial institutions to avail the credit to the small businesses,

and publicly supported the interests of small enterprises to the large firms and to the procurement agencies of the federal.

After the war, the powers of contract and lending were passed to the Reconstruction Finance Corporation. Almost at the same time, in the Department of Commerce, the Office of Small Business (OSB) took over some of the duties that would later become the most important responsibilities of SBA. Its services were basically educational. The OSB carried out management counseling for business owners by producing brochures for they thought that ignorance and expertise were the main reasons of business failure in the small sectors.

During the Korean War, the Small War Plants Administration (SDPA) wartime organization was set up by the Congress to handle the matters of interest of the small business. If operated in a way that is similar to that of the Smaller War Plants Corporation. However, in its case the fundamental lending authority remained with the RFC. The SDPA gave certification to the RFC of small business enterprises who were considered to be competent in performing the work of the contracts of the government.

The Congress resolved to dissolve the RFC by 1952. President Dwight Eisenhower suggested the establishment of a new small enterprise called Small Business Administration (SBA), in effort of carrying out the earlier agencies' significant duties. By the beginning of 1954, SBA began guaranteeing bank loans and direct loans to small business agencies. It made loans to the natural disaster victims, worked to get the small businesses' government procurement contracts, helped the private entrepreneurs with management, business training and technical assistance (Biography: Dwight David Eisenhower, 2012).

The 1958 Investment Company Act created the Small Business Investment Company (SBIC) Program. Under this program, SBA regulated, licensed and provided funds for the private companies and the companies ran by the venture capital investment. They focused on providing the high-risk small enterprises with long-term equity and debt investments. The establishment of SBIC resulted when the Federal Reserve research displayed that the small enterprises could not get credit they required for sustenance in regard to the advancement in technology.

The SBA started in 1964 to tackle poverty by the use of the Equal Opportunity Loan (EOL) Program (Equal Opportunity Loan, 2012). The EOL program reduced the measures for the collaterals and credits for those applicants living below the level of poverty. They did this to give confidence to new enterprises that were thought to be capable commercial initiatives, but were unable to evoke financial backing.

Currently, the U.S. SBA offers support to small enterprises and entrepreneurs. Since its establishment by President Eisenhower, it has performed its duties to assist, counsel, aid and give security to the needs of the small enterprises. In addition, the SBA performs a significant duty in supporting the program of SBDC, which offers high quality economic development assistance and business counseling to the small enterprise interests and entrepreneurs in promoting innovation, expansion, growth, management, improvement and growth in the local small enterprises.

In addition, the SBA's mission is to strengthen and maintain the economy of the nation by enabling the strengthening and establishment of small enterprises and by enabling the communities affected by the disasters recover their economy. The activities of the agency are summed up in the "3Cs" of counseling, contracts and capital.

In the recent past, the SBA budget has gained significant support from President Barack Obama's Administration. The extensive supplemental funding offered to the agency has strengthened the lending of SBA done through the Small Business Jobs Act of 2010 (SBJA) and the 2009 Act of Reinvestment and Recovery (ARRA 2009).

American Recovery and Reinvestment Act is an economic stimulus package enacted by the 111th U.S. Congress in February 2009 and signed into law February 17, 2009 by President Obama to respond to the late-2000's recession. The key objective for ARRA was to save and create jobs almost immediately. Other objectives were to provide temporary relief programs for those most impacted by the recession and to invest in infrastructure, education, health, and "green" energy.

When the economic stimulus package was passed it was estimated to cost approximately \$787 billion. Parts of the Act called for direct spending in infrastructure, education, health, and energy, federal tax incentives, and expansion of unemployment benefits and other social welfare provisions. Additionally, the ARRA also included many items not directly related to economic recovery, such as long-term spending projects (American Recovery and Reinvestment Act of 2009, 2012).

Justifications for ARRA are drawn from the macroeconomic theory of Keynesian, which argues that in the event of a recession, a government must consider reducing its private expenditure and increase its public spending in order to save people from losing jobs and even stop further erosion of the economy. Keynesian economics proposes that decisions of the private sector may sometime pose outcomes that are macroeconomic inefficient. In this regard, it advocates that the public sector give policy responses that

are active, including intervention by the central bank on monetary policy actions, and government's fiscal policy actions that can stabilize the output in business cycles.

Initially, the theories establishing the basis of Keynesian economics were first presented in *The General Theory of Employment, Interest and Money*, published in 1936. The interpretations of Keynes are ongoing, and several schools of thought claim his legacy. Keynesian economics argues for a mixed economy: strongly private sector, but also with a strong role for government and the public sector. This was the economic model during the latter part of the Great Depression, World War II, and the post-war economic expansion (1945–1973), though it lost some influence following the tax surcharge in 1968, and the stagflation of the 1970s (What is Keynesian Economics?2012). It is believed that the advent of the global financial crisis in 2008 caused new movement towards Keynesian thought.

Additionally, under the Small Business Jobs Act of 2010, SBA loans were enhanced to provide up to a 90 percent guarantee to strengthen access to capital for small businesses after credit froze in 2008. Also, SBJA 2010 or Public Law 111-240 (PL 111-240) was enacted to authorize the administrator of the U.S. SBA to disburse up to \$50,000,000 to make grants to SBDC under Section 21 of the Small Business Act (15 U. S. C. 648).

This funding was provided to Small Business Development Centers with a primary objective of supporting job creation and retention within the business community through impactful, individualized, in-depth business advising of entrepreneurs and small business owners. During the spring of 2011, the SBA issued funding awards to the following States' SBDC applicants:

STATE	TOTAL ALLOCATION	
Alaska		\$ 325,000
Alabama		\$ 726,038
Arkansas		\$ 436,462
American Samoa		\$ 325,000
Arizona		\$ 837,632
California		\$ 5,529,917
San Francisco	\$1,243,125	
Sacramento	\$ 616,586	
Fresno	\$645,894	
Los Angeles	\$1,604,229	
Santa Ana	\$957,229	
San Diego	\$462,854	
Colorado		\$ 702,228
Connecticut		\$ 555,996
District of Columbia		\$ 325,000
Delaware		\$ 325,000
Florida		\$ 2,609,298
Georgia		\$ 1,336,528
Guam		\$ 325,000
Hawaii		\$ 325,000

Iowa		\$ 477,754
Idaho		\$ 325,000
Illinois		\$ 2,027,585
Indiana		\$ 992,706
Kansas		\$ 438,914
Kentucky		\$ 659,863
Louisiana		\$ 729,609
Massachusetts		\$ 1,036,559
Maryland		\$ 864,709
Maine		\$ 325,000
Michigan		\$ 1,622,560
Minnesota		\$ 803,159
Missouri		\$ 913,479
Mississippi		\$ 464,421
Montana		\$ 325,000
North Carolina		\$ 1,314,138
North Dakota		\$ 325,000
Nebraska		\$ 325,000
New Hampshire		\$ 325,000
New Jersey		\$ 1,373,735
New Mexico		\$ 325,000
Nevada		\$ 325,000
New York		\$ 3,098,114

Ohio		\$ 1,853,524
Oklahoma		\$ 563,357
Oregon		\$ 558,581
Pennsylvania		\$ 2,005,016
Puerto Rico		\$ 621,797
Rhode Island		\$ 325,000
South Carolina		\$ 655,005
South Dakota		\$ 325,000
Tennessee		\$ 928,838
Texas		\$ 3,404,287
Dallas	\$1,142,863	
Houston	\$939,386	
Lubbock	\$325,000	
San Antonio	\$997,038	
Utah		\$ 364,589
Virginia		\$ 1,155,645
Virgin Islands		\$ 325,000
Vermont		\$ 325,000
Washington		\$ 962,280
Wisconsin		\$ 875,679
West Virginia		\$ 325,000
Wyoming		\$ 325,000
TOTAL		\$ 50,000,000

SBDCs were supposed to show an increased innovation in their service delivery, and serving new additional markets, and promoting programs that will create the next generation of small venture risk takers (entrepreneurs) using the Jobs Act funding. Possible projects may include those of improving the level of trade internationally, the assistance offered, collaborating in incubators, collaborating in economies of regional innovation, enhancing services of SBIR, sponsoring entrepreneurship programs for apprenticeship, and ensuring university research is disseminated to the market, together with other technological ventures.

The SBDC Program, which provides quality customer service to the small business community, is the U.S. SBA's largest matching grant-funded service-delivery network. The SBDC program has 63 recipient organizations known as Lead Centers – one in each state (four in Texas and six in California), the District of Columbia, Virginia islands, Puerto Rico, American Samoa, and their corresponding Service Center networks (Small Business Development Centers, 2012).

Just like the Act of Small Businesses, the federal grants are for economic purposes, which the U.S. government issues from the general revenue collected by the federal government. A financial assistance award provided by a federal agency is called a federal grant. This grant is meant to assist the applicant to accomplish public purpose of stimulation or support that is authorized by U.S. laws. These grants are loans to individuals or federal assistance, entitlements or benefits. The federal government cannot purchase services or property using grants for its direct benefit.

Also, charitable organizations like corporations that are not for profit, foundations, or charitable trusts, can issue grants. Outside of U.S. subsidies, subventions or

subsidies or grants are issued and used in ways similar to what the U.S. does to subsidize projects and programs relevant to the criteria of funding upheld by the donor or grant giving body. The grant recipient may be unrestricted on how to spend it, or may be restricted to suit the needs of the donor.

Today, the 1977 Act Cooperative Agreement on Federal Grant governs the federal grants, as incorporated in the U.S. code (Title 31 and section 6304). Federal grants serve as legal instruments portray the attachment a local government, state, or other entity has to the U.S. government; when 1) the intended role of the attachment is to pass on a valuable thing to the local government, or state or other recipient to enable them carry out support or stimulation purposes authorized by the U.S. laws as opposed to direct acquisition of such valuable thing for direct use or benefit of the government of U.S.; and 2) no involvement of considerable amount is required of either party when accomplishing the contemplated activity according to the agreement (U.S. Federal Grants, 2012).

The following is a list of available Federal grants:

1. **Block grants.** These grants are provided by the federal government for a general use by local governments.
2. **Project grants.** These grants from the federal government fund projects of research in medicine. Applicants for this grant must have specific minimum qualification before prior to placing application for this grant. The normal project duration for this funding is 3 years.
3. **Formula grants.** This funding is directed by law.

4. **Categorical grants.** The spending for these grants is for purposes that are narrowly defined, and recipients must always meet a criterion for federal funding. 33 percent of these grants are regarded as formula grants. This category of funding accounts for approximately 90 percent of federal aid.
5. **Earmark grants.** These are specified explicitly by the U.S. Congress' appropriations. Paid politicians are heavily used as lobbyists to secure these grants, hence becoming very controversial. In the 1996 and 2006 fiscal years' (FY) appropriations, the Congress Service found 3,023 and 12,852 earmarks, a total of 19.5 and 64 billion USD respectively.

The 26 agencies for grant-making offered more than 900 programs for grants. These programs are categorized as follows.

- Business and Commerce
- Community Development
- Humanities
- Information and Statistics
- Justice, Law, and Legal Services
- Natural Resources
- Science and Technology
- Income Security and Social Services
- Transportation
- Agriculture
- Arts
- Consumer Protection

- Disaster Prevention and Relief
- Education Regional Development
- Employment, and Labor Training
- Energy
- Environmental Quality
- Food and Nutrition

Global Economy

The grant awarded to American Samoa to promote jobs in small businesses has made it possible for SBDC to involve client businesses in a global economy through training on international trade and counseling in order to boost skills and capabilities of imports and exports.

According to the Center training for the firms in Samoa, the individual economies of countries in the world determine the global economy. In addition, the economy of the globe may be considered both as the global society's economy and economies of nations, and a creation of global economy by the local society's economies. Furthermore, various strategies can be employed in evaluating the economy of the globe. For instance, the results from the model used for valuation can be given in units of a certain currency, like 2005 Euros or 2006 USD (Global Economy, 2012).

Example of Statistics of Global Economy:

Population	7,000,000,000 (31 st October, 2011)
GDP	Currency: €55.8 trillion (2010 est.), US\$61.96 trillion. PPP: €60 trillion (2010 est.), US\$74.00 trillion.
GDP growth	Per capita (PPP): -0.8% (2009 est.)
GDP per capita	Currency: US\$7,178, €5,000

	PPP: US\$10,500, €7,500
Millionaires (US\$)	~10 million i.e. ~0.15% (2009)
Unemployment	30% combined underemployment and unemployment in many countries that are non-industrialized. Developed countries typically 4-12%
Billionaires (US\$)	1,011 (2010)
People paid below	~3.25 billion (~50%)
US\$2 per day	

Counselors who have prepared to work in assisting American Samoa firms on global economies have completed certificate courses on International Trade, certified by the Committee Secretariat that Coordinates Trade in the Department of Commerce in the U.S. and International Trade Office. The SBA is to offer counseling and training on trade to entrepreneur clientele.

The SBDA collaborations are also working with International trade entities and businesses to support and encourage their participation at bi-lateral and multi-lateral levels. This will further expand and create opportunities for American Samoa businesses to export within the region of Oceania.

On a broader field, the Oceania economy comprises over 14 separate states, with their associated economies. There is an approximate 34,700,200 inhabitants in the total region spread all over the South Pacific, which has over 30,000 islands between

the Americas and Asia. Most of the smaller Pacific nations rely on trade with New Zealand, U.S. and Australia in attaining other products and exporting goods. Australia and New Zealand's trading arrangements are referred as the Closer Economic Relations. Along with other nations, New Zealand and Australia are members of the East Asia Summit (EAS) and Asia-Pacific Economic Cooperation (APEC) which could become trade alliances in the future.

In an attempt to assist the companies in further development of closer relationships with the worldwide partners and to work within the regulations and specifications of the Jobs Act, the SBDC has and still will progress:

1. To set up communications and links with regional Pacific-based enterprise development entities;
2. To locate the small enterprise trade development opportunities concerning training;
3. To promote and document potential opportunities concerning trade;
4. To encourage local participation within the local and international trade activities;
5. To support small enterprise joint investment and ventures;
6. To develop programs of trade-counseling that are region-specific;
7. To provide services of trade-counseling designated to develop export-capable enterprises;
8. To encourage and link export-ready enterprises;
9. To ease the marketing of region tourism services and products in Pacific island;
10. To introduce to America Samoa investors with capability;
11. To offer promotional encouragement, technical expertise and networks;

12. To ease mutual understanding within markets;
13. To advice and counsel the local enterprises in international trade affairs;
14. To offer intellectual skills training for existing and capable businesses in the region of international trade.

Economically, the Oceania islands are dependent on the areas of agriculture, mining, fishing and tourism. Few industries exist as a result of lack space for development and natural resources. The smaller countries sell stamps to collectors to amass money. The imports are large in amount than the export capital. This leaves most of the smaller countries with a deficit in trade (History of Oceania, 2012).

Tropical fruits form the larger portion of farming in most part. They include bananas and coconut. Coffee forms the major export of the islands. The spice plants which include vanilla, ginger and cacao (the plant that yields chocolate) form part of the major crops.

In addition, fishing makes the main food source of these islands and is also a major export of the larger nations. However, occasionally disagreements rise between nations like U.S. and Japan concerning fishing rights. Additionally, exportation of phosphate rocks and minerals takes place, though exhaustion of supplies is likely to be experienced.

Currently, the seabed of the Pacific is exploited for petroleum. However, research is ongoing concerning the mining of the modules of manganese lying in certain regions.

The following lists the Oceania currencies with their respective exchange rates between the U.S. dollars and euro currencies for the period ending 2008:

Country	Currency	Euro	USD
Australia	Australian Dollar	0.63676	0.91642
Federated States of Micronesia	U.S. Dollar	0.69483	1
Fiji	Fiji Dollar	0.449888	0.647480
Cook Islands	New Zealand Dollar	0.526538	0.777634
French Polynesia	Pacific Franc	0.008380	0.012065
Kiribati	Australian Dollar	0.63676	0.91642
Marshall Islands	U.S. Dollar	0.69483	1
Nauru	Australian Dollar	0.63676	0.91642
New Caledonia	Pacific Franc	0.008380	0.012065
New Zealand	New Zealand Dollar	0.526538	0.777634
Niue	New Zealand Dollar	0.526538	0.777634
Palau	U.S. Dollar	0.69483	1
Papua New Guinea	Kina	0.243569	0.350545
Samoa	Tala	0.260241	0.374500
Solomon Islands	Solomon Islands dollar	0.142410	0.0989611
Tonga	Pa'anga	0.354054	0.509500
Tokelau	New Zealand Dollar	0.526538	0.777634

Tuvalu	Australian Dollar	0.63676	0.91642
Vanuatu	Vatu	0.00731479	0.0105263
Wallis and Futuna	Pacific Franc	0.008380	0.012065

Housing Global Economy

Most of the smaller Pacific nations rely on trade with New Zealand, U.S. and Australia in attaining other products and exporting goods. Australia and New Zealand's trading arrangements are referred as the Closer Economic Relations. Along with other nations, New Zealand and Australia are members of the East Asia Summit (EAS) and Asia-Pacific Economic Cooperation (APEC) which could become trade alliances in the future.

In an attempt to assist the companies in further development of closer relationships with the worldwide partners and to work within the regulations and specifications of the Jobs Act, the SBDC has and still will progress:

1. To set up communications and links with regional Pacific-based enterprise development entities;
2. To locate the small enterprise trade development opportunities concerning training;
3. To promote and document potential opportunities concerning trade;
4. To encourage local participation within the local and international trade activities;
5. To support small enterprise joint investment and ventures;
6. To develop programs of trade-counseling that are region-specific;
7. To provide services of trade-counseling designated to develop export-capable enterprises;
8. To encourage and link export-ready enterprises;

9. To ease the marketing of region tourism services and products in Pacific island;
10. To introduce to America Samoa investors with capability;
11. To offer promotional encouragement, technical expertise and networks;
12. To ease mutual understanding within markets;
13. To advice and counsel the local enterprises in international trade affairs;
14. To offer intellectual skills training for existing and capable businesses in the region of international trade.

Economically, the Oceania islands are dependent on the areas of agriculture, mining, fishing and tourism. Few industries exist as a result of lack space for development and natural resources. The smaller countries sell stamps to collectors to amass money. The imports are large in amount than the export capital. This leaves most of the smaller countries with a deficit in trade (History of Oceania, 2012).

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Managing Innovation

For the Small Business Center, it is the self-control that involves the key events in innovation. In addition, it can be used to unfold development in business as well as product revolution. Unless these steps exist in innovation, the possibility of Research and Development being efficient will be minimal. Management of innovation is connected with a set of tools that enable the engineers and managers to work together with a similar understanding of processes and goals.

Currently, innovation management's center of interest is to support companies in responding to an internal and external opportunity. It also assists them to use their efforts in creative introduction of new ideas, products and processes. In addition, it is not inferiorly assigned to R & D; it incorporates all employees at every step in creative contribution to the business' marketing, manufacturing and development.

By the use of correct management tools in innovation, management can stimulate and bring the creative talents into action effectively of the whole workforce geared towards the progressive development of the company. These sequences may be seen as a gradual development in the integration of the organization, market and technology by the repeating and successive series of events: scrutinize, decide, and put into effect and capture.

Pushing and pulling of the key events or steps in innovation can be done through innovation. A pushed process's center of operation is the newly invented technology that exists and the firm gets access to. The firm attempts to acquire the technology's most profitable applications. A pulled process seeks to discover areas where consumer requirements are not fulfilled and then focuses their development strength and vitality

on obtaining solutions for those requirements. To accomplish the aim of the company, there must be an understanding of technical as well as market problems. In addition, multi-functional development teams must be established to solve both dimensions. These include marketers and engineers. Currently, the product cycle or lifetime of the new product is methodically shortening; increase in competition tends to compel enterprises to reduce their period in marketing. The managers of innovation must decrease the time of development without sacrificing quality or fulfilling the requirements of the market (Product Life Cycle, 2012).

For the reason of putting into effect the Act of Small Business Act, the American Samoa Center provided the SBA with a plan that showed increased innovation in the regions of provision of services. In addition, several crucial considerations were discussed in the plan to ensure program feasibility and sustainability and at the same time maximize the funding impingement. These considerations included

- i. Program division and scope

The proposal or plan of the program is separated into two distinct projects designed in a way to facilitate their interaction and support between them. At the same time, they expand the overall in the provision of services to the local markets and provide information and the essential structure involved in supporting the regional as well as the international trade.

- ii. Leveraging and funding amounts

The proposal or plan of the program is involved in understanding the restricted funding support and at the same time to maximize the outreach and support to the regional

small enterprises in the community by the utilization of the regional enterprise community's resources.

iii. Program viability and sustainability

The program is designed to improve the capacity of the enterprise community to deliver the technologies offered by SBDC and the apprenticeships to the companies in a more effective and sustainable fashion. This is in case the funding from the Jobs Act stops after 2 years. In addition, it collaboration with the specific small enterprises, it provides another means of approach for the Center for identification of the requirements of the clients and provide direct services.

iv. Personnel qualification

The program of the American Samoa Jobs Act initiates the coming together of the resources and entrepreneur expertise from already identified trades. These are used in delivering services in a business setting and at the same time use the SBDC qualified staff to carry out research and put together all the trade information and offer support in delivering outreach services to the enterprise community.

Literature Review

On inspecting the scope of this report, it indicates that the small enterprise sector in America as a whole is greatly successful and growing at a significant rate with the current numbers showing that small enterprises create 75% of the total new jobs in the economy (U.S. Small Business Administration, 2012). Small enterprises tend to consist up to ninety seven percent of exporters and provide twenty nine percent of the total export value. The significance of the small enterprises is seemingly real. In addition, some enterprises succeed while others tend to follow the same steps but do not succeed. Specific devised plans for success used in one enterprise may not work for another for all enterprises, like human beings are different (Hand, Sineath, & Howle, 1987).

In addition, regional research has found that most successful enterprises have features or used implements in three distinct areas. These are features of the owners/entrepreneurs, tools devised and used by the business and the demographic features of the enterprise. Beckman and Marks (1996) found that the experience that is gained in business was the main factor of success in many small businesses. Costa (1994) showed that devised planning adds more to the continuous success in firms. Other factors that responsible for success include customer focus, quality, flexibility, practices that involve innovative marketing and empowering employees (Zetlin, 1994).

In addition, Filley and Pricer (1991) gave a detailed account of the many tools for small enterprises success. These comprehensively included the good techniques used in management like strategies for appropriate operation, management of time and leadership. Other tools were pricing strategies and good management of finances,

strategies for motivating employees and making sure that the employees who are skilled and with qualifications are hired.

Ibrahim and Goodwin (1986) assessed in detail the development of effective management and skills and financial planning of the managers. In addition, the studies also assessed the entrepreneur features and environmental factors as the main factors in the success of a firm. Ibrahim and Godwin further stated that “The outcomes in a firm are defined in terms of longevity or age, and frequency of return of sales of the firm” (p.42).

In addition, in a manner corresponding to Lussier (1996) “There is no overall list of variables that discern the success of a firm from failure accepted. The two mostly stated variables that tend to show the difference are the management experience and the capital. Steiner and Solem (1988) publicly declared that the crucial factors of success in small manufacturing firms would include a manager/owner with expertise in firm or previous experience, sufficient financial resources, an advantage faced with competition that is based upon strategic planning, and product and customer specialization.

In addition, Dyke, Fischer and Reuben (1992) perceived and reported that experience of management may be an important factor in relishing success or successful achievement in the small enterprise environment. It stated, “The intended owners of business should have interest in acquiring related management, industry, and starting experience without specific consideration of the industry in which they want to operate” (p. 86). It is also indicated that although experience is a crucial factor, the attached importance varies by industry.

It is explained by Cochran (1981) that research in specific regions for specific industries may be found to be more beneficial than national studies. In this study, reference was made to failures experienced by small businesses, which may also apply to successes. In addition, Hand, Howle, and Sineath (1987) researched on the variables suspected to impact on business performance, for example, the entrepreneur's characteristics (education, age, willingness to work, experience, ability to relate with, and serve clients and employees). In the view of Keats and Bracker (1988), factors of success are part of the general environment of an organization, task environment and indicator for the owner of a firm.

Some years back, Chaula, Alexander, & Paulig (1997) argued that the experience of an industry owner and market trends do not impact significantly on the success of a construction or manufacturing firm when the operations are in the initial stages. When retail firms were compared to construction, or manufacturing firms both at the same level of development, many differences were noticeable regarding experience of people owning the firms and the importance attached to this experience, their knowledge of the market, location issues, industry trends, and control of inventory/purchasing (p. 47). Issues of location and inventory/purchasing were found to be more important at all development stages of retail firms.

In another finding by Zetlin (1994), owners of small businesses believed that maintaining good product quality was imperative in achieving business growth. Other strategies for achieving growth included innovation in marketing, flexibility at the points of need, hiring industrious people, and maintaining beneficial relationships with suppliers and clients. Similarly, it was shown by Bird (1989) that firms whose owners

are more risk-taking, have previous training, and show innovation are most likely to be more successful.

Gartner (1990) researched on owner characteristics and their impact on success of business. His findings showed that the manager/owner's characteristics, the firm's strategy, and the start-up approach for the business are most crucial to success. Long hours of working, prior experience, customer service, good skills of communication, flexible management, planning, and reduction of risks are other cited factors. Also, Hills & Narayana (1990) found that good products, good customer treatment, practices of management, good employee treatment, and company reputation contribute to success.

Years later, it was reported by Bates (1995) that there is an increased likelihood for a firm's success if owners had relevant training and a substantial investment of resources was made at the start of the business. There are apparent misconceptions about failure rates in small businesses. This is partially attributed to differences in understanding on failures and the constitution of a small business. In some cases, it is attributed to lack of appropriate data.

O'Neill & Duker (1986) advised that educators of small businesses needed to come up with a curriculum to focus decision making in small businesses or on strategic behavior, as opposed to focus on personalities or characteristics of owners. As a curriculum in success of small businesses is underway, considerable number of studies exists to explain failures in these businesses.

According to a study by Ponthieu & Insley (1996), the main rationale for researching attributes of small businesses is to find successful approaches, and therefore, avoid unsuccessful ones. It may be seen that strategic issues have been

extensively documented while data on characteristics and demography is scarce.

Literature shows the importance of understanding the three categories of success, as they are basic to understanding the small businesses' successful management in America, and America's territories.

Research Methodology

Such organizations as SBDC collect data through research, especially market data. Market research and information are used to identify potential markets in the following areas:

- Potential markets together with the needs and wants of each;
- How the needs and wants of potential markets can be met;
- Potential markets and how products and services could be packaged to be most agreeable to customers and clients;
- Potential markets and the best pricing for those products and services;
- Potential markets and the characteristics of competitors;
- Potential competitors and how best to compete against each;
- Potential markets and identification of potential collaborators are;
- How to collaborate with partners in the potential markets, and many other applications of research (Market Research, 2012).

The methods that were used to conduct this research include the following:

- Research Method – Appreciative Inquiry
- Research Method – Focus Groups
- Research Method – Interview Design
- Research Method – Listening
- Research Method – Questioning (face to face)
- Research Method – Questionnaires

The SBDC in American Samoa has, and still continues to rely on empirical research because majorly, this research employs personal experience or direct observation to

collect data and market information. Empirical evidence, which is a collected and documented direct observation, can be interpreted qualitatively or quantitatively. Evidence quantification and its qualitative interpretation enable a researcher to answer empirical questions, which must be defined clearly and answered using the collected data (Empirical Research, 2012).

The design of research differs by subject and by the issue being researched. Many collectors of data, usually in education and social sciences employ both quantitative and qualitative methods of analyzing data to better their answers to research questions, in some cases, difficult to study in laboratory settings.

The SBDC of American Samoa reviewed and modified its original 1999 budget in mid 2010. In the review of the core funding, it maintained two original goals.

Goal 1: To promote the creation and retention of jobs;

Goal 2: To boost assistance and expertise in export.

Upon the review and assessment (through interviews and observation) of economic needs and the effects of the Tsunami of 2009, layoffs in food processing plants in 2009 and 2010, the SBDC placed an application for a grant, in which it was awarded 325,000 USD from the Act of jobs and small businesses of 2010.

Initially, the principal objective of SBDC was to use basic research rather than applied research to unveil, interpret, as well as develop systems and methods to advance knowledge relevant to economic issues of American Samoa. Later, the center developed and used applied research since it is usually empirical, and it addresses practical problems. In addition, this research allows for flexibility of strict rules to fit a real world.

It is critical to understand the business profile and the general beneficiary communities prior to starting any research whose objective is to provide job creation programs for businesses. The following demographics are among the most recent gathered in American Samoa (American Samoa: Demographics, 2012):

American Samoa Demographics as of July 2010		
	as of July 2010	Comparison to the world:
Population	66,432	202
Population Growth Rate	1.212%	103
Birth rate	23.31 births/1000 population*	76
Death Rate	4.13 deaths/1000 population**	209
Net migration rate	4.13 deaths/1000 population*	17
Total Fertility Rate Children born/woman (2010)		60

Age structure	Male	Female
0-14 years (33.4%)	11,159	10,768
15-64 years (62.7%)	20,848	20,271
65 years and older (3.9%)*	1,211	1,371
Median Age (23.1 years)	23 years	23.3 years*

Urbanization	
Urban Population	92% of total population **
Rate of Urbanization	2.4% rate of change ***
Sex Ratio	
At birth	1.06 male(s) /female
under 15 years	1.04 male(s) /female
15-64 years	1.03 male(s) /female
65 years and over	.88 male(s) /female
total population	1.02 male(s) /female*

Life Expectancy at birth	
total population	73.72 years
country comparison to the world	98
male	70.8
female*	76.82

Ethnic Groups	
Pacific Islander	91.6%
Asian	2.8%
White	1.1%
Mixed	4.2%
Other	0.3%
Religion	
Congregational	50.0%
Roman Catholic	20.0%
Buddhism	2.0%
Protestant and other	28.0%
Languages	
Samoan	90.6%
English	2.9%
Tongan	2.4%
Other Pacific Islander	2.1%
Other	2.0%
(Most People are bilingual (2000 census))	
Literacy (Age15 and over can read and write)	
Total Population	97.0%
Male	98.0%
Female (1980 est.)	97.0%

* EST 2009 ** EST 2008 *** EST 2005-2010

The research on American Samoa utilized the model structure of hourglass research. The model begins with wide organization of research and focuses on the critical information required throughout the methodology. Then, it elaborates the research findings into results, discussions and results.

The course of research in the hourglass strategy follows the following major steps:

1. Research problem identification

- In this step, the researcher seeks to identify issues that raised the need for the research. The problem of research places a researcher at a confused, uneasy, or apprehensive state. It is divisive element within a specific context, involving the “what, who, where, when, and the why” of a question of research.

2. Literature review

- A researcher reviews the relevant literature through reading, evaluating, analyzing and summarizing materials written by other scholars.

3. Specifying the research purpose

- A researcher states the purpose of the study using explicit terms or hypothesis.

4. Determination of specific hypothesis or research question

- A researcher formulates hypothesis for the research question, which should be stated in way that a true or false answer either supports or opposes the hypothesis.

5. Data collection

- A researcher collects information through systematic observation, organizes it in categories, and does a logical processing of the data to draw inferences.

6. Analyzing and interpreting data

- A researcher assigns meaning to the collected data and draws conclusions, implications and significance.

7. Evaluating and reporting research

- A researcher disseminates the findings of the research to the world, with a continued evaluation of the project.

The SBDC research assisted in starting up approved services by the SBA through the “Jobs Act” and by explaining the benefits offered, tangible or intangible. The SBDC found two parallel paths that are crucial to process of developing a new product (NPD). One entails the generation of ideas, designing a product, and detailed engineering. The other involves market research and analysis.

The center entailed programs for new product development as the initial stage in commercializing and generating novel services within a wider strategic management process in the cycle of a product’s life as used to grow or maintain markets and involvement in jobs and business programs for development.

The SBJA 2010 marketing plan in American Samoa is documented and describes the model for business, advertising, and efforts in marketing for subsequent years. It requires that a clarified marketing situation be stated, analysis of the targeted markets, positioning of the client company, and a description of the strategy that SBDC will employ to achieve marketing goals. Usually, idea generation is referred to as the “fuzzy front” of the service or product development process (Marketing Plan Definition, 2012). The elements of the development process include the following:

1. Suggestions for a new service or product may be obtained from a SWOT analysis, which will identify any weaknesses within a firm, strengths,

opportunities and threats. They can also be obtained from consumer and market trends, focus groups, competitors, corporate spies, the company's R&D, sales people and trade shows. Insights into new product features and product lines can also be obtained through methods of ethnographic discovery.

2. Numerous thoughts and ideas are formed about the new topic, many of which will be implemented. The ideas are generated in many forms and their places of generation also vary. There are many justifications for idea generation.
3. Brainstorming or idea generation process for a new service or product, and store of concepts. Here, the techniques for generation of ideas have been initiated.

The service of SBDC and the outline of the marketing plan include the following:

Executive summary

The executive summary should have the whole plan within a few pages

1. Situational analysis
 - A. Product overview
 - 1.
 - B. Market Segmentation
 1. Establish the identity of the various target market portions and how the location of the product currently (this portion might include a performance or price chart).
 - C. Product offering
 1. Justify every product of the company and how they deal with the requirements of their specific target audience
 - D. Market size

1. Accumulation of data from IDC, PC Data and other sources of analyzing to firmly size the current number and the capable buyers in your target markets

E. Market Share

1. The sales figures from the competitive products are contained in the trade magazines and PC data. The firm can use this information to approximate the market percentage that we have control over. The visual pie-charts may be included to show the percentage of every player.

F. Growth potential

1. To ascertain the trends of the market that shows the areas of potential growth. Many organizations produce give reports that are well-documented on the upcoming specific markets.

G. Competitive Environment

1. The organization lists the specific identifiable competitors, respective positions and their current plans. They can also discover the competitors' plans by checking the competitors' website, distributors, ad scope, collateral pieces, and friends inside the company, analyst, clipping services and tracking sources.

H. Gaining Market Share

1. The market share increased by a 10,000-foot preview of the strategic plan proceedings. This is by developing new markets, new products and recruiting the customers' base.

II. Positioning

1. The location is determined immediately the analysis of the previous information is complete. This is the final document that has "reasons for buying" for every

product. This portion should also have a chart displaying the marketing of the product in regard to the segments of the target market and the competition.

I. Tactical marketing plan

1. The tactics improve further the whole strategies and exhibit exact ways of meeting all the strategic objectives.

A. Organizational Strategies

1. Consolidation strategies – every product that exists should be measured for the possible growth or consolidation in regard to the following approaches;
 - i. Harvesting (the progressive reduction in the product's support by the company).
 - ii. Pruning (to get rid of support for certain market portions).
 - iii. Retrenchment (to continue providing the same product but withdraw to the strongest line).
 - iv. Divestment (to sell off the products with the weak-fit)
2. Growth strategies
 - i. Market penetration (better access of the available markets).
 - ii. Product development (either altering the product or changing its perception)
 - iii. Market development (discovering growth in the current markets)
 - iv. Diversification (bringing to the existence of new products)

B. Marketing mix

1. Product

It is composed of the development characteristics, format, marketing and advertisement and packaging

2. Price

- i. Matching of the price
- ii. Making of the price
- iii. Pricing concerning introductory penetration
- iv. Price upgrading
- v. Perceptions concerning pricing
- vi. Special pricing (educational, NFR and others)

3. Placement

- i. This is to sell and distribute the Marketing Mix portion. The discussion should deal with the push as well as the pull campaigns, support materials and the suggestions on sell-in and sell-through. The resources should also be considered in the discussion

4. Promotions (every technique that is employed to stimulate demand)

- i. Network market (online/website marketing)
 - ii. Public relations
 - iii. Advertising
- a. Card decks
 - b. Use of mass media for example television, radio and displays
 - c. Use of direct response like fax, e-mail, bundle offers and mail
 - d. Event marketing which involves the use of training, seminars and trade shows

III. Business Development

- a. Formation of associations through technology by the integration of products and ole links
- b. Marketing unions (sharing leads, joint advertising, bundle offers, cross-rep recommendations, trade-show space and others).

IV. A final précis of the devised plans to achieve success in terms of finances while fulfilling the requirements of the portions of the target market

VI. Appendix

A. Media Schedule

1. This strategy will predict one of the most expensive parts of creation of demand and the plan of advertisement. It gives a summary of a method that is well designed to influence the portions of the target market. It is composed of a circuit wire with uncertainties that are analogous to profitability

B. Budget

1. This should give a full account as much as possible and should be dynamical for unnoticeable positive opportunities. The main reason is to predict the competency of executing the remaining profit.

C. Grant Chart or Plan for a Similar Process

1. The document is fully designed to accurately form the one-document timeline which shows how every devised plan and tactic is put into effect. This is the point where the road meets the rubber.

D. Sales projections

- E. It is founded on the mechanisms for marketing, with projections for sales history, returns for each event and the success ratio is formed.

The small enterprise information shows that business managers or entrepreneurs possess or should have several of the similar traits as leaders. It is similar to the theories of the early great man on leadership and those business leaders often strikingly different with administrators and managers are assumed to be more systematical and less exposed to risk-taking. Business activities significantly differ depending on the firm type and creatively involve.

Entrepreneurship in Samoa differs in scale from the individual projects to major businesses that provide several job opportunities. Often several entrepreneurial ventures regarded as “high value” find angel sources of funding or venture capital as seed money to increase the capital for firm building. Angel investors in most cases find 20-30% or more of the annual returns as well as extensive involvement in the company. Currently, several organizations exist to encourage the would-be businessmen including the government specialized agencies like business incubators, non-profit government organizations, SBDC and science parks.

Enterprises chosen by SBDC to take part in the program of the Job Acts, showed skills of management that brought people together to attain their desired objectives and goals by the use of the available resources effectively and efficiently. The companies chose used techniques for management that consisted of organizing, staffing, leading, planning and controlling an organization or the force one employs for the purpose of goal accomplishment.

Due to their previous experience, business resources, talents, the Center chose the preceding three enterprises to introduce programs of pilot partnership which are designed to establish new enterprises, offer community outreach and create jobs:

1. The Community Outreach for Samoa Sports Center
2. Information and Communication Technology (ICT).
3. American Samoa Culinary Academy (ASCA)

The American Samoa Culinary Academy (ASCA) was the first selected program. It is a culinary school that is established in American Samoa recently by a regional famous chef who carries out his activities from a facility found in Mapusaga Village close to the college of the local community. The school is supplied with the equipments used in modern cooking, and the curriculum is congruous with the needs for national certification; it offers opportunities to its clients in obtaining certificates that are nationally recognized.

The aims of this school and the business are to train graduates and locate them in culinary jobs that are full-time in and out of American Samoa. In addition, to offer training for graduates who will in turn set up restaurants in the limits of the increasing hospitality sector.

The regional small enterprises provide culinary hospitality training and arts that is characterized by the classic culinary techniques. These techniques are in unison with the latest worldwide cuisine and the modern innovation.

The curriculum is consisted of training and certification in;

- a. Nutrition
- b. General cookery

- c. Cooking art concepts involving pastry and baking
- d. Hospitality supervision on the international cuisine
- e. Beverage and food price control

The clientele's benefits include:

- a. Hands-on training
- b. Professional chef instructors
- c. Placement for jobs
- d. The current equipments and kitchens in the industry
- e. Externships at the hospitality institutions and local restaurants

The Information and Communication Technology firm was selected as the second program. The firm is a small incubator business whose services for the client include;

- a. General computer training services
- b. Training services for software application
- c. Designing of the network and configuration services
- d. Communication training and services, and wireless networks.

Currently, there is abroad extension across the enterprise sectors that provide services and advantages of technology to the small enterprise community, and the facility provides ideal technical incubator and ideal retail.

The business is positioned in the main enterprise at Tutuila district (capital of American Samoa) in the vicinity of the region that was extremely destroyed by the tsunami disaster of 2009. The outcomes of this business will give confidence to the small enterprise entrepreneurs to establish or reopen new risky-undertakings in the region.

The ICT owner freely offered to work in training and counseling future technical job recipients in collaboration with the SBDC. In addition, the ICT consult and offer advisory services to the clients on the available services of SBDC. In the process, it will also confine Center counselors at the ICT store site for one-on-one counseling services regarding businesses.

Lastly, the Community Outreach and Training Center that focuses the Asian/Pacific portion of American Samoa enterprise community was set up. The Asian/Pacific community market is not well served with the SBDC services. The SBDC categorizes the Asian/Pacific enterprise as a small enterprise entity that is possessed and operated in part or generally by external national which directly employs the regional personnel in carrying out the activities of their business. Research carried out by SBDC has ascertained that thirty percent of the small enterprise community is categorized here, which consists mainly of nationals from foreign regions of Tonga, Solomon Islands, Korea, China, Samoa and Philippines.

The Pacific/Asian community consists of the extreme part of the small enterprise community and makes use of approximately thirty-five percent of the personnel in the private sector. As the percentage of the employment statistics at the private sector are extremely increasing, as a matter of fact, the general numbers of employment are declining with the recent cut backs of production at the packing plants of *StarKist Seafood* and closing of the *Chicken of the Sea*.

Discussions with the major entrepreneurs in the reach of the foreign Asian/Pacific distinct region have selected by careful analysis the major challenges that are linked to

the current position of this closely networked community and the provision of the services of SBDC.

Current Status

The activities of the Asian/Pacific sector are carried out in a closed enterprise environment. They majorly form into aggregate enterprise entities that are commonly called as “Hui’s” founded upon the entrepreneur’s origin. The Hui members support each other in generating capital for existing or new ventures and they buy from the membership goods and services. In the networks of Hui there is minimal dependence on carrying out trade activities with those outside the aggregate unit. In addition, there is less understanding of the small enterprise services and opportunities that are available on the AS SBDC network and the enterprise community at large.

The general economic decline has had an influence that is coercing Hui’s to reorganize differently the method through which they carry out business and to work together with the larger enterprise community to take advantage of the opportunities, open the operations, obtain venture capital and remain feasible. The obstacles for providing the services of AS SBDC to the foreign Asian/Pacific region include;

1. Deficiency of the skills of English-language for the intended communications in the business.
2. Anxious anticipation and stigma linked to the participation in the training and counseling meetings of AS SBDC at a government facility or an institution of higher education.
3. Preferring to attend AS SBDC counseling and training sessions with other nationals from Asian/Pacific region.

4. The desire to come together at a 'neutral' position that is conducive for connecting with other small enterprises in American Samoa.

To deal with the obstacles and ease the interaction between the part of Asian/Pacific and the larger enterprise community, the SBDC has joined hands with the Community Center for Samoa Sports to carry out a program for community counseling and training. As an Asian/Pacific business, the Community Center for Samoa Sports provides a restaurant and a venue for special events specialized in formal meetings, community meetings, golf-driving range and social gatherings. The company has participated in the business for 10 years. Currently, the Center is renovating the large part of the complex for more training, community requirements and holding conferences.

The firm owners have participated in small enterprises for over forty years, and have training and experience in restaurant, hospitality industries, retail and special events. All the company partners are widely respected and recognized Asian enterprise leaders who have frequently advised the Asian/Pacific enterprises to advantage of the services of AS SBDC. The Community Center for Samoa Sports is ideally located in the Industrial Park of the Government of American Samoa. It is convenient to the main enterprise of the district.

The SBDC is connected to the regional organizations and farming communities through the Sports Center to offer business counseling and training services, English skills, and to develop and support the sector that is underserved and is significantly expanding. The project aims, through the SBDC, to update technology, furnish and equip a large room for offering business training and counseling services on the site and the two rooms for provision of counseling services.

The SBDC has offered technology for training the English language, equipment procurement and training the staff for the Community Center for Samoa Sports to supervise client training and equipment. In addition, the network small enterprises and partners are given confidence to share the service and resources' details offered to the small enterprise community.

To support the aims of the Community Center for Samoa Sports business, the SBDC is offering on-site job and business development services to those who take part.

These services include;

1. Human resources (development of the curriculum vitae, interview skills and others)
2. Management and supervision
3. Offering services to customers
4. International/regional export and trade data and opportunities
5. Assistance in the Korean and English language
6. Help in business-writing
7. Face to face business counseling services
8. Strengthen the lunch enterprise presentations

Outreach activities include;

- i. Set up international/regional trade contacts in the region
- ii. Located and distribute export/trade opportunities and training in the region
- iii. Make sure AS SBDC takes part in the international and regional opportunities of trade.
- iv. Unfold a list for opportunities in regional and international trade.

- v. Unfold a training course for export and regional trade
- vi. Constitute and provide export and trade training courses at the sites of the services.

To encourage the ICT/AS SBDC partnership details of community influence, funding from grants will be designated for

- i. Consultant fees for development, implementation and program research
- ii. The equipment and supplies to encourage information collection, correlation, and presentation.
- iii. Travel expenses for taking part in regional and international enterprise meetings and conferences
- iv. Requirements for delivering services on-site

The projects offer crucial support to the Government of American Samoa in initiating the restructuring of the economy and retraining the regional workforce. The Community Outreach Project offers basic business skills. In addition, it works together with the Export Assistance Project, to facilitate awareness and assistance in developing the skills of those who take part in the area of international or regional trade and export. The program of Business Jobs Act is currently carrying out assistance on trade delivery to the current and capable export-ready enterprises and supports these businesses within the area. Those who participate in the program obtain lists of current contacts of the entities of foreign trade and are given confidence to evaluate the global opportunities. In the process, create the future business leaders and connected job opportunities.

Results and Discussion

The SBDC has embodied qualitative research to information collection and evaluation of the Act of Small Business Jobs and its economic influence. The Center clearly understands that qualitative research is a way of inquiry that is involved traditionally in social sciences, various academic disciplines, and market research and other circumstances.

The Center collected and evaluated in-depth information and develops a mutual understanding of regional human response to situations and the justifications for local business-decision-making. The qualitative strategy was used for it explores decision-making on why and how and not simply what, where, when. In this case study, large samples are not usually required, but smaller and focused samples of information. In the view of SBDC, qualitative methods give in quality data only in specific cases. The quantitative methods can be involved in finding logical support for hypotheses of research. In addition, qualitative research commonly classifies information into patterns as the primary foundation for arranging and reporting results. Qualitative researchers commonly depend on the following methods for collecting data: field notes, semi-structured interviews, structured interviews, reflexive journals, participant observation, unstructured interviews, non-participant observation, and evaluation of the documents and materials (Qualitative Research, 2012).

The methods of participating and observing can vary significantly from one situation to another. In addition, participant observation is devised plan of reflexive learning, not a single method of making observations. The researchers in this observation become members of a setting, group, and culture and assume the

responsibilities and comply with that reality. By so doing the goal of the researcher is to explore the culture's practices, emotions and motivations. In addition, it has been cited with evidence that the ability of the researchers to perceive the culture's experiences may be barred if they make observations without participation.

Uses of focus groups and major informant interviews are very exceptional qualitative methods used in American Samoa. The technique of focus group requires a moderator who enhances a discussion in a small group between chosen individuals on a specific topic related to an enterprise. The SBDC used the focus groups as well as the interview method to collect data.

The Small Business Development Center realized culture to be one of the several factors that has effects on decision-making in American Samoa. In the case study of SBJA for American Samoa, culture is referred as the attitudes and beliefs of the local client. Parents, sisters, brothers and other family members influence children by teaching them what is right or wrong. In addition, they may learn about their culture and religion. This helps them to develop their beliefs, attitudes and views.

Also, these factors may determine character and other factors like people or friends' groups they focus on may also have an impact on their choices or decisions of buying or getting involved in a specific service or product.

Reference groups in American Samoa, are specific groups of individuals that some people may focus their eyes on and having a significant influence on the consumer and overall behavior. Opinion leaders are the individuals who are attract people due to the respect accorded to their judgments and views, and these judgments may cause significant impact on new ventures or decisions on job-search. A friend who

is working with the IT, for example, can influence a client's decision on the type of computer to purchase. In addition, studies show that behavior has a significant impact on job-search and preparation decisions. Fundamentally, the following four factors conclude on the most influential factors affecting the decisions made by the client;

- i. Personal
- ii. Psychological
- iii. Social and
- iv. Cultural

In addition, tasks of projects, timeline and milestones for projected jobs; created and retained, expected capital injection, successes and the approximated new enterprise starts which are central to data evaluation and assessing the achievements of the program year to date. Over the 24-month period the achievements of the grant was reported and closely inspected by the use of the WebCATs (SBA standard reporting tool for SBDCs). This tool for reporting gives reliable performance information that is founded on tangible and measurable indicators. In addition, the information that was collected and kept for evaluation through an Electronic Document Management Information System (EDMIS) which was developed by the SBA.

Review and evaluation by EDMIS showed that the Small Business Jobs Act program for 2010 in American Samoa indicated positive job and business growth over the third and fourth quarters of CY 2011.

Review of Economic Data and Status as of 2010

- The population in American Samoa was approximated to be 60,000.
- The personal rate of tax was 4%
- The average minimum wage of \$2.68-\$4.69 for every hour that varied by the industry.
- The average labor force was at 17,630 with the rate of unemployment at 29.8%

With request and endorsement from the local government, on September 30, 2010, the U.S. President Barack Obama endorsed a legislation that dragged the scheduled wage increases for 2010 and 2011. To attain a stable ground after 2011, the annual wage increase of \$0.50 were scheduled to continue on September 30, 2011.

Small Business Jobs Act Project Goals

The set up goal progress was tracked, recorded and evaluated. Goals were founded on the following standards:

1. Number of jobs created
2. Number of jobs retained
3. Number of long-term, single-year clients that obtained five hours or more of counseling including the contact and prep time.
4. Number of new businesses created

Dollar amount of the capital injected, which includes non-SBA loans, SBA loans and equity investment.

Small Business Jobs Act Data Results as of Year-End 2011

SBJA Statistics 2011					
	Client ID	Name of Business	Jobs created	Jobs retained	Capital Infusion
		American Samoa Culinary Academy	40	40	\$ 415,805.00
		Samoa Mixed Martial Arts	9	9	\$ 23,000.00
		Lucky Dragon	5	5	\$ 25,000.00
		Field House 100	4	4	\$ 12,000.00
		Klub Oceans	5	5	\$ 15,000.00
		Climate Control	3	3	\$ 9,000.00
		Taps Lounge & Steak Bar	4	4	\$ 20,000.00
		I-Pacifica Amerika Samoa	4	4	\$ 51,000.00
		Tap-in Production	4	4	\$ 13,500.00
		Samoa Community Center	5	5	\$ 30,000.00
		Regina Meredith - Le Sina	1	1	\$ 300.00
Total			84	84	\$ 614,605.00
Summary:					
	Goal by 12/31/2013	Results As of 12/31/2011			
	1 28	11 Business Start-ups			
	2 100	84 Jobs Created			
	3 1,000,000.00	\$ 614,605.00 Investment			

American Samoa Small Business Jobs Act Project Results Narrative:

The American Samoa Culinary Academy

Project Overview

The Niu School of Culinary Arts (renamed the American Samoa Culinary Arts Academy) was awarded \$415,805 in 2010 via the American Samoa National Emergency Grant. The school worked with the American Samoa SBDC (SBDC) to train and counsel individuals interested in a career in the culinary arts for the creation of jobs, and small business start-up.

The SBDC provided classroom equipment, training, and counseling to students and clients in the areas of customer service, job interview skills, management and supervision, and business start-up.

The Culinary School has the following ongoing goals:

- operate for a minimum of two (2) years (September 2010 to June 2012);
- provide culinary training for a minimum of 60 American Samoa National Emergency Grant (AS-NEG) eligible participants;
- follow a curriculum of instruction that is consistent with the requirements of national certification;
- provide its students with an opportunity to obtain a nationally recognized certificate;
- Show evidence of being able to place its graduates in full-time culinary jobs both inside and outside of American Samoa.

Over three years, the school's owner and operator, Chef Sualua Tupolo, received training in grant writing, marketing, and counseling, as a client with

the AS SBDC. During 2011, the American Samoa Culinary Academy graduated a total of 51 students and placed 40 into jobs. Other accomplishments include:

1. Winning the Achievement Award for Job Training and Placement ;
(Achievement Award for Job Training and Placement, Samoa News)
Graduating the first 28 chefs in August of 2011;

Seven graduates becoming clients of the SBDC and working to start their own small baking or catering business.

Samoa Sport Center Project

Project Overview

The Samoa Sports Center Project is a special events and restaurant venue specializing in conferences, community events, and sports and social gatherings. Samoa Sports Center has been in business for ten years, but recently renovated the bowling alley section of their facility to support conferences, training, and other community events.

The company will offer training and counseling to individuals out of work or seeking to enhance their skills. The Samoa Sports Center will hire as needed to support events held on its premises in both the restaurant and conference venues. The Center will also host SBDC training and counseling that will be offered to prepare clients to earn jobs or promotions within their existing companies.

The Sport Center Owners are Mr. Byung Soo and Mrs. Hea Suk Ki, who have been involved in small business for more than 40 years, and who have experience in retail, restaurant, and events industries. During 2011, the SBDC worked with the Samoa Sports Center to upgrade the existing meeting rooms with monitors, tables, chairs, computers, and other equipment.

The Samoa Sports Center hired five new employees and invested \$30,000 to launch a new venture alongside the community-outreach efforts. The completed outreach project should officially open during the second quarter of 2012.

Tap-In Production & Entertainment Company Project

Project Overview

Tap-In Production is a multimedia company specializing in promotional videos, educational training videos, and event videos for weddings and special events. Tap-in Production also specializes in music recording. Video production services will include a videographer and filming, and a many post-production services such as video editing, DVD authoring, video transfers, and CD and DVD duplication.

The company will serve as a possible business incubator and will offer training, and further, at times, also hire individuals to assist in productions. The firm will also develop the skills of local college students who are interested in this field.

Additionally, Tap-In Production will host SBDC (SBDC) training and counseling sessions designed to prepare clients to earn jobs or promotions within

their existing organizations. The company will offer a wide variety of studio-based editing programs.

The in-house producer/director is a certified recording engineer who has experience with audio/visual production. The owners are Mr. Maneafaiga and Ms. Ve' ave'a, both experienced writers, editors, and producers. The company is currently working with the local television studio to produce a "Reality Show."

Taps Lounge and Steak Bar

Project Overview

During 2011, the SBDC worked with Tap-In Production Company to create and open a restaurant and small stage show. The company hired four new people, and the SBDC provided management training and marketing counseling.

I-Pasifika Amerika Samoa

Project Overview

I-Pasifika Amerika Samoa is an electronics/telecommunications business that has opened a new store and repair shop, hired four people, and added a training department. The SBDC is providing training equipment and counseling.

Samoa Mixed Martial Arts

Project Overview

Samoa Mixed Martial Arts is a fitness center mixed with a martial arts school that has hired and trained nine people. The SBDC provided business planning and marketing counseling services.

Lucky Dragon

Project Overview

After hearing about the SBJA and receiving SBDC counseling in business planning, management, and marketing, Lucky Dragon restaurant opened a new business and hired five people.

Field House 100

Project Overview

Field House 100 is a not-for-profit sports project for youths that is aimed at promoting fitness and leadership. The organization hired four people and has received counseling in management and businesses planning from the SBDC.

Climate Control

Project Overview

Climate Control is a refrigeration company that received marketing and business planning counseling. The company is a business start-up that has hired three people.

Klub Oceans

Project Overview

Klub Oceans is a business start-up production company and nightclub combination. The company hired five people and received counseling in business planning and management during 2011.

Regina Meredith/Le Sina

Project Overview

Regina Meredith/Le Sina is an arts-and-crafts business with plans to manufacture cultural print products. The company has hired one person.

Conclusions and Recommendations

This project set out to establish that jobs-development programs could be successful via business creation, retention, and enhancement opportunities. This case study sought to explore and analyze the subject and methodology of implementing grant stimulus in a business setting significantly influenced by past history and local culture.

From the very beginning, the origin of relationships between Britain, Germany, the United States, and the Samoan Archipelago has been firmly connected to global economics and strategic entrepreneurship. In 1900, had President William McKinley not signed an executive order regarding Tutuila of the Samoan Group, and the Secretary of the Navy not taken steps to establish the authority of the U.S. to give to the islands the necessary protection, today only one Samoa may have existed as an island group with a very different past, present, and future management and entrepreneurial circumstance.

Therefore, today's practice of financing entrepreneurial ventures has strong ties Keynesian macroeconomic theory, which reasons that during recessions, governments must consider reducing its private spending and increase its public spending to save people from losing jobs and stop further erosion of the economy. Keynesian economics debates that private-sector decisions sometimes lead to inefficient macroeconomic outcomes; and it advocates for policy responses that are active from the public sector, with an inclusion of the central bank's monetary policy actions and the government's fiscal policy actions to enhance stability of output within the business cycle. Born out of this premise was the Small Business Jobs Act of 2010.

During the first quarter of 2011 the U.S. Territory of American Samoa's Small Business Development Center (SBDC) received additional funds (\$325,000) to develop programs that create jobs. The funding became available as result of U.S. President Barack Obama's signing the SBA's Small Business Jobs Act of 2010. The Jobs Act resulted in *legislation* enacted by Congress to authorize the administrator of the U.S. Small Business Administration (SBA) to disburse up to \$50,000,000 to make grants available to SBDCs (SBJA 2010).

The SBA and the American Samoa SBDC were able to launch programs and start data collection during the end of the first half of 2011. American Samoa SBDC research was enacted utilizing the hourglass model structure. The hourglass model begins with a broad research organization prior to focusing on the information required through the appropriate project methodology (like the neck of the hourglass) and then elaborates the research findings through discussion and results.

The key steps in the hour glass model of research are:

- identification of research problem
- literature review
- specifying the purpose of research
- data collection
- analyzing and interpreting the data
- reporting and evaluating research

The study showed that in only a few months, with small expenditure (estimated \$90,000); the American Samoa SBDC was able to enhance job creation and small business start-up. The research shows the following results:

Summary:			
		Goal by 12/31/2013	Results As of 12/31/2011
	1	28	11 business start-ups
	2	100	84 jobs created
	3	1,000,000.00	\$ 614,605 investment

The research can offer the Small Business Administration and the Small Business Development Center Network, data and a business model for successfully creating entrepreneurial and job opportunities. Also, to expand further on this project in the future the American Samoa SBDC would study the influence of positive motivation and resources beyond those monetary in the success of entrepreneurs and workforce creation.

Today, the work of the Small Business Development Center Network and the introduction of SBJA 2010 are ongoing and highly important in the U.S. together with its territories (Guam, U.S. Virgin Islands, and American Samoa). Historically, because of isolated location, limited local resources, and language and culture differences, U.S. territories tend to have had high unemployment rates. Recommendation is that the Small Business Administration continues programs like the SBJA of 2010 and that it enhances funding and other resources whenever possible.

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Appendix A

2010 Needs Assessment Survey Report

Statistics and Sample Survey Results

Total Clients	134
Total Survey Distribute	104
Total Survey Completed	52
Total Survey Incomplete	36
Total of Drop Outs	16

Gender:	
Male	18
Female	21
Partner/Couple	16
Business Situation:	
Business still in Service	26
Out of Business	28
Community	25

Legal form of Organization:

Category of Ownership:

Minority Owned	12
Family Owned	18
Female Owned	5
Home Based	4

Sole proprietorship	20
Partnership	5
Limited Liability Company	7
Corporation	6

Years in Operation:

Less than a Year	6
1-3 years	6
3-5 years	9
5-10 years	14

Race:

Ethnicity:	
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Samoan	33
Non- Samoan	25

Annual Income:

Less than \$100,000	21
\$100,001- \$500,00	7
\$500,001- \$1,000,000	2

Counseling and Training

Financial Management:	
-----------------------	--

None	24
Overview	2
Cash Flow Management	7
Bookkeeping/Financial Statement	6
Writing Business Plan	3
Budgeting	4
Taxes	6
Purchasing/Cost Control	2
All of the Above	18

Marketing:	
------------	--

Selling to the Government	3
Advertising	14
Merchandising Techniques	2
Market Research	4
Market Strategies	4
Sales Techniques	7
Networking	3
Public Relations	7
Franchising	2
All of the Above	16

Computers:

None	12
Overview of Computers	1
Websites	1
Accounting Software	5
Word Processing	2
Spread Sheets	3
Use of Internet	2
Email	2
Database	0
E-commerce	3
Computerizing a Business	8

All of the Above	16
General Management:	
None	11
Insurance	10
Setting Goals	5
Pricing	14
Strategic Planning	5
Business Expansion	5
Production	8
Business Checkup/Evaluation	8
Quality Control	4
Retirement Planning	1
Policies and Procedures Manuals	2
Business Research	3
Inventory Control	4
Effective Communication	3
Facility Planning and Management	4
Disaster Contingency Planning	3
Legal Work	3
Diversification	3
Succession Planning	2
Conflict Management	1

Security	4
All of the Above	11

International Trade:

None	13
International Trade Overview	0
Importing	25
Exporting	13
All of the Above	13

Regulatory/ Compliance:

None	19
Compliance with Federal Regulations	7
Small business Legislation	22
Health Care Reform	1
Drug-Free Workplace	0
Conservation/Recycling	1
Government Services to Small Business	3
All of the Above	8

Starting a Business:	
None	15
Overview of Starting a Business	5
Mentoring	5
Developing a Business Plan	4
Locating a New Business	6
Financing a New Business	5
Starting a New Business (A-Z) 12 Session	4
All of the Above	18

Business Financing Source:	
Family/Friends/Relatives	7
Commercial Bank	4
Credit Cards	5
Personal Savings	6
Loan Program	1
SBA Loan Programs	1

Expansion Financing Source:

Family/friends/relatives	5
Commercial Banks	3
Credit Cards	10
SBA Loan Program	1

Personal Savings	18
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Business Internet Use:	
------------------------	--

Don't use Internet	10
Email	4
Research	8
Share Data with Customers and Suppliers	8
Sell Products/Services	3

Business Website Use:	
-----------------------	--

Don't Use Internet	5
Grow My Existing Customers Base	2
Establish e-Commerce with other Business	4

Appendix B

Small Business Development Center Needs Assessment Survey (Samples)

Part 1: Contact Verification

Employer Name: *****_****

Employer ID:

1. Currently, how many employees do you have at this location? This includes full-time, part-time and temporary workers.

- Full time (more than 20 hours/week):
- Part time (more than 20 hours/week):
- Temporary (more than 20 hours/week):

Comments:

2. How many employees do you expect to have at this time next year?

- 0-5
- 5-10
- 15+

Comments:

3. May I have your Name and Title?

DJ Hardware- Aluminum Glass

4. Does your business have a website?

No

5. May I confirm your business address?

6. May I have your e-mail address?

Please proceed to Part 2-General Information about your Business

Part 2: General Information about your Business

In what general category does your business fall?

- Agribusiness
- Construction
- Manufacturing
- Finance/Insurance/Real State
- Wholesale
- Retail
- Service
- Other (please comment)

Comments:

1. Choose your legal form of organization.

- Sole Proprietorship
- Partnership
- Corporation

- Limited Liability Company (LLC)

Comments:

2. Please check all that apply to your business

- Minority-owned
- Family-owned
- Female-owned
- Home-based
- Franchise unit

Comments:

3. For how many years has your business been operating?

- Less than 1 year
- 1 to 3 years
- 3 to 5 years
- 5 to 10 years
- Over 10 years

4. Please select the business owner(s) race.

- African American
- Asian
- Caucasian
- Multi-racial
- Native American/ Native Alaskan

- Multiple owners with multiple races

Comments:

5. Please select the business owner(s) ethnicity.

- Samoan
- Non-Samoan
- Multiple owners with multiple ethnic backgrounds

Comments:

6. Which of the following categories best describes your business for the past fiscal year?

- Less than \$100,000
- \$100,001 to \$500,000
- \$500,001 to \$1,000,000
- \$1,000,001 to \$5,000,000
- Over \$5,000,000

Comments:

Please proceed to Part 3-Training Counseling and Other Business Services

Part 3- Training, Counseling and Other Business Services

7. Select the area(s) of FINANCIAL MANAGEMENT you're interested training or counseling

- None

- Overview of money management
- Sources of capital
- Credit and collections
- Cash flow management
- Bookkeeping/financial statements
- Writing a business plan
- Budgeting
- Access to capital
- Taxes
- Purchasing/ cost control
- All of the above

Comments:

8. (Select the area(s) of MARKETING you're interested in receiving training or counseling)

- None
- Marketing overview
- Selling to the government
- Advertising
- Merchandising techniques
- Market research
- Marketing strategies

- Sales techniques
- Networking
- Public relations
- Franchising
- All of the above

Comments:

9. Select the area(s) of COMPUTERS you're interested in receiving training or counseling

- None
- Overview of computers
- Web sites
- Accounting software
- Word processing
- Spreadsheets
- Use of Internet
- Email
- Databases
- E-commerce
- Computerizing a business
- All of the above

Comments:

10. (Select the area(s) of GENERAL MANAGEMENT you're interested in receiving training for counseling)

- None
- Insurance
- Setting goals
- Pricing
- Strategic planning
- Business expansion
- Production
- Business checkup/evaluation
- Quality control
- Retirement planning
- Policies and procedures manuals
- Business research
- Inventory control
- Effective communication
- Facility planning and management
- Disaster contingency planning
- Legal work
- Diversification
- Succession planning

- Conflict Management
- Security
- Other (please comment)
- All of the above

Comments:

11. Select area(s) of INTERNATIONAL TRADE that you're interested in receiving training or counseling)

- None
- International trade overview
- Importing
- Exporting
- All of the above

Comments:

12. Select the area(s) of PERSONNEL MANAGEMENT you're interested in receiving training or counseling

- None
- Overview of personnel management
- Hiring/firing
- Employee evaluations
- Workplace ethics
- Motivating employees

- Customer service
- All of the above

Comments:

13. Select the area(s) of REGULATORY/ COMPLIANCE you're interested in receiving training or counseling

- None
- Compliance with federal regulations
- Small business legislation
- Health care reform
- Drug-free workplace
- Conservation/ recycling
- Government services to small businesses
- All of the above

Comments:

14. Select the area(s) of STARTING A BUSINESS you're interested in receiving training or counseling

- None
- Overview of starting a business
- Mentoring
- Developing a business plan
- Locating a new business

- Financing a new business
- Starting a new business (A-Z) 12 sessions
- All of the above

Comments:

15. In what month do you prefer to attend seminars?

- January
- February
- March
- April
- May
- June
- July
- August
- September
- October
- November
- December
- No preference

Comments:

16. On what weekday do you prefer to attend seminars?

- Monday

- Tuesday
- Wednesday
- Thursday
- Friday
- Saturday
- No preference

Comments:

17. During what time do you prefer to attend seminars?

- Morning
- Lunch
- Afternoon
- Evening
- No preference

Comments:

18. What length seminar do you prefer?

- 2 hours
- Half days
- Full day
- Several days
- No preference

Comments:

19. How would you prefer to receive to counseling or training?

- One to one counseling
- Seminar
- Internet training
- Internet counseling
- Video training
- No preference

Comments:

20. How many miles would you drive to attend to seminar?

- 0-10
- 10-20
- 20-30

Comments:

21. What is the best method to notify you of an event?

- Mail
- Newspaper
- Web site
- Chamber of Commerce
- Phone
- Email

Comments:

22. If you could have someone conduct a confidential audit of your business to point out its strengths and weaknesses, how likely would you be to take advantage of this service?

- Very likely
- Somewhat likely
- Not very likely
- Very likely

Comments:

23. How useful to your company are each of the following sources of training or counseling? (Please rank only those that your company has had experience with).

- Very Useful
- Somewhat Useful
- Neutral
- Not that Useful
- SBA's Small Business Development Center
- ASCC's Land Grant Program
- SBA's Women Business Center Program
- Seminars / workshops
- Private business consultants
- Banks
- Friends

- Family
- Other (please comment)

Comments:

24. Is your current financing needs being met? (If no, please comment as to why they're not).

- Yes
- No

Comments:

25. Which of the following sources were used to START your business?

- Family/friends/relatives
- Commercial banks
- Credit cards
- SBA loan programs
- Development Bank
- American Samoa Micro-loan programs
- ANA Grant
- Personal Savings
- Loan Program

Comments:

26. Which of the following sources were used to EXPAND your business?

- Family/friends/relatives

- Commercial banks
- Credit cards
- SBA loan programs
- Development Bank
- American Samoa Micro-loan programs
- ANA Grant
- Personal Savings

Comments:

Please precede to Part 4- the Internet Questions

Part 4-The INTERNET

27. How is your business making use of the Internet?

- Don't use internet
- Email
- Web Page
- Research
- Sell products/services
- Share data with customers and suppliers
- Other (please comment)

Comments:

28. What do you use your Web site for currently?

- Don't have web site

- Advertise an existing product
- Sell products or services on-line
- Improve relationships and communications with customers
- Grow my existing customer base
- Network with other businesses
- Establish e-commerce with other businesses
- Other (please comment)

Comments:

29. Is your Web site achieving the goals you set for its performance?

- Don't have web site
- Yes
- No

Comments:

30. What features do you have on your Web site that aims to attract return visitors?

- Don't have web site
- Newsletter
- Suggestion box
- Coupons/discount
- Contests
- Bulletin board
- Announce updates

Other (please comment)

None

Comments:

31. What topics does your business need help in regarding e-commerce/ e-business?

Developing a web site

Site security

Email marketing/ newsletter

Increasing sales

Writing content for your site

Attracting visitors to your site

Measuring the effect my site has on my business results

Other (please comment)

None

Comments:

THANK YOU FOR TAKING YOUR TIME TO COMPLETE OUR SURVEY!!!!!!!!!!!!!!

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