

*A Guide to
Starting a Business
in
Griffin-Spalding
County*

Prepared by:



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Getting Started

Start Up Checklist

There are a number of steps to consider before starting a small business. A detailed description of each “step” will be highlighted throughout the guide. The following checklist is mainly to be used as a reference by the future business owner to adequately plan and prepare the essential steps necessary to successfully own and operate a small business.

- _Assess your personal strengths & weaknesses
- _Assess your financial resources
- _Choose a name for your business
- _Choose your business structure (sole proprietorship, partnership, LLC or corporation)
- _Prepare a well written business plan complete with financial statements
- _Obtain financing
- _Retain an attorney, a CPA and an insurance agent
- _Acquire necessary business licenses and permits
- _Obtain Federal Tax ID Number
- _Select a location for your business
- _Inquire into zoning ordinances
- _Arrange for utilities
- _Get equipped with computers, phone, office furniture, etc.
- _Choose a record-keeping system and a method of inventory control
- _Obtain business insurance
- _Start Marketing
- _Open your doors

Personal Evaluation

You need to ask yourself why you want to be in business for yourself. Whatever your reason, you will want to evaluate yourself to determine why you want to be in business and what type of business is best for you. The following are a few factors to consider before embarking on business ownership.

- Your primary reason for being in business for yourself
- Amount of capital required
- Your skills
- Your likes and dislikes
- Amount of time you are willing to devote to your business
- Your financial goals
- Your management, knowledge and experience

One of the most common mistakes in starting a business is trying to do so without the necessary training and experience. If you do not already have this experience, how do you get it? One way is to study. The more research you do and the more information you can acquire, the easier your decision will be to venture into your own business. Another suggestion for gaining experience is to take entrepreneur courses at your local college or Small Business Development Center.

There are many publications designed to help provide insight into the day-to-day operations and problems that a small business owner may face. The Small Business Administration offers a wide range of management and technical publications to assist the small business owner. To obtain a list of the available publications contact the local Small Business Administration and ask for the SBA 115-A, Business Development Pamphlets. www.sba.gov.

The Government Printing Office (www.gpoaccess.gov/index.html) publishes several useful books that are available. The Georgia Department of Labor (www.dol.state.ga.us/em/) and the local Labor Departments have manuals helping business owners and managers understand the various employment laws of the State of Georgia.

Your local library and area bookstores can also provide relevant material. It will be nearly impossible to become an expert overnight. Many businesses have to rely on the expertise of others such as a qualified small business lawyer or a certified public accountant.

Feasibility Checklist

This feasibility checklist is designed to help the aspiring entrepreneur determine whether his or her idea represents a valid business opportunity.

Personal Considerations

Y N

1. Do you enjoy working long hours?
2. Do you have self-discipline & willpower?
3. Do you meet deadlines easily?
4. Do you work well under pressure?
5. Will you jeopardize your home?
6. Do you have the necessary physical strength?
7. Does your family support this venture?
8. Do you have a back-up plan?

II. Experience and Skills

1. Does your idea make use of your skills?
2. Does your idea require skills you do not have?
3. Can you find experienced personnel at an affordable rate?
4. Are you experienced in this line of work?
5. Do you have managerial experience?
6. Are you able to interpret financial data?
7. Are you familiar with tax regulations?
8. Do you know bookkeeping and accounting?

III. Planning and Preparedness

1. Do you have a formal business plan?
2. Do you know exactly what services or products will be offered?
3. Do you know what customers to target?
4. Have you arranged for a location?
5. Do you have a list of potential suppliers?
6. Do you know your competitors' businesses well?
7. Have you arranged for insurance?
8. Do you have a business license?
9. Have you investigated advertising and its cost?
10. Have you hired a competent staff?

IV. Requirements for Success:

1. Will your proposed business meet an un-served need?
2. Is there a similar business in your community already?
3. Can your business successfully compete against the competition?

Notes:

Developing and Writing a Business Plan

Introduction

One of the most important early steps to take in starting or expanding a business is to write a business plan. The business plan outlines the basics of a business concept: the business' mission, objectives, products or services, management, and the marketing plan and financial information. It is the document designed to reveal whether or not a business idea is viable. Many businesses use the business plan as an exercise to test their ideas and stimulate thinking. Compiling the information that goes into the plan helps to clarify your goals and focus attention on critical issues. The business plan is the culmination of all your market research, analysis and strategy formulation.

There are several reasons to take the time to develop a concise, well written plan. The first reason is that the process of putting a business plan together forces you to take an objective, critical and unemotional look at your business project in its entirety.

A second advantage that comes with having a written business plan is that the finished product, is an operating tool which will help you manage your business and provide a means to measure your success.

A properly prepared business plan also provides the information that must be presented to a bank or potential investors before a credit decision is made. Since many businesses start with borrowed funds, the presentation of reliable and complete information in your business plan is essential.

The following is a suggested outline for your business plan.

Business Plan Outline

I. Cover Page

II. Table of Contents

III. Executive Summary

IV. Mission, Goals and Objectives

- General Description of the Business
- Mission Statement
- Goals & Objectives

V. Background Information

- The Industry
- The Business' "Fit" in the Industry

VI. Organizational Matters

- The Products/Services Offered
- Market Analysis
- Marketing Strategies

VIII. Financial Information

- Assumptions and Notes for Cash Flow Projections
- Cash Flow Projections
- Financial Statements
- Break Even Analysis
- Balance Sheet
- Additional Financial Information

Appendix Section

- Supporting Documents

Cash Flow Management

If there is anything more important to include in your business plan, it is the preparation of the Cash Flow Projections.

The Cash Flow Projections identify when cash is expected to be received and when it must be spent to pay bills and debts. It shows how much cash will be needed to pay expenses and when it will be needed. It also allows the manager to identify where the necessary cash will come from. For example, will it be internally generated from sales and the collection of accounts receivable- or must it be borrowed? (The Cash Flow Projection deals only with actual cash transactions; depreciation and amortization of goodwill or other non-cash expense items are not considered in the Pro-Forma.)

The Cash Flow Projections, based on management estimates of sales and obligations, identifies when money will be flowing into and out of the business. It enables management to plan for shortfalls in cash resources, so short term working capital loans may be arranged in advance. It allows management to schedule purchases and payments in a way that enables the business to borrow as little as possible. Because all sales are not cash sales, management must be able to forecast when accounts receivable will become "cash in the bank" and when expenses- whether regular or seasonal- must be paid so cash shortfalls will not interrupt normal business operations.

The Cash Flow Statement may also be used as a budget, permitting the manager increased control of the business through continuous comparison of actual receipts and disbursements against forecasted figures. This comparison helps the small business owner identify areas for timely improvement in financial management.

By closely watching the timing of cash receipts and disbursements, cash balance on hand, and loan balances, management can readily identify deficiencies in collecting receivables, unrealistic trade credit or loan repayment schedules. Surplus cash that may be invested on a short term basis or used to reduce debt and interest expenses

temporarily can be recognized. In short, it is the most valuable tool management has at its disposal to refine the day-to-day operation of a business. It is an important financial tool bank lenders evaluate when a business needs a loan, for it demonstrates not only how large a loan is required but also when and how it can be repaid.

A cash flow statement or budget can be prepared for any period of time. However, a one-year budget matching the fiscal year of your business is recommended. The projected Cash Flow Statement should be prepared on a monthly basis for the next year. It should be revised no less than quarterly to reflect actual performance in the preceding three months of operations to check its projections. (See Appendix I)

Notes:

Choosing a legal structure

Once you have finalized your decision to start your own business, you must choose a business structure to use. There are many different legal and tax considerations which will enter into a sound decision. These legal considerations can become very involved and it is advised that you consult an attorney to help you determine the appropriate structure.

There are five principle forms of business structures: sole proprietorship, the partnership, the corporation, the Subchapter S Corporation and the Limited Liability Company. The decision should be based on your specific circumstances, goals and needs. We encourage the aid of a trusted accountant and/or an attorney to help you identify your structure based on liability and tax issues.

Sole Proprietorship

The sole proprietorship is the most common form of business ownership in the U.S. Under this structure a single individual owns and operates the business. To establish a sole proprietorship, the entrepreneur needs only to obtain whatever licenses are necessary and begin operation.

Advantages

- Ease of formation
- Sole ownership of profits
- One owner has the control and the decision making power
- Flexibility in day-to-day management
- Less government approval and restrictions

Disadvantages

- Unlimited liability- this extends to all of the proprietor's assets including the home and car, but may be lessened by proper insurance coverage.
- Unstable business life-the business may be terminated upon the death of the owner

- Less available capital
- Difficult to obtain long-term financing
- Limited viewpoint and experience

The Partnership

The Uniform Partnership Act, adopted by many states, defines a partnership as "an association of two or more persons to carry on as co-owners of a business of profit. "Their partnership is based upon an agreement (either written or oral) to operate a business together."

Advantages

- Ease of formation
- Direct rewards based on ownership percentage
- Growth and performance facilitated
- Flexibility in decision making
- Less government control and special taxation (as compared to a corporation)

Disadvantages

- Unlimited liability of each partner
- Unstable life- loss of any partner constitutes automatic dissolution of the entire partnership
- Relatively difficult to obtain capital
- Firm bound by the acts of just one partner as agent regardless of wishes of other partners
- Dissolution of partnership must be defined in the partnership agreement

The Corporation

The Corporation is the most expensive and complex form of legal structure. It is a legal entity made up of a group authorized by the state to function as a separate legal entity having privileges and liabilities distinct from those of its individual members. A corporation is comprised of three groups of people: shareholders, directors and officers.

Advantages

- Limitations of the stockholders liability to a fixed amount of investment
- Ownership is readily transferable
- Separate legal entity
- Stability and relative permanence of existence
- Relative ease of securing capital
- Delegated authority
- The ability to draw on the expertise and skills of many

Disadvantages

- Activities are limited by the character and various laws
- Minority stockholders may be exploited
- Extensive government regulations and required reports
- Less financial incentives for the manager
- Double taxation-income tax on corporate net income (profit) and also on salaries and dividends

The “S” Corporation

The S Corporation is a legal corporation that is afforded special tax treatment under Subchapter S of the Internal Revenue Code. This permits a corporation to be taxed as a partnership or sole

proprietorship, with the profits taxed at the individual rather than the corporate rate, hence the stockholders report corporate income, loss, deductions and credits on their individual tax returns.

Advantages

- Limited liability of stockholders
- Ownership is readily transferable
- Separate legal existence
- Taxed similar to partnership-profits pass through the corporation untaxed, but are taxed as individual stockholder income, loss, deductions and credits

Disadvantages

- Activities are limited by the charter and various laws
- Extensive government regulations and required reports.
- No more than 100 stockholders
- S Corporation cannot own more than 80% of any other corporation
- Stockholders must be individuals, not entities
- Stockholders must be U.S. resident citizens
- Only one class of stock may be issued
- The law prohibits S incorporation for the sole reason of obtaining limited liability status.

Limited Liability Companies

The Limited Liability Company or LLC is rapidly becoming the hot new business form of the '90s. The LLC arose from the desire of business owners to adopt a business structure permitting them to operate like a traditional partnership. This distributes the income and income tax to the partners (reported on their individual income tax

returns), but also protects them from personal liability for the businesses' debts, as with the corporate business form. As a separate entity, it can acquire assets, incur liabilities and conduct business. As the name implies, however, it provides limited liability for the owners. LLC owners risk only their investment. Personal assets are not at risk.

Advantages

- Limited liability without limits on management participation
- Flexible ownership and capital structure
- No double taxation
- Allocation of tax benefits among members

Disadvantages

- Initial cost to establish
- Poor tax treatment of fringe benefits
- Newest form of business entity so the rules are still evolving

The local office that can help you with state requirements is

Corporate Division

Georgia Secretary of State

404-656-2817

www.sos.state.ga.us

Procedures for Incorporation

The following procedures apply for the formation of a for-profit corporation in Georgia:

Reserve the name of the corporation with the Corporate Section of the Office in the Secretary of State. If the proposed name is available, a Certificate of Name Reservation will be issued.

Law requires that the name contain the word, "corporation" or incorporated" or an abbreviated of one such word. After receiving the Certificate of Name Reservation, The Articles of Incorporation

may be filed. The necessary forms for incorporation can be obtained by writing or calling the following office:

State of Georgia

Office of the Secretary of State

Corporate Division

2 MLK Jr. DR. S.E.

Suite 315, West Tower

Atlanta, GA 30332

404-656-2817

www.sos.state.ga.us

Franchising

Franchising is a method of doing business by which a franchisee is granted the right to engage in the business of offering, selling, or distributing goods or services under a marketing plan or system prescribed by a franchiser, which is substantially associated with the franchiser's trademark, name, logo, and/or advertising.

Franchises are bought with an initial fee, and the franchisee pays ongoing royalties. The trademark and the operating instructions are granted to the purchaser for a set number of years.

Home-based Businesses

Customarily referred to as "cottage industries", home based businesses cover a wide array of concepts, ranging from service-based and mail order to light manufacturing businesses. They are generally businesses that do not require very much space or capital. They can be started and operate on a shoestring budget, and usually that's the way they are run. The appeal of home based businesses derives from a number of factors.

- **Lower operating costs**-running a business from home cuts location costs as well as allows homeowners to deduct a portion of

their mortgage payments as part of doing business.

Notes:

- **Flexible work schedules-** owning and operating a business from your home gives you the freedom and flexibility of setting your own hours.
- **Location-** frees you the troubles of commutes, large rents and location sensitivity.

If you decide to start your business from home, or not view it as a hobby. You will still need to construct a detailed, complete business plan. You will need to know what the zoning laws in your neighborhood are before you decide to shuttle clients in and out of your house. Another task will be to fully investigate and then obtain all the appropriate licenses and other legal documents required of any business

It is important to distinguish your office (work environment) from your home (living environment). This is important to establish so that when you are at work, you are in the appropriate space and mind set, and when you are done with work, the same applies.

This is also important for tax purposes. You may be able to deduct a portion of your utilities and rent, or depreciate a portion of your house and other expense on your personal residence. The portion that can be deducted is based on the following requirements:

- It is used exclusively and on a regular basis as the taxpayer's principal place of business. This means that the same cannot be used for business during the day and for watching television at night
- It is used to meet clients, customers and patients in the normal course of your business.
- It can be separate room in your house or a detached structure. It can also be used exclusively to store inventory for the business.

Selecting a Location

Location is an important factor in determining success, not only for retail businesses, but also for wholesaling, service, and manufacturing businesses as well. According to the Small Business Administration (www.sba.gov), poor location is among the chief causes of business failure. In determining a site for your business, you need to consider the following factors:

Anticipated Sales Volume

Only if your business is a medium or large volume operation could you successfully locate in a small shopping center or shopping district. The potential presence of other competition is a consideration so your business must offer a broad range of products or services so there will be enough business to divide.

Accessibility to Customers

When determining your customers' accessibility, it is important to study local maps to determine if there are any main thoroughfares and see where your location fits. It is recommended you spend several days on-site analyzing the potential site for traffic patterns at varying times throughout the day, especially at those times when your business would be open for operations

Rental Expense

You should have by now drawn up a budget for your business and have determined your rental expense (leased space plus any add-on costs). Analyze the amount you expect to pay monthly and on an annual basis as a percentage of your projected sales. Even if you have a slow month, or two, will you still be able to pay rent? Keep in mind that certain areas of town will have different rental rates for varying square footages.

Restrictive Ordinances

Is your site zoned for commercial use? If so, it may restrict certain type of business from operating within that zone. Make sure there are no restrictive ordinances that make one site more or less desirable

than another. An example might be the loading or unloading of trucks at certain hours.

Traffic Density

For retailers and services businesses that require a great deal of traffic, either pedestrian, auto or both, this needs to be a determining factor. If it's within a mall setting, you will of course only encounter pedestrian traffic. If it's free standing, i.e., not within a major shopping district or center, then the majority of customers will be auto traffic. Your customers will have to drive specifically to your place of business. Study the type of customers that travel by that location, either on foot or by auto, why are they passing by at this particular time of day? When is the volume the heaviest? The lightest?

Parking

Does your location have adequate parking? Is it well lit? Is it in good condition? Check for covenants concerning handicap parking. Evaluate the parking pattern of customers over a period of days to determine the ease and proximity of parking

Proximity to Other Businesses

Who are your neighbors? Their type of business may influence your volume. It can work for you or against you.

Side of Street

This plays an important role in determining your location. Market research has demonstrated that the "going-home" side of the street is preferable to the "going-to-work" side. People are in a bigger hurry on their way to work. Study the traffic and determine where the majority of the residents work. Is there a military base nearby? Do the majority of the people work downtown?

Notes:

Selecting a Name for Your Business

History of that Particular Site

Learn the history of that particular site. Have there been several business failures there already? If so, these may be unrelated to the site but it doesn't hurt to inquire.

Terms of the Lease

An otherwise ideal site may have undesirable lease options: the time to negotiate leasing terms is before you sign.

Rent and Advertising

If you locate in a strip mall, you may be able to take advantage of the mall's advertising budget. It is always recommended that you consult an attorney before signing any type of lease agreement. They can usually help you pinpoint potential pitfalls either within the location itself of the lease.

Selecting a Name for Your Business

To be successful, your business name should convey the type of business you're in and what type of customer you want to cater to. Your business could actually fail if you're business name causes confusion or is too vague. A few guidelines to consider when selecting a name:

Look for Originality

Don't spin off someone else's name because it worked for them. Instead understand why it worked so well for them and try to utilize their concept. Your business name should reflect what you do. For example, Joe's Accounting implies the line of work while Joe and Associates is too vague. The name is professional but may leave the customer wondering exactly what Joe's Business is.

Make it Clear

How you spell and pronounce your business name is just as important as the name itself. The name should be descriptive, for example if you want to open an Italian restaurant; the name should have an Italian inflection.

Recognition is Important

Consider using your own name for the business is smart if you have a good reputation and your name is already recognized around town, but be careful as well, should the business fail, your name may be forever attached to the business failure.

A good logo also ensures recognition. A logo should emphasize your company's name and your projected image. Do you consider your business as being very modern? Fun? Professional? Your logo should convey this message. Your logo is also important since it is the cornerstone of your business cards, letterhead, invoices etc.

Consider Change

If you limit your name to just one item, even though it may be extremely popular, you are setting yourself up for difficulty when it comes to expansion. A good example might be "Gloves are Us", its short, describes the business, and it's clear, but what if one day you want to sell hats or scarves?

Can you use the name legally?

Consider contacting the Public Affairs, Patent and Trademark Office, Washington, DC to verify that your name you are considering is not being used by another entity that may have a trademark for that particular name.

www.uspto.gov

Notes:

Understanding Your Market

Market evaluation is the most critical element of successful business planning. It provides the basic data that will determine if and where you can successfully sell your product or service and how much to charge.

While it may sound deceptively simple figuring out if a market exists for your product or service, it can be one of the most challenging requirements of business. The process involves scrutinizing your competition, your customer base and interviewing potential suppliers.

The information collected can help you if necessary to adapt your product or service to better meet customer needs. In some rare cases, it might lead to a totally new, but financially rewarding venture.

Market Research

There are many benefits in conducting market research. It can help you:

- Create primary and alternative sales approaches to a given market
- Make profit projections from a more accurate base
- Organize marketing activities
- Develop critical short term sales goals, and establish the market's profit boundaries

So, how should you go about conducting your research? Two of the most important are defining your goals and organizing the collection/analysis process. Maintain a set of well documented and easily accessible files so you can store and retrieve data as needed.

When concluding market research, you should ask these basis questions:

- Who are your customers?
- Where are they located?
- What are their needs?

- Is the service or product essential in their operations or activities?
- Can the customer afford the service or product?
- Where can you create a demand for the service or product?
- Can you compete effectively in price, quality and delivery?
- Can you price the product or service to assure a profit?
- How many competitors provide the same service or product?
- What is the general economy of your service or product area?
- What areas within your market are declining or growing?

Market Data

Knowing your market not only requires an understanding of your product, but also an understanding of your customers' demographics. In conducting your research, you can access relevant market information from the Small Business Administration.

Other sources include trade associations; journal articles, customer surveys in your market area, and articles from industry magazines and publications. Research on your competition is extremely important. Visit industry trade shows to find out what your competitors are selling and how they are marketing their products. A small business owner, manager, or employee must know and understand the market. Market research is simply an orderly, objective way of learning about people- the people who will buy from you and sustain your business.

Visit your local Planning & Development or Economic Development office for information on location and incentives available and other developments in the community.

Advertising your business

Advertising is an investment in your business, similar to other investments to improve and expand your business. The return you receive depends on the planning and thought that precede the actual commitment and expenditure of advertising dollars. By first developing an effective advertising plan, you increase the likelihood of a positive return on your advertising investment, regardless of the amount of money you spend. The basic premise of an advertising plan requires you to thoroughly analyze the answers to key questions before you can make effective advertising decisions.

Four key questions include

1. What do I want my advertising to accomplish?
2. Who should my advertising speak to?
3. What should my advertising say?
4. What advertising medium should I use?

What do I want to my advertising to accomplish?

Everyone wants his or her advertising to increase business, but for your advertising plan to work, it requires you to be more precise. Goals include attracting the competitor's customers, keeping customers and keeping them loyal.

Who should my advertising speak to?

You need to select a target audience to get your message across. Advertising to 'everyone' rarely succeeds. Successful advertising is written with a specific customer in mind using the following areas:

- Demographics: including gender, age, income, location etc.
- Behaviors: including current awareness of your business, the products/services or vendors they currently use
- Needs or desires including what benefit consumers look for, the basis on which they

will decide whether to use your product or service, and how your business can fulfill those needs.

What Should my Advertising Say?

- Advertising should always be written to communicate a message that will be seen as important by your target audience; explaining the important benefits your product or service offers.

Where Should I place My Advertising?

Every month new advertising options become available. Think beyond the traditional. Where you place your advertising should be guided by the principle of going where your target audience will have the highest likelihood of seeing or hearing it. There is no single medium that is considered better than the other. As you consider media choices look for one that fits your advertising foals, reaches your target efficiently and cost effectively and is within your advertising budget. Advertising mediums include radio, TV, billboard, newspaper, Internet, magazines, and flyers.

Notes:

Regulations and Permits

When determining what licenses and permits are required for your particular business, it is essential to consider not only what city requirements must be met, but county, state and federal as well. This should be obtained early in your research to determine if the type of business you are considering is even allowable.

Every business is required to have a license to operate in Georgia and there are varying rules, regulations and pricing for every type of business. The Tax & Licensing Office located in City Hall, or the Business Registration Office in the Spalding County Annex. They should be able to help you in regard to your specific business licensing needs.

Although zoning regulations prohibit the operation of a business from a residence, in some situations the city and county does allow a person to use their home as a base of operations for answering the telephone and bookkeeping procedures. Zoning definitions are different in each community so you must visit the city/county zoning departments for clarification.

These type licenses and permits usually carry these stipulations. They are

- No pedestrian traffic to residences for business purposes;
- No situation that could create a nuisance to neighbors; and
- Streets addresses cannot be listed in any advertising. However, a home phone number may be used.

Your business may need a City, County, and/or State of Georgia business license. Go to City Hall or the County Annex to check on what licenses and permits may be needed.

Alcoholic Beverage License

If you want to apply for any alcoholic beverage license, you must apply to the City Tax & Licensing Office located in City Hall of the County Court

House or the Business Registration Office in the Spalding County Annex. It usually takes approximately 4 to 8 weeks to receive City Administrative or County Commission approval and licensing. This should be considered when anticipating a certain opening date.

The following types of businesses are required to furnish a copy of a Health Permit BEFORE a business license can be issued:

1. Restaurants and Eateries
2. Convenience Stores/Package Store
3. Meat Markets
4. Bars and Lounges
5. Bakeries
6. Mobile Food Vendors
7. Places of Lodging
8. Any other business where certain health standards are required.

Contact your Health Department concerning these and other licensing restrictions.

Spalding County Environmental Health
770.467.4230

Notes:

Accounting and Record-Keeping

There are obvious reasons for maintaining good records and books for your business. First, it's the law. Second, your banker or lender requires adequate and complete financial statements and third, they are useful to you as the manager. They can provide an overall summary of how your business is doing or detail a specific item in your records to identify or solve a particular problem.

You must keep records to determine the tax liabilities of a business. The records must be permanent, accurate and complete, and they must clearly establish income, deductions, credits, employee information and anything else specified by federal, state, and local regulations. When you start your business establish the type and arrangement of books and records most suitable for your particular operation, keeping in mind taxes for which the business is liable and when they fall due.

Types of Accounting Methods

There are two types of accounting systems commonly used for record-keeping purposes, cash basis and accrual basis. Which one is best for you will depend upon sales volume, your legal structure and whether or not you extend credit to your customers. In the long run, both accrual and cash methods produce the same results.

- **Cash Basis Accounting-** Under cash-basis accounting, you do your business and pay your taxes according to your cash flow. In other words, a revenue is reported when cash is received and an expense when cash is paid.
- **Accrual Basis Accounting-** Under this method, income and expenses are charged to the period in which they should apply, regardless of whether money has been received. In accrual basis, it doesn't matter when you receive or make actual payment. Income is reported when you bill. Expenses are deductible when you are billed, not when you pay. Under certain circumstances, the IRS requires you use the accrual method.

The accrual method provides more information but is more involved and difficult than the cash method. The most important thing to do when determining whether to use the cash or accrual method is to get professional advice from a certified public accountant.

Record –Keeping

When developing a record-keeping system, keep in mind that it must be simple to use, easy to understand, reliable, accurate, and consistent and designed to provide information on a timely basis. There are four basic types of records which your business will generate and which you will need to track.

- **Sales records-** Sales record include all income derived from the sales of products or the performance of services.
- **Cash receipts-** Cash receipts account for all monies generated through cash sales and the collection of accounts receivable.
- **Cash disbursements-** Cash disbursements are sometimes referred to as operating expense records or accounts payable. All disbursements should be made by check so that business expense can be documented for tax purposes.
- **Accounts Receivable-** Accounts receivables are sales stemming from the extension of credit. These records should be maintained on a monthly basis so you can age your receivables and determine just how long your credit customers are taking to pay their bills.

Again, if you do not have the necessary experience, it is recommended that you consider hiring a CPA to help you develop your record-keeping system.

Notes:

Insurance

Insurance for some business owners is an overwhelming and burdensome task but one that must be tended to. Part of the frustration stems from not understanding insurance and the reliance on unqualified insurance agents.

In the case of operating a business from home, your household insurance will probably not cover your business venture. A separate policy or upgrading the present house insurance to cover the business is a necessary cost of doing business.

The importance of good insurance management is too important to overlook. Therefore, it is essential that you discuss your insurance needs with a qualified agent as soon as possible. Types of insurance you may need to consider for your business are:

- Fire
- Group Life
- Liability
- Business Life
- Automobile
- Group Health
- Workers Compensation
- Disability
- Business Interruption
- Retirement
- Crime Insurance
- Key Man Insurance
- Employee Benefit Coverage
- Flood Insurance
- Personal Umbrella Policy

Whether you deal with an independent agent or insurance broker, or work directly with an insurance

company, be certain you've done some comparison-shopping before you sign up. Depending upon which type of insurance you are purchasing, various determining factors will affect your insurance premium, the higher the deductible; the lower the premium, the lower the deductible; the higher the premium.

Some firms have better track records in paying dividends and claims. Their reputation in this matter can be difficult to evaluate; though, it's important. This reputation is usually only acquired through word-or-mouth within the community. Ask your peers, associates, or even trade associations in your state for good insurers.

Guide to Business Taxes

Some of the most complex issues facing small business owners today are the various taxes and tax structures. Your business may be subject to, or responsible for, collecting or withholding (1) taxes on the business itself, (2) taxes on sales, (3) taxes on property and (4) employee related taxes. As an aid to taxpayers, the IRS will furnish the "Your Business Tax Kit" upon request. This kit provides further information and forms on taxes paid through the IRS. You can obtain this information by contacting:

Internal Revenue Service

Small Businesses/Self Employed

Taxpayer Education & Communication (TEC)

Atlanta, Georgia

404.338.9370

This guide will attempt to familiarize you with these taxes as much as available space will allow. This should also provide businesses with a quick reference for the specific taxes and telephone numbers for each operating division.

The following is a listing of the business-related taxes that are administered by the Georgia Department of Revenue 770.732.5812.

- Income Tax
- Corporate Income Tax
- Corporation Entrance Fee
- Corporation Franchise Tax
- Corporation Permit Fee
- Sales Tax
- Use Tax
- Ad Valorem Tax

Income Tax

Income tax is due on the entire net income of every individual domiciled in Georgia, and of every non-resident deriving income from within Georgia. Income tax is required to be paid throughout the year either by withholding or estimated tax payments.

Withholding Taxes

Withholding of Georgia income tax is required by most employers. Whenever a new employee begins a new job, the employee is required to complete a form W-4 Exemption Certificate, and file it with the employer.

Corporate Income Tax

The Corporate Income Tax Section handles corporate and S-corporation tax returns. The Georgia corporate income tax is a non-graduated percentage tax based on a corporation's federal taxable net income. Corporations that own property or do business in Georgia are subject to corporate income tax. The rate of taxation is six percent of a corporation's taxable net income attributable to business done in Georgia.

Certain corporations also pay a net worth tax. This tax is based on the net worth of a corporation and is levied in exchange for the privilege of doing

business or exercising a corporate franchise in Georgia. The minimum tax is \$10 for a net worth less than \$10,001. The maximum is \$5,000 for a net worth in excess of \$22 million. Any questions regarding taxes should be directed to the Georgia Department of Revenue, <https://etax.dor.ga.gov>

Employment Taxes

As a business owner and employer, you will be responsible for collecting various state and federal taxes and remitting these to the proper agencies. In addition, you will be required to pay certain taxes yourself.

If you employ one or more persons, you are required to withhold tax and Social Security tax from each employee's paycheck and remit these amounts to the proper tax-collecting agency. You will need to obtain an employer tax number from the federal government. This federal employer identification number will also be needed for use on Georgia tax forms. To obtain a Federal Identification tax number, you need to contact the Internal Revenue Service at 1-800-829-3676 and ask for form SS-4 of www.irs.ustreas.gov/prod/forms_pubs/index.html

Income Tax Withholding

Any business that hires employees and pays wages also needs a Georgia income tax withholding number to hold and remit the taxes withheld to the Department of Revenue. The amount of tax you must withhold from each employee's wages depends on the employee's wage level, the number of exemptions he or she claims, marital status, and the length of the payroll period. To obtain a Georgia income tax withholding number, contact the State Department of Revenue 770.732.5812.

Social Security (FICA) Tax

The Federal Insurance Contribution Act, or FICA, requires employers to match and pay the same amount of Social Security tax as the employee does. Charts and instructions for Social Security deductions come with the IRS payroll forms. Failure to comply can subject a business to substantial penalties. For Social Security tax (FICA) information, contact the Department of Health & Human Services at 1-800-829-1040 or [ww.ssa.gov](http://www.ssa.gov).

State Payroll Taxes

Some states impose an income tax that must be deducted from each employee's paycheck. As an employer, you have the responsibility of collecting this tax and remitting it to the state. For information regarding state payroll taxes, contact the Georgia Department of Revenue: <https://etax.dor.ga.gov>.

Worker's Compensation

Workers' compensation is not actually a tax but an expense related to employment. Workers' compensation rates vary depending on industry. Occupation and risk factors are taken into consideration. Contact the Georgia State Board of Workers' Compensation at <http://sbwc.georgia.gov/> for more information.

Miscellaneous State Taxes

Taxes that may be applicable to your certain type industry or business include:

- Aviation and Jet Fuel Tax
- Coal Severance Tax
- Forest Products Severance Tax
- Gasoline Tax
- Hazardous Waste Fee
- Motor Carrier Fuel Tax
- Tobacco Products Tax

For further information on these particular taxes and to inquire if they are applicable to your business, please contact the

Georgia Environmental Protection Division

2 Martin Luther King Jr. Drive

Suite 1152, East Tower

Atlanta, Georgia 30334

404.657.5947 or 888.373.5947

<http://www.dnr.state.ga.us/dnr/environ>

The Small Business Technical Assistance Program (SBAP) is a non-regulatory office within EPD that provides free, confidential assistance to small businesses on environmental issues. The SBAP can answer questions on compliance requirements, assist in obtaining a permit, provide information on pollution prevention and provide confidential assistance on compliance problems. This free assistance is available to businesses with 100 or fewer employees. For information, call 404.362.4842 or 877.427.6255. To obtain copies of tax forms required to operate a business in the state of Georgia contact: www2.state.ga.us/Departments/DOR/forms.shtml

Local Incentives:

Some jurisdictions offer, or have access to, multiple forms of tax, building or utility incentives depending on your location or expected economic impact to the community.

Notes:

Obtaining financing

One key to a successful business start-up is the ability to obtain and secure appropriate financing. Raising capital is the most basic of all business activities, but it may not be easy. However, if you are informed and have planned effectively, raising money for your business can be pain free.

There are several sources to consider when looking for financing. It is important to explore all of your options before making a decision.

Personal Savings- The primary source of capital for most new businesses comes from savings and other forms of personal resources. While credit cards are often used to finance business needs, there may be a better option available.

Friends and relatives- Many entrepreneurs look to private sources such as their friends and/or family when starting out in a business venture.

Banks and Credit Unions- The most common source of funding, banks and credit unions, may provide a loan if you can show that your business idea is sound.

Venture capital firms and Angel Investors- These firms help expanding companies grow in exchange for equity or partial ownership.

Various Types of funding

In the early stages of starting your business, you may need to obtain financing for the basics necessary just to open the doors these include:

Purchase a Business

Capital may need to be acquired to purchase a new building or an existing business.

Start-up and New Growth Financing

Start-up costs include professional fees, inventory, equipment, deposits, marketing materials and working capital.

Equipment Acquisition

Part of operating a new business is the purchase of equipment whether it is kitchen appliances for a restaurant or mowing equipment for a lawn service; many commercial banks can provide loans for this type of financing.

Borrowing Money

It is often said that small business owners have difficult time borrowing money. This is not necessarily true. Banks make their money by lending money. However, the inexperience of many small business owners in financial matters often prompts banks to deny loan requests.

Requesting a loan when you are not properly prepared sends a red flag to the lender, that you are high risk. To be successful in obtaining a loan, you must be prepared and organized. You must know exactly how much money you need, why you need it and how you will pay it back. You must be able to convince a lender that you are a good credit risk.

For additional advice, you can contact the

Small Business Development Center
Clayton State University-College of Business
2000 Clayton State Boulevard
Morrow, GA 30260
678.466.5100
www.georgiasbdc.org

Small Business Administration

Georgia District Office
233 Peachtree Street, NE, Suite 900
Atlanta, GA 30303
404.33.0100
www.sbaonline.sba.gov.ga

Types of Business Loans

Terms of loans may vary from lender to lender, but there are two basic types of loans: short term and long term. Generally, a short-term loan has a maturity of up to one year. These include working capital loans, accounts receivable loans and lines of credit.

Long term loans have maturities greater than one year but usually less than seven years. Real estate and equipment loans may have maturities of up to 25 years. Long term loans are used for major business expenses such as purchasing real estate and buildings, construction, furniture and fixtures, vehicles, etc.

Virtually every small business loan through a bank is a secured loan. This simply means the business, or the business owner has pledged assets as collateral for the loan in case the business is unable to repay the debt. An unsecured loan means that no collateral has been pledged.

Approval of your loan request depends on how well you present yourself, your business and your financial needs to the lender. Remember that they are in the business of making loans but they must know you will repay. This is where your business plan comes into play. Your business plan or loan proposal plays a very important role in the acquisition of your loan approval.

What a bank looks for in a business plan

The Business Plan is an excellent tool to present to a banker when financing is needed. A good business plan tells the banker that the applicant has put a great deal of thought and effort into this decision. A well-presented business plan will let the banker know that he is dealing with a serious, well informed prospect which will give him more faith in you as an entrepreneur.

If a business plan is to be submitted to a bank, it is important to realize how a banker analyzes a business plan and what questions a banker will ask during this analysis. A banker's job is to assess the degree of risk in each proposed loan and to be satisfied that the loan can be repaid by the borrower while still allowing the business to operate profitably. A banker does this by analyzing a number of things:

- **The nature of the business**
- **The purpose of the loan**
- **The amount of the loan**

- **The ability to repay the loan**
- **The character/ Management Skills of the Business Owner**
- **Adequate credit history**
- **Collateral**
- **Amount of money the applicant can put into the business**

To convince a banker or potential investor of the merits of a loan request, a borrower must present complete, well-organized information, which addresses these and other concerns. It is important to remember that the proper packaging of a loan proposal can be an important step in getting it approved.

Once you have determined all of the financing your business needs and you have a detailed business plan that you are comfortable with, you should start approaching your local banks. Keep in mind that loan acceptance guidelines vary from one financial institution to another. Spend some time learning about the bank or organization that you are going to approach. Some of the things you should know about any funding source before you even approach them for money are:

1. **To whom should I submit my proposal?**
2. **How are decisions made regarding financing?**
3. **When will the decisions be made?**
4. **What types of businesses/ industries have they lent to or invested in before?**
5. **If they are unable to supply the funds, can they help you find other sources?**
6. **What other services can you offer my business?**
7. **Does your bank make SBA-guaranteed loans?**

8. **Do they participate in other government loan programs?**
9. **Can you supply my business with a line of credit?**

The answers to these questions can provide valuable information. Trust and confidence are key to approval of your financing proposal.

Notes:

SBA Loans

The Small Business Administration, often called the SBA was established in 1953 by the Department of Commerce. It is considered to be one of the best sources for small business loans. However, the SBA is authorized only to make loan guarantees through participating banks and other institutions. In some very rare cases, it will extend direct loans to new and existing businesses.

There are three types of SBA loans. One is a direct loan, by which the SBA loans its own funds, appropriated by Congress. Another is the SBA-guaranteed loan, which doesn't use government money. Instead, money is loaned by a bank or other financial institution, however, the SBA guarantees up to 90 percent of the face value of the loan. A third is a fairly new addition to the SBA roster, the Microloan program. It is funded by the SBA and handled by non-profit organizations to provide start-up businesses with small amounts of capital (\$35,000 or less) in order to give them a head start.

Other direct loans funded through the SBA are for disaster relief for businesses rebuilding after natural catastrophes. Even those who qualify cannot solicit a loan straight from the SBA if they can legitimately obtain a loan from a bank or a private source. Therefore, you must first apply to a bank or alternate lending source. If you do apply for a SBA loan, the time it takes to process the loan varies depending on the circumstances involved. It can take anywhere from a one year to 18 months before you get approved.

General Credit Requirements include:

Cash Flow: Applicants must show they can meet expenses and loan payments.

Management: Must show ability to operate a business.

Equity: Applicant must have enough of his/her own capital in the business.

Collateral: List of collateral to be offered as security is usually required along with an estimate of the present market value. The exact amount required is discussed with the lender.

To obtain information about the SBA's specific loan programs offered, contact:

Small Business Development Center
Clayton State University-College of Business
2000 Clayton State Boulevard
Morrow, GA 30260
678.466.5100
www.georgiasbdc.org

Small Business Administration
Georgia District Office
233 Peachtree Street, NE, Suite 1900
Atlanta, GA 30303
404.331.0100
www.sbaonline.sba.gov/ga

Notes:

Griffin/Spalding Chamber of Commerce

The Griffin/Spalding Chamber of Commerce is a business association of more than 800 Spalding County businesses and individuals who work together to create and maintain a favorable business climate and quality of life for our community.

Our mission statement:

“The Griffin/Spalding Chamber of Commerce provides leadership through its members to advance the economic potential and quality of life of our community.”

Who Runs the Chamber?

Simple....You Do! The Chamber is a volunteer-based organization. The Chamber has elected officers and Board of Directors with a small professional staff. It receives no government funding for operations and is free to speak out on issues affecting economic potential and quality of life. Since the organization is voluntary, the Chamber is dependent upon the involvement of its members. It offers a variety of programs of work that address education, transportation, business and others.

Why Join the Chamber?

The Griffin/Spalding Chamber is a strong voice for the business community. The Chamber advances programs and advocates policies leading to economic prosperity, educational competence and environmental responsibility.

How Can the Chamber Benefit Me?

Besides economic prosperity and quality of life, the Chamber provides:

Exposure/Advertising: business referrals, sponsorships, brochures, on-line directory links and business cards displayed at the Chamber office. The Chamber promotes its members

Networking: Business After Hours, committee involvement and special events

Promotional: Ribbon cuttings, newsletters, membership directory and weekly email blast

Tourism: Promoting local culture, craft and sporting events

Counseling: Seminars, resources and workforce partnerships

Insurance: Discounted health care solutions for Chamber members through Blue Cross / Blue Shield of Georgia. Discounts on Workers Compensation insurance for Drugs Don't Work participants

Clout: Customers and clients recognize Chamber membership as a demonstration of good faith and fair dealing practices

When Should I join?

Whenever you are ready to get involved in your community and begin promoting your business. Your membership renews on your anniversary date, so any time of the year is the perfect time to join.

For more information on these or other Chamber programs or to inquire about member, contact:

Griffin-Spalding Chamber of Commerce

143 North Hill Street

770.228.8200

770.228.8031 Fax

griffinchamber@cityofgriffin.com

www.griffinchamber.com

Contacts for Starting a Business in Local Cities And Counties

All Cities and Counties have certain codes for zoning and licensing for businesses to operate. Check with both city and county governments for the necessary licenses and permits before starting a business.

Spalding County

119 East Solomon Street
770.467.4232
770.467.4227 Fax
www.spaldingcounty.com

City of Griffin

One Griffin Center
100 North Hill Street
770.233.4130
770.233.4116 Fax
www.cityofgriffin.com

Small Business Administration

Georgia District Office
233 Peachtree Street, NE, Suite 1900
Atlanta, GA 30302
404.331.01100, Ext 609
www.sba.gov

Score

Partners with SBA
First National Bank Main Office, Griffin
678.510.5296
www.scoreatlanta.org

Small Business Development Center

Clayton State University-College of Business
2000 Clayton State Boulevard, Morrow, GA 30269
678.466.5100
www.georgiasbdc.org

South Metro Micro enterprise Coalition

www.smmcga.org

Griffin-Spalding Development Authority

109 East Solomon Street, Griffin, GA 30223
770.412.9200, info@gsda.net
www.gsda.net

Downtown Development Authority

One Griffin Center
100 South Hill Street, Suite 507, Griffin, GA 30223
770.233.2901
www.downtowngriffinga.com

Main Street Program

143 North Hill Street, Griffin, GA 30223
770.228.5356

Griffin Downtown Historic Preservation

One Griffin Center
100 North Hill Street, Griffin, GA 30223
770.233.4130

University of Georgia Griffin Campus

1109 Experiment Street, Griffin, GA 30223
770.412.4400

UGA Cooperative Extension Services

222 East Broad Street, Griffin, GA 30223
770.467.42225

Southern Crescent Technical College

501 Varsity Road, Griffin, GA 30223
770-228-7348
www.sctech.edu

City of Griffin

Planning & Development

Zoning, building permits, sign ordinances/permits
One Griffin Center
100 North Hill Street
770.233.4130
www.cityofgriffin.com

Public Works & Utilities

Water, waste water and storm water
CITY: One Griffin Center
100 North Hill Street
770.229.6603

COUNTY: Spalding County Annex

119 E. Solomon St.
770.467.4208

Electric Department

Customer Service Center
One Griffin Center
100 North Hill Street
770.229.6406

Business/Alcohol Licenses

One Griffin Center
100 North Hill Street
770.229.6402

Spalding County**Community Development**

Planning & zoning, permits, Geographic
Information Systems, Community Services, Block
Grants, Business Licenses
Spalding County Courthouse Annex
119 East Solomon Street, Rm.203
770.467.4220
770.467.4281-Fax
www.spaldingcounty.com

Public Works

770-467-4774

Business/Alcohol License

770.467.4208

Griffin-Spalding Chamber of Commerce

770.228.8200
www.griffinchamber.com

Other Important Numbers**Power Suppliers****Georgia Power Company**

706.846.4102
1.800.660.5890

Central Georgia EMC

770.775.7857 Ext 762

Southern Rivers Energy

770.358.6046

Coweta-Fayette EMC

770.502.0226

Natural Gas**Georgia Public Service Commission**

404.656.4501

Call Before You Dig Ga. Utilities Protection Center
1.800.282.7411

www.gaupec.com

Food Service Permits**Environmental Health**

770.467.4230

Health Department

1007 Memorial Drive
770.467.4740

Ga. Dept. of Transportation

706.646.6567

Spalding County Tax Office

Spalding County Courthouse
770.467.4360

Fire Marshall

Spalding County 770.228.2129

City of Griffin 770.229.6415

Reference

Small Business Administration

SBA 115-A, Business Development Pamphlets.
www.sba.gov.

Small Business Administration Georgia District Office

233 Peachtree Street, NE, Suite 19000
Atlanta, GA 30303
(404) 331-0100
www.sbaonline.sba.gov/ga

State of Georgia Office of the Secretary of State

Corporate Division
2 MLK Jr. Dr. S.E.
Suite 315, West Tower
Atlanta, GA 30334
404-656-2817
www.sos.state.ga.us

Georgia Environmental Protection Division

2 Martin Luther King Jr. Drive
Suite 1152, East Tower
Atlanta, GA 30334
Telephone: 404.657.5947 or 888.373.5947 (toll free
outside metro Atlanta).
[www.dnr.state.ga.us/
Departments/DOR/forms.shtml](http://www.dnr.state.ga.us/Departments/DOR/forms.shtml)

Tax forms required to operate a business in the state of Georgia

www.state.ga.us/Departments/DOR/forms.shtml

Social Security Tax

(FICA) information
Department of Health & Human Services
800.829.1040 or www.ssa.gov.

Internal Revenue Service

800.829.3676
www.irs.ustreas.gov/prod/forms_pubs/index.html

Georgia Department of Revenue

4245 International Parkway Suite A
Atlanta, GA
404.968.0707
www2.state.ga.us/Departments/DOR

Internal Revenue Service

Small Business/ Self Employed
Taxpayer Education & Communication (TEC)
Atlanta, Georgia
404.338.9370

Information Resource Books

Industry Information

Industry Survey's Standard & Poor's Corporation

25 Broadway
New York, NY 1004
Phone: 212.208.8000
Fax: 212.208.8786

Under constant revision, these surveys track profit margins, dividends, price-earnings ratios and other data collected over a five year span for each company within various industry segments.

Small Business Sourcebook: The Entrepreneur's Resource

Gale Research, Inc.
835 Penobscot Bldg.
Detroit, MI 48226
Phone: 800.877.4253
Fax: 313.961.6083
www.gale.com

Found in most libraries, this powerful set is a guide to over 25,000 sources of information designed to facilitate start-up, development and growth of specific small businesses, as well as similar listings for general small business topics.

Standard & Poor Register of Corporation, Directors and Executives

25 Broadway
New York, NY 10004
Phone: 212.208.8000 Fax: 212.208.8786

A leading industry directory of company information, this register consists of three volumes and can be found in there reference section of most libraries.

Survey of Current Business
U.S. Department of Commerce
14th and Constitution Avenue NW
Washington, D.C. 20230
Phone: 202.482.2000 Fax: 202.482.5270
www.doc.gov

This monthly periodical is comprised primarily of statistical data, indexing the major fields of business activity for the current month and the preceding twelve. Statistical information includes prices, construction, domestic trade, finance, employment, payrolls and stocks.

Thomas Register of American Manufacturers

Thomas Publishing Company
5 Penn Plaza
New York, NY 10001
Phone: 212.695.0500 Fax: 212.290.7389
[Http://thomaregister.com](http://thomaregister.com)

Published annually, this 29 volume set of information on American manufacturers is indexed by products and services, brand names and trademarks.

U.S. Global Outlook

U.S. Department of Commerce International Trade Association
14th and Constitution Avenue NW
Washington, D.C. 20230
Phone: 202.482.2000
Fax: 202.482.5270
www.doc.gov

Annual information on recent trends and outlooks in over 350 industries is provided in this reference.

Consumer Information and Demographics

American Profile System
Dannelly Marketing-Headquarters
1717 Park
Naperville, IL 60563
Phone: 630.637.1000 Fax: 630.637.6445

Customized demographic information for a specific location or industry.

Bureau of Labor Statistics

Division of Information Services
441 G Street NW
Washington, DC 20212
Phone: 202.606.6378 Fax: 202.606.6426
<http://stats/bis.gov>

Reports on wages, prices and cost of living.

Bureau of the Census

U.S. Department of Commerce Social and Economic Division
14th and Constitution Avenue NW
Washington, DC 20230
Phone : 202.482.20000 Fax: 202.483.6024
www.census.gov

Information on retail, wholesale and service industries.

County and City Data Book

U.S. Department of Commerce Bureau of Census
14th and Constitution Avenue NW
Washington, DC 20230
Phone: 202.482.2000 Fax: 202.482.5270
www.doc.gov

Published annually, this information contains complete statistical data, organized by counties and cities in the U.S.

Sales & Marketing Management's Survey of Buying Power

Sales and Marketing Management
355 Park Avenue South
New York, NY 10010 Phone: 212.592.6300
Fax: 212.592.6339
www.bilicom.com

This annual survey includes information about population, households, income groups and media.

Statistical Abstract of the United States

U.S. Department of Commerce
14th and Constitution Avenue NW
Washington, D.C. 20230
Phone: 202.482.2000 Fax: 202.483.6024
www.doc.gov

These catalogs provide national information as well as regional, state, county and city statistics. Subjects include population, housing, government, transportation, manufactures, business and agricultural.

Franchising

Directory of Franchising Organizations and Franchising Investigation

Pilot Books
102 Cooper Street
Babylon, NY 11702
Phone: 516.477.1094
Fax: 516.477.0978

Revised annually this directory contains over 700 companies in 40 consumer and service fields that offer franchises.

Franchise Opportunities Handbook

Superintendent of Documents
U.S. Government Printing Office
P.O. Box 3711954
Pittsburgh, PA 15250-7954
Phone: 202.512.1800
Fax: 202.512.2250
www.gpo.gov/su-does/index/htmi

Annual survey of franchisers on their number of outlets cost of franchise, time in business, training and financial assistance available.

Franchising and Business Opportunities:

Rules and Guides

Franchise and Business Opportunities Program
Federal Trade Commission
Washington, DC 20580
Phone: 202.326.2258
www.ftc.gov

This publication outlines the Federal Trade Commission's disclosure rules regarding franchising, and other business entities,

International Franchise Association
1350 New York Avenue NW, Suite 900
Washington, DC 20005
Phone: 202.628.8000
Fax: 202.628.0812
www.franchise.org

Representing firms in 58 countries that utilize the franchise method.

Sourcebook for Franchise Opportunities

Business One Irwin
905 W. 175th Street
Homewood, IL 60430

This annually revised book contains over 1400

Franchising opportunities in the U.S. and Canada. Information includes company name, address, phone, service or product, financial data and background.

Trade Associations

The Encyclopedia of Associations

Gale Research, Inc.
835 Penoscot Bldg.
Detroit, MI 48226
Phone: 800.877.4253
Fax: 313.414.5043
www.gale.com

This reference offers detailed information including addresses, telephone numbers and a description of the association's activities.

State and Regional Associations of the U.S.

1212 New York Avenue NW, Suite 330
Washington, DC 20005
Phone: 202.898.0662
Fax: 202.898.0775
www.d-net.com/columbia

Over 7500 major trade associations, labor organizations and professional societies with state or regional ties.

Marketing

Marketing Sourcebook for Small Business

Jeffrey P. Davidson, John Wiley and Sons, Inc.
605 3rd Avenue
New York, NY 10016
Phone: 908.469.4400
Fax: 212.850.6021
www.wiley.com

Marketing Without Advertising

Michael Phillips and Salli Rasberry, Nolo Press
950 Parker
Berkeley, CA 94710
Phone: 510.549.1976
www.nolo.com