

BUSINESS REVIEW

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There are many advantages, p.5

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Jeff Faust on benefit and retirement plans, p.7

Strategic Alliances +

Dominic Dutra on successful alliances, p.8

VOLUME 10,
NUMBER 7

Structures & Strategies for Business Success

October
2009

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Back to Basics

Strengthen Your Business Foundation



by **Brendon Whateley**
Dark Indigo

I see a lot of people who want help with internet marketing, SEO (search engine optimization), or designing a new website. Often they have the cart before the horse. While doing "stuff"

on the internet is often a great idea, it needs to be part of a coherent business strategy. It seems that many small business owners are using a variety of business tactics without having an overall strategy. This is not the way to win a war, or indeed to run a business.

In many cases we are so wrapped up in our businesses, solving problems, dealing with customers and delivering our product or service that we completely lose sight of the bigger picture. In particular, we forget the business basics that are key to success. Certainly, shiny new ideas come up often enough and seem to offer hope of easy success, but business is built on old fashioned, boring basics. While the fundamentals don't guarantee success, ignoring them guarantees failure.

Have a plan and execute it.

Almost any "starting a business" book will tell you that you need a business plan. Perhaps there is a good reason for that? Knowing what you are trying to do and how you plan to reach that goal are the key factors in keeping you focused and on track. Too often we get distracted by other things that seem like good ideas. Trying to do too many of them can detract from success; far too many small businesses jump from idea to idea without fully executing each one or giving any single idea time to produce its full potential. Understand the finances.

At the end of the day, business is

—**Fundamentals**
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Knowing When to Outsource

by **Gerry McFaul**
Qualdeval International

For many of us, the first thought that comes to mind when discussing "outsourcing" is manufacturing products in low cost regions, and that's certainly a sizeable part of the service we provide for clients at Qualdeval International. It's also true for many Chamber members that their value proposition includes little or no manufacturing. So how does outsourcing relate to you?

Let's test an argument that most of us are already in the outsourcing business. How? Well, do you do your own taxes or have you outsourced that to one of our Chamber's CPA/Tax Preparation business members? And how about your IT requirements? Are you expert in how hardware/software/internet/website/e-commerce etc. function? No of course not: you've already outsourced this work to our Chamber members who are experts and so on. So, maybe we are all in the outsourcing food chain at one level or another. If so, then back to the question, "How do you know when it's time to outsource?"

The following is a test question that can help us find the answer: "Is this activity either a core competency

—**Outsourcing**
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Member Benefit: SCORE!

Free Small Business Counseling at the Fremont Chamber

Did you know that we have experienced business counselors who work out of the Chamber office and who can give you free confidential advice? Whether you want to start a business, expand your business, or need advice about solving your business problems, SCORE counselors can help.

Read on to learn more about SCORE and the Fremont SCORE counselors.

WHAT IS SCORE

SCORE, aka "Counselors to America's Small Business," is a national non-profit association dedicated to providing professional guidance and information to existing and emerging small business. It is a resource partner with the U.S. Small Business Administration (SBA).

Organized by "Chapters," the East Bay Chapter headquarters in Oakland has responsibility for services in Alameda, Contra Costa and Solano Counties.

WHO ARE SCORE COUNSELORS

SCORE counselors are active or retired entrepreneurs and business owners/operators, who have real world experience in a variety of businesses. They volunteer their time to listen to your business concerns and give you advice on how to start or grow your business.

COUNSELING SERVICES

Counseling is free and confidential. Appointments are taken for one hour sessions and can be repeated as needed or desired. The East Bay Chap-

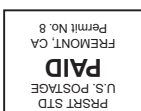


Above: SCORE counselor Gene Page (right) and Roger Shanks

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Call (510) 795-2244

Business News?
Call (510) 795-2244, or e-mail fmc@fremontbusiness.com
Visit www.fremontbusiness.com





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2009 – 2010

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Top
of the
Week
REPORT

Linking the Business Community

email Napoleon Batalao at
nbatalao@fremontbusiness.com with
SUBSCRIBE in the subject line.

BART breaks ground on subway section of Warm Springs Extension

On Wednesday September 30th, officials from BART, the State of California, regional transit, the City, and the County broke ground on the subway portion of the Warm Springs Extension, a 5.4 mile project that will bring BART closer to San Jose.



BART Board President Tom Blalock at the Warm Springs extension groundbreaking ceremony.

"This is more than 5.4 miles of track," BART Board President Thomas Blalock said. "BART's Warm Springs Extension is a worthwhile investment in our future. It will save Bay Area residents money on gas, lessen severe congestion and ultimately go far in shrinking the carbon footprint from transportation in the East Bay."

FREMONT CENTRAL PARK SUBWAY PROJECT

The subway portion of the Warm Springs Extension is a \$136 million project to extend BART south through Fremont Central Park, in-

cluding under a portion of Lake Elizabeth, and beneath the Union Pacific Rail Road freight track to just north of Paseo Padre Parkway. Soon, BART contractors will begin construction of two ventilation structures and relocation of a number of amenities within Fremont Central Park, including the dog park, basketball courts and related parking. The subway work is expected to take three and a half years. BART hopes to have the Warm Springs Extension in service by 2014. The City of Fremont is well underway with another key component of the extension: an overpass that would carry BART trains above Paseo Padre Parkway. You can see video of the overpass and subway construction at www.bart.gov/barttv.

FUNDING PARTNERS

The total project budget for the Warm Springs Extension is approximately \$890 million dollars. "It took years and the creative and collaborative efforts from funding partners to secure the dollars for this extension," BART General Manager Dorothy Dugger said. "BART is proud to be a part of a project that will create jobs, protect the environment and bring BART closer to Silicon Valley. Most importantly, this groundbreaking today clearly illustrates BART's strength as a collaborative partner that succeeds in improving the quality of life in the Bay Area." A number of funding partners are sharing the cost

to build the extension. They are:

- \$220.4 million from the Alameda County Transportation Improvement Authority (ACTIA), Measure B Tier 1
- \$100.4 million from the State Traffic Congestion Relief Program
- \$176 million from the Metropolitan Transportation Commission (MTC) Regional Measure 2 Bridge Toll
- \$118 million from the MTC, Regional Measure 1 Bridge Tolls
- \$69 million from the State Transportation Improvement Program (STIP)
- \$2.2 million from the Alameda County CMA
- \$40 million from Proposition 1B - 50% BART (Revenue Based), 50% MTC (Population Based)
- \$86 million Proposition 1B State & Local Partnership Program (SLPP)
- \$24 million BART Agency Contribution
- \$54 million SFO Extension Surplus Revenue



Artist's depiction of how the BART line to Warm Springs will cross Central Park. Dotted line shows underground tunnel.

SCORE—

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ter has 23 counseling locations throughout the three-county area, primarily at Chambers of Commerce, and they have around 40 active Counselors. Here at the Fremont Chamber, appointments are available each Tuesday and Friday.



Above, l-r: SCORE counselors meet with a client at the Fremont Chamber

MEET THE FREMONT COUNSELORS

Tuesdays, Gene Page and Jesse Chou "team" counsel together. Gene, a 9-year SCORE volunteer, is retired from a 40+ year career working with various small businesses and their related trade associations in the areas of risk management and commercial insurance issues. He held various administrative positions, including marketing and sales, with responsibility for company operations in eight Western States. Gene holds a degree in Business Administration with additional specialized studies in risk management and commercial insurance issues.

Jesse, a first-year volunteer, is an active CEO in business, and has held executive leadership roles in large corporations and start-ups. He has formed or co-formed a number of high tech start-ups, and held positions of CEO, CTO, Vice-President of Marketing and Business Development, Chairman of the Board, and Board Member. He has earned both Bachelor's and Master's degrees in Computer Science.



Jesse Chou



Naem Malik

Fridays, Naem Malik counsels. A 3-year volunteer, Naem is an active entrepreneurial Product Management executive. He brings a unique combination of 37 years experience in R&D, Engineering, Customer Service, Sales, Product Development, Business, Finance, Marketing and Operations. He has been involved with finance, real estate, and venture funds, and has start-up and turn-around management experience, as well as experience with both non-profit organizations and for-profit companies.

Malik holds a Master's of Science degree in Electrical Engineering and Computer Science as well as a Master's of Arts degree in Literature. He holds 10 patents, and has additional patents pending.

SPECIAL NEEDS

After meeting with a client, counselors may suggest that a client see additional counselors to meet that client's specific needs. If you would like counseling on a "special business issue" or for a particular type of business, you can arrange that through a call to the SCORE office in Oakland: 510-273-6611 (9:30 a.m. - 2:30 p.m.) For additional counseling locations and for a list of workshops offered, please visit the East Bay SCORE website at www.eastbayscore.org.

WHAT ARE YOU WAITING FOR?

If you haven't taken advantage of this service yet, maybe it's time you do! Call the Fremont Chamber of Commerce at (510) 795-2244 to schedule an appointment with our Fremont SCORE counselors on Tuesday or Friday mornings. E-mail consultation is also available. Email score@fremontbusiness.com for small business questions. Visit <http://www.fremontbusiness.com/resources/SCORE.htm> for the latest SCORE workshop information.

Chamber Calendar of Events

October

- 2 Executive Committee Meeting**
Noon, Chamber Conference Room
- 6 Fremont City Council Meeting**
7 p.m., City Council Chambers
- 7 Ambassador Meeting**
8 a.m., Chamber Conference Room
- Pink Swirl Frozen Yogurt Mixer**
5-7 p.m., 43423 Mission Blvd., Fremont
Phone: (510) 715-7682
Pink Swirl features self-serve frozen yogurt with seasonal fresh fruit and a variety of dry toppings. Come in and try such favorites as: Icy Tart, Green Tea, Chocolate, Vanilla, Strawberry, and Creamy Tart. Their flavors rotate often so stop by all the time!
- 9 Chamber Board of Directors Meeting**
7:30 a.m., Chamber Conference Room
- 13 Fremont City Council Meeting**
7 p.m., City Council Chambers
- 14 Newark/Fremont Hilton Mixer**
5-7 p.m., 39900 Balentine Dr., Newark
Phone: (510) 490-8390
The Hilton Newark/Fremont hotel offers superb three-diamond full-service accommodations where personal service and comfort will give each guest a memorable experience. Features include 13 luxurious meeting/banquet rooms for groups of two to 500 guests, pool & whirlpool; fitness center; wedding consultant; Ginger Grill & Bar.
- 15 Tri-Cities Managers' Luncheon: 2009-2010 Outlook**
sponsored by the Fremont, Newark, and Union City Chambers of Commerce
Noon - 2 p.m.; Check-in 11:30 a.m.
Fremont Marriott. Register at fremontbusiness.com.
- 18 Leadership Fremont**
8:30 a.m., Fremont Recycling Transfer Station
- 20 Preparing for the Flu: What Businesses and Employers Need to Know**
sponsored by the Fremont, Newark and Union City Chambers of Commerce
8 - 9 a.m., Washington West, 2500 Mowry Ave., Fremont. Free. Register at www.fremontbusiness.com.
- Fremont City Council Work Session**
Time TBD, City Council Chambers
- 21 Connection Club Leaders Meeting**
8 a.m., Chamber Conference Room
- 23 ChamberPak Deadline**
- 26 Membership Committee Meeting**
Noon, Chamber Conference Room
- 27 Fremont City Council Meeting**
7 p.m., City Council Chambers
- 28 Finance Committee Meeting**
7:30 a.m., Fremont Marriott
- Government Affairs Committee Meeting**
7:45 a.m., Chamber Conference Room
- Connection Club Mixer**
5-7 p.m.
City Beach, 4020 Technology Pl., Fremont
Phone: (510) 651-2500

November

- 3 Fremont City Council Meeting**
7 p.m., City Council Chambers
 - 4 Ambassador Meeting**
8 a.m., Chamber Conference Room
 - Fremont Flowers Mixer**
5 - 7 p.m., 36551 Fremont Blvd., Fremont
Phone: (501) 797-1136
Fremont Flowers is a family-owned business established in 1956. Their superb quality flowers, creative designs, value, and professional service are the keys to their success. Their volume of flowers and "Chain of Life" care and handling procedures ensure the freshest bouquets anywhere, and they provide same day delivery to the entire Tri-City area.
 - 6 Executive Committee Meeting**
Noon, Chamber Conference Room
 - 10 Fremont City Council Meeting**
7 p.m., City Council Chambers
 - 13 Chamber Board of Directors Meeting**
7:30 a.m., Chamber Conference Room
 - 17 Fremont City Council Work Session**
Time TBD, City Council Chambers
 - 18 Finance Committee Meeting**
7:30 a.m., Fremont Marriott
 - Connection Club Leaders Meeting**
8 a.m., Chamber Conference Room
 - Member Briefing**
11:30 a.m., Chamber Conference Room
 - Kinder's Meats Deli BBQ Mixer**
5-7 p.m., 43761 Boscell Rd., Fremont
Phone: (510) 440-1510
Visit Kinder's and choose from dozens of sandwich options, fresh salads prepared daily, and their award winning smoked meats and BBQ sauces. They also provide catering: whether you need to feed 10 people or 10,000, Kinder's has the best tasting food to order for pick-up or delivery.
 - 19 Leadership Fremont**
8:30 a.m., City of Fremont Offices
 - Government Affairs Committee Meeting**
7:45 a.m., Chamber Conference Room
 - 24 Fremont City Council Meeting**
7 p.m., City Council Chambers
 - 30 Membership Committee Meeting**
Noon, Chamber Conference Room
- Online Events Calendar**

For the most updated calendar, visit our online calendar of events at www.fremontbusiness.com

Visit our community calendar <http://www.fremontbusiness.com/commCalendar.htm>

Outsourcing—

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to our business and/or is it something that is a key element in creating customer delight?"

If the answer is "yes," then we must learn to be the best at this activity and focus our energy and resources in this area. If the answer is "no," then we're making a strategic error that will commit us to mediocrity if we try and take it on ourselves. How come? Well compare two companies: Company A focuses all of their resources on their core value proposition. Company B applies comparatively less resource to their core value proposition because they're also busy doing taxes and fixing their networking problem. In the long run, which company is most likely to be the best in their chosen field of business?

One of the principles espoused by Tom Peters in his book "In Search of Excellence" was "Stick to your knitting." In other words, focus on your reason for being in business and don't get distracted by non-core activities. In the 1980's and 1990's, when Sun Microsystems was one of the fastest growing high tech companies, CEO Scott McNealy would talk about "getting all of the wood behind the arrow head." The result was that Sun Microsystems caught and overtook the established industry experts at Silicon Graphics, IBM and HP and eventually dominated their market sector. Sadly, in the 2000's, Sun lost sight of their original operating principles; the company became large and unfocused and lost their competitive differentiation. By 2009, their financials left them exposed to takeover and Sun was purchased for a fraction of their previous value by Oracle, another large business, but one that has maintained a clear vision and has acted in a highly focused manner.

OK, last point: as we outsource one set of responsibilities, it is essential to recognize that we are taking on new ones. We've chosen our outsourcing partner after developing a clear (and reasonable) set of requirements and completing due diligence in screening potential partners. As we carefully transition each non-core activity to our chosen expert partner, we must save a small part of our newly found free time to ensure our partner is successful. It is still our responsibility to maintain clear expectations, foster regular communications and build a relationship of understanding and respect. We are still the owners and leaders for our business activities even if we've entrusted them to a partner.

In closing, may I respectfully suggest re-reading this article, but this time placing yourself in the role of the provider of outsourced services. I hope you'll gain some insight into what your customers' perspective may be and include this in preparing your value proposal.

Gerry McFaull is co-founder and CEO of Qualdeval International, www.qualdeval.com. He is a member of the Chamber's Government Affairs Committee and is treasurer of Business for Good Government, a PAC of the Fremont Chamber of Commerce. He also serves as chair of FUSD's Citizen's Bond Oversight Committee and is a member of Kidango's Board of Directors. Gerry and his family have lived in Fremont for 30 years. For more info, visit www.qualdeval.com.



Gerry McFaull

"Let's test an argument that most of us are already in the outsourcing business."

Experts Needed: Write an article for the Fremont Business Review

Call Nina for the editorial schedule:
(510) 795-2244, ext. 107

New Members

Financial Planners & Services

Morgan Stanley Smith Barney

Donna Lee
411 Borel Ave., Ste. 220
San Mateo, CA 94402
(650) 358-1801
donna.l.y.lee@smithbarney.com

Schools – Academic – Colleges & Universities

University of San Francisco in San Ramon

Desiree Shaw
One Annabel Lane, Ste. 115
San Ramon, CA 94583
(925) 867-2711
shawd@usfca.edu

Host a Mixer

Mixers are a great way to showcase your business and network with potential clients.

Do you want to host a mixer? Call KK at 510-795-2244, ext. 103 to reserve a date in 2009-2010. Mixers are networking events held on the 2nd & 4th Wednesday of each month (exception Feb., Nov., & Dec.); and once a quarter we produce one lunchtime mixer. Call now to see what dates are still available in 2009 or plan ahead and reserve a date in 2010.

Check out our online calendar for the latest information on mixers at www.fremontbusiness.com

Anniversaries

40+ Years

The Argus
Armor & Associates Insurance Agency
Fremont Unified District Teachers Assoc.
Hirsch Family
Lima Family Milpitas-Fremont Mortuary in Cedar Lawn

20+ Years

Colgan Learning Tree Preschool, Inc
Connex Electronics Corp.
Custom Kitchen Bath Center
King, Snell, Mildwurm & Fox
Moore Financial Services, Inc
Mowry Medical Pharmacy
Ohlone College
Palmdale Estates

15+ Years

Beretta Properties Management
Chew Dental Group
Fremont Postmaster

Rotary Club of Fremont Sunrise
Strizzi's Restaurants
Windsor Park Care Center of Fremont

10+ Years

Athletics Baseball
Belvoir Springs
Derham & Logan, EA's
I.C.E. Safety Solutions
Jockey Person to Person-Barbara Jenkins
Law Offices of John N. Kitta & Associates

5+ Years

Ankar Cycles, Inc
Baywood Apartments
Big O Tires
Patricia L. Danielson
Golden Benchmark Insurance Services
Harrison Accounting Group, Inc
Hobby Town USA

Kisner Law Firm
New England Financial-David Lowman
Pacific Grove Supportive Housing
Schwan's Home Services
Talan Chiropractic
Terminix Commercial

2+ Years

State Farms-Becky Rivers
CiCi's Restaurant
Sheila Dobe, DDS

1 Year

Relax the Back
Firestone Complete
Fremont Vista Assisted Living
ZaZA Nail Spa
Write Place
Chase Suite Hotel
Edward Jones-Linda Snyder
Premier Cleaning Solutions
V.E.R. Consultants
DJ Refrigeration

Congratulations to all our Chamber members who have reached these milestones

You Are Cordially Invited to Learn About DOING BUSINESS WITH AC TRANSIT



Tuesday, November 10, 2009

7:45 a.m. - 9:00 a.m.

AC Transit General Offices
1600 Franklin Street, 2nd Floor
Oakland

A light breakfast will be served.

AC Transit staff will offer tips on the agency's procurement process and provide an overview of upcoming contracting opportunities in the areas of construction, professional services, and the purchase of equipment, supplies and materials.



Getting there:

AC Transit lines 3, 11, 12, 15, 18, 51, 72, and 72M stop one block away on Broadway at 17th Street. BART 19th Street station is also one block away. Paid parking is available at Franklin Plaza Garage (19th Street between Franklin Street and Broadway), and at Downtown Merchants Parking (1316 Franklin Street).

If you have questions or need more information, please contact Anne Fudge at afudge@actransit.org or (510) 891-4733.

We hope to see you on November 10th!

EVENT CO-SPONSORS

Alameda Chamber of Commerce

Engineering & Utility Contractors Association

Fremont Chamber of Commerce

Hispanic Chamber of Commerce
Alameda County

Newark Chamber of Commerce

Oakland African American Chamber of Commerce

Oakland Chinatown Chamber of Commerce

Oakland Builders Alliance

Oakland Metropolitan Chamber of Commerce

Richmond Chamber of Commerce

San Leandro Chamber of Commerce

Fundamentals—

from page 1

about the money. You need to have enough to feed the family and to support the business operations. Understanding the money flow helps you to see how your business is operating and helps you understand which activities generate the most profits and which cost you the most. In particular, do your various marketing and sales efforts create a net profit, and is that profit worth the effort? Understanding the details will help you focus your time - your most critical business resource - on the activities that give you the best return.

Marketing and Sales rule!

OK, I know these are different areas, but I've only got 500 words. "Marketing" is about selecting what your company sells and letting people know, in many different ways, that you sell it. "Sales" is about, well, selling your product or service to your cus-



Brendon Whateley

tomers and get that information to your potential customers.

Know your customers

Why do we have expressions like "selling snow to Eskimos?" It's about knowing your customer. Your product or service needs to solve a customer's problem in a cost effective way. That requires you to understand their pain points. You also need to know the language they use so you can effectively explain to them how you solve the problem. Once your customer understands that you fix a real problem for a reasonable price, it is hard to stop them from buying your product.

Brendon Whateley is the founder and CEO of Dark Indigo, Inc. located at 39488 Stevenson Blvd, Suite 100, Fremont.

Dark Indigo builds business websites, eCommerce systems and consults with small businesses in the use of technology to solve business problems. He can be reached by phone at (650) 472-1116, by email at brendon@darkindigo.com, or visit <http://darkindigo.com>.

“While the fundamentals don't guarantee success, ignoring them guarantees failure.”

I often meet with customers who want us to help them with a website, and they keep insisting that they are much better than their competitors and that if only they can put up an eCommerce store, they will win!

You know you have the best product. You have to figure out how to articulate what is better about your prod-



Connection Clubs: Meeting Dates, Times, Places

Open only to Fremont Chamber members. Six groups meet at a variety of days and times of the week to exchange leads and assist members in growing their businesses. Fremont Chamber's Connection Clubs are so successful that they now serve as the model for similar "Leads-Generating" groups in Chambers all over the state.

Purpose: The Chamber's Connection Club is a "business to business" referral program, designed to give maximum support and opportunity to Chamber members who understand the value of networking and doing business with people they know and trust. No duplications of business types are allowed. Each club may have only one representative of any given profession or specialty to prevent competition.

Tuesday Noon

11:45a.m. @ Hilton Hotel
Chair: Jackie Kranich
(510) 794-1938
Vice-Chair: Elise Balgley
(510) 791-1888

ThursdayAM

7:30a.m. @ The Depot Diner
Chair: Madeline Holmes
(510) 599-1215
Vice-Chair: Matt Dickstein
(510) 796-9144

Connect 2 Succeed

11:45a.m. @ La Pinata (held on the 2nd & 4th Thursdays of each month)
Chair: Ken Aria
(510) 687-1600
Vice-Chair: Amanda Chun
(510) 754-6545

Referrals Plus

12noon @ Vida Y Vino (held on 1st & 3rd Thursdays each month)
Chair: Scott Capen
(510) 207-6207
Vice-Chair: Jennifer Logan
(510) 494-0829

FridayAM

7:15a.m. @ The Depot Diner
Chair: Maria DaSilva
(510) 412-7268
Vice-Chair: Becky Rivers
(510) 791-1100

Friday Women In Business

Noon @ The Depot Diner (held on the 2nd & 4th Fridays)
Chair: Barbara Jenkins
(510) 657-0573
Vice-Chair: Marina Scott
(510) 445-0400

Doing Business Over Lunch



39233 Fremont Bl.
(In the Hub)
(510) 742-6221
Open 7 Days a Week
11 am-10 pm



39136 Paseo Padre Pkwy
Fremont **(510) 790-6550**
Open Daily 8 am - 11 pm



45915 Warm Springs Bl.
Fremont **(510) 656-9141**
Lunch M-F: 11:30 am-2:30 pm
Dinner: 5-10 pm (M-F & Sun)
5 pm-12 am (Sat)
Sun. Brunch: 10 am-2 pm



5200 Mowry Ave, Fremont
(510) 792-2000
Lunch(M-F): 11:30 am- 3 pm
Dinner: 5:00 pm - 10 pm
Saturdays, dinner only
4:30 pm - 9:30 pm



Fresh Fish
Pasta
Wood-Fired Grill
2740 Mowry Ave.
Fremont, **(510) 797-9000**
Sun-Thurs: 11:30 a.m. to 9:30 p.m.
Fri & Sat: 11:30 a.m. to 10:30 p.m.

Some of the best business deals are made over lunch. If you would like to have your restaurant featured here, please call (510) 795-2244, or you can send an email to fmtcc@fremontbusiness.com

Employees or contractors: Advantages of hiring through a staffing firm



by Ana Sasmiresan
Randstad US

According to the American Staffing Association (ASA), nine out of ten business clients say that staffing companies offer flexibility to their firms so they can keep fully staffed during busy times. Whether temporary jobs last a few hours or several years, staffing firms allow businesses to adjust their workforce to meet their ever-changing needs.

Staffing firms provide access to talent in a full range of jobs, from office/clerical and industrial to specialized and professional positions, including legal, accounting, finance, technical, information technology, healthcare, executive and management, sales and marketing.

Staffing firms also offer a good way to find people who can fulfill permanent opportunities. Most staffing firms offer temporary, temporary-to-permanent, and permanent placement services. They offer competitive wages and benefits to attract the best talent, and provide the necessary training to help meet the growing demand for skilled workers. Staffing firms process and administer payroll and benefits for the employees they hire,

thereby helping companies control costs and improve production.

According to the ASA, staffing firms give companies the opportunity to meet demand and respond to opportunities in a timely way. By improving the efficiency of matching candidates to jobs, staffing firms reduce the overall unemployment rate. Staffing firms put people to work and make them more employable by enabling them to improve their skills or develop new ones.

Ana Sasmiresan is Senior Business Development Manager for the Bay Area at

Randstad. She can be reached at (925) 847-9700 or via email at ana.sasmiresan@us.randstad.com. Randstad is a \$24 billion global provider of professional employment services and the second largest staffing organization in the world. Services include temporary, temporary-to-hire, permanent, and outsourced placement within a broad range of industries and job categories. With its 3,300 employment experts, Randstad puts an average of 50,000 people to work in the U.S. each week through its network of more than 600 branches and client-dedicated locations. More information is available at the company's Web site, www.randstad.com

“...staffing firms allow businesses to adjust their workforce to meet their ever-changing needs.”



Preparing for the Flu: What Businesses and Employers Need to know

Presenter: Kristine LaVoy, R.N., Chief of Compliance Washington Hospital Healthcare System. This presentation will provide information and communication resources to help businesses and employers implement recommendations to plan and respond to the 2009-2010 Influenza Season and the H1N1 flu virus. Continental breakfast provided.

A Flu Shot Clinic (seasonal flu vaccine) will immediately follow the presentation. Flu shots are \$25.

Tuesday, October 20th, 2009

Washington Hospital (Washington West)
2500 Mowry Avenue, Fremont, CA
Conrad E. Anderson Auditoriums
8 a.m. to 9 a.m.

Free, but pre-registration is strongly recommended.

Call the Fremont Chamber (510) 795-2244 or visit www.fremontbusiness.com to pre-register.

Member News



Fremont's Anu Natarajan named manager for "Realizing the California Dream" project

The American Leadership Forum-Silicon Valley (ALF) and Joint Venture: Silicon Valley Network have announced the joint appointment of Anu Natarajan as program manager for the "Realizing the California Dream" project of the Common Good Collaborative. The goal of the project is for California to adopt governance and fiscal reforms that are supported by research and a broad cross-section of Silicon Valley residents.

"Anu will be responsible for developing programming and activities

that adhere to the principles of dialogue, collaborative leadership and diversity," said Chris Block, ALF CEO.

Natarajan has been a member of the Fremont City Council since 2004 and currently serves as vice mayor. She holds a Master of Urban Planning degree from the University of Washington, and has worked on major city projects in the Bay Area and overseas.

The Common Good Collaborative was launched by the American Leadership Forum-Silicon Valley (ALF) and the Knight Foundation in June 2008 with a goal of creating a new way for Silicon Valley to address issues and affect positive change.

Massimo's announces two special events: Comedy Night and "Monster Bash!"

Following the success of their Comedy Night on September 11th, Massimo's will host another Comedy Night on Friday, October 23rd, starting at 8:15 p.m. Headliner Jeff Applebaum, who recently appeared on the "Late Late Show with Craig Ferguson," will appear with Candy Churilla, Doug Coover, and Norm Goldblatt. Rick Romero will host.

Tickets are \$15, or free with the purchase of dinner earlier in the evening. Doors open at 7:30 p.m. To purchase tickets, call (510) 792-2000.

Massimo's is also pleased to present "Monster Bash!" - a Halloween Party on Friday, October 30th, 8 p.m. Dance to the sounds of DJ "Sugar Ray" Cartwright. Prizes for best costume. No Host Bar with special "Halloween Martini's." Admission is free.

Massimo's is located at 5200 Mowry Ave, Fremont.

Fremont Opera presents Spooktacular! Ghosts, Terror, & Evil in Opera

On Sunday, October 25th, Fremont Opera Artistic Director David Sloss will terrify you with operatic tales of the supernatural! Ghosts, devils, and demons abound in the annals of opera. Fremont Opera's great singers will be on hand to bring the monsters to life. This program is not for the faint of heart! Appropriate Halloween dress is encouraged.

This event will be held on Sunday, October 25th at 4 p.m. at Mission Coffee Roasting Company, 151 Washington Blvd. in Fremont. Tickets are \$25 per person, with open seating. For tickets, email tickets@fremontopera.org, visit www.fremontopera.org or phone (510) 474-1004.

LOV hosts 4th annual Halloween Quarter Auction

Join the Tri-Cities League of Volunteers (LOV) for fun and games, an amazing beef-chicken-fish dinner, and the opportunity to win fantastic prizes that may only cost you 25 cents! The event will be held on Sunday, October 25, 5 p.m., at the Fremont Elks Lodge, 38991 Farwell Drive in Fremont.

Tickets are \$30 and include an opportunity drawing ticket for special prizes. Proceeds benefit LOV's many programs. Make your reservations by October 19 by visiting www.lov.org.

Ohlone Wind Orchestra presents Fall Concert

On Sunday, October 25, 2 p.m., the Ohlone Wind Orchestra, directed by Tony Clements, will present their first concert of the Fall, featuring show tunes and concert pieces. The concert will be held at the Smith Center at Ohlone College, 43600 Mission Blvd., Fremont. Tickets are \$10-\$15. To order, contact (510) 659-6031 or visit www.smithcenterpresents.com.

Forni Chiropractic invites you to Patient Appreciation Day in celebration of their 1st Anniversary

Forni Chiropractic will be having a Patient Appreciation Day on Saturday October 31 from noon to 3:00 p.m. Help support the Pretty Purse Fundraiser by donating a new personal item such as hair products, dental hygiene products - and in return, get a free adjustment if you are a current patient or, for new patients, an exam and adjustment for only \$27. Free 5 minute massage, refreshments, giveaways.

Forni Chiropractic is located at

4000 Fremont Blvd., Suite E. To contact Dr. Forni, call (510) 438-0804 or email dr.forni@gentlespinalcare.com.

Abode Services receives challenge grant from Sobrato Family Foundation

Abode Services, the largest provider of homeless emergency services in Southern and Eastern Alameda County, announced that it has received a challenge grant of \$112,750 from the Sobrato Family Foundation of Cupertino, CA to be paid over a two-year period.

The grant is to be used for general operating expenses. Matching funds of \$55,000 for the first year's grant are to be raised and received through new or increased cash donations from non-governmental sources between August 1, 2009 and June 30, 2010.

"Our goal is to end homelessness by providing stable housing," said Louis Chicoine, Executive Director of Abode Services. "The generous grant from the Sobrato Family Foundation for general operating expenses allows us to maintain our focus on serving the community."

Established in 1989, Abode Services seeks to end homelessness by assisting low-income, un-housed people to secure stable, supportive housing. Abode Services offers eleven housing programs along with a variety of services to assist homeless families and individuals in leading a better life.

To participate in this unique fundraising challenge or to learn more about their services, visit www.abodeservices.org or contact Carol Arata, Director of Development, at 510-657-7409 ext. 203.

Family Service of the Tri-Cities hosts "Splash of Wine" fundraiser

The Board of Directors for Family Service of the Tri-Cities is proud to announce its second annual "Splash of Wine and a Bit of Holiday Cheer" fundraiser, to be held on Friday, Nov. 6, 2009 at The Century House in Fremont.

Tickets are \$50.00/person or \$95.00/ couple. Doors open at 6:30 pm. Attendees can look forward to sampling wine from various local wineries, while enjoying an assortment of appetizers, dinner, and dessert. There will be several raffle items

as well as a silent auction. Test your palate by joining in the wine testing contest! Reserve your tickets by calling (510) 791-3322.

Family Service of the Tri-Cities is a non-profit counseling agency providing services to the greater Tri-Cities communities for the prevention and resolution of individual and family problems. Proceeds from this event will provide counseling services to the economically disadvantaged in the Tri-Cities area.

Family Services of the Tri-Cities has recently moved and is now located at 39899 Balentine Drive in Newark. To find out more about their programs, visit www.familyserVICETC.org.

Chamber members to be featured on CBS 5's Shop Local Campaign

On Wednesday, November 4th, CBS 5 will be visiting Fremont and showcasing four Fremont retail locations for its "Shop Local for the Holidays" campaign. The Fremont Chamber worked with CBS 5 to make this opportunity available to Chamber members at a special rate, and the first 25 communities to have four businesses sign up were selected by CBS 5.

The four member locations that will be filmed on November 4th are Pacific Commons, Niles Main Street, The Shops at Washington West, and Fremont Flowers. A CBS 5 film crew will be visiting each of these sites for 90 minutes and interviewing customers, store owners, and staff.

The "Shop Local" campaign will be advertised throughout the holiday season on CBS 5, and these four businesses specifically will be promoted on CBS Channel 5 on November 3rd during regular programming. The finished videos will be showcased on the CBS 5 website (www.cbs5.com) through the end of January, with links to the corresponding business websites. Each business will have ownership of its video and may use them as they wish.

Check the Chamber website (www.fremontbusiness.com) for the day's schedule so that you can visit these locations while the CBS film crew is there. Tell the camera crew what the holidays mean to you, give your testimonials about these businesses, and help generate holiday spirit and support for Fremont shopping and dining!

Fremont Business Review Editorial Calendar

Looking for a high impact, no cost way to share your expertise and promote your company? Connect with fellow Chamber and community members by submitting an article for an issue of the Fremont Business Review. A short 500 word article can go a long way in promoting your expertise and introducing your company to potential customers. If you're interested in submitting an article, please contact the Guest Editor or Staff Consultant listed for that issue.

NOVEMBER 2009

Successful Business Meetings

Staff Consultant: Cindy Bonior
Guest Editor to be named
Deadline: 10/12/09

DECEMBER 2009

Travel Tips

Staff Consultant: Nina Moore
Guest Editor: Patricia Saunders, AAA
Deadline: 11/13/09

JANUARY 2010

Professional Growth

Staff Consultant: Cindy Bonior
Guest Editor: Arlene Kaiser, Arlene Kaiser Productions
Deadline: 12/9/09

FEBRUARY 2010

Safety & Security in the Workplace

Staff Consultant: Nina Moore
Guest Editor: Sherri Plaza
Deadline: 1/15/10

Please note that if you are writing an article that includes a photo or illustration, high resolution images must be sent to [Napoleon Batalao at nbatalao@fremontbusiness.com](mailto:Napoleon.Batalao@fremontbusiness.com)

Show your expertise by writing and submitting an article for the Fremont Business Review



Member News

The Fremont Chamber publishes our members' noteworthy news: milestones, community involvement, industry awards and accomplishments, and press releases.

Fremont Chamber members: email your newsworthy articles to Nina Moore at nmoore@fremontbusiness.com. Email high-resolution (200 dpi or more) images in TIFF, JPEG, or PDF to Napoleon Batalao at nbatalao@fremontbusiness.com

Building Employee Loyalty: Benefit and Retirement Plans

by Jeff Faust

Greenstein Rogoff Olsen & Co., LLP

It seems kind of strange in today's economic environment to be writing an article on building employee loyalty. After all, there aren't many people leaving their jobs during this economy so why do companies need to worry about building loyalty? The reason is simple: loyal employees have positive attitudes about their employer and will do everything they can to ensure the success of the company. This can be all the difference a company needs to succeed, especially in this environment. In addition, their loyalty will keep them working hard long after the economy turns around. Loyal employees know that their company is behind them and they know they will be rewarded for their hard work. So, how do companies let their employees know they are behind them? By offering them solid retirement/benefit plans.

What kind of retirement/benefit plans are out there? There are too many to list but they can be broken into three different categories: 1) Protection Plans, 2) Opportunity Plans and 3) Quality of Life Plans.

Protection Plans. These plans are made available, more or less across the board, to the entire staff and are characterized as security-oriented. They are the basic life and health insurance plans and other basic benefit programs, such as disability insurance, that offer protection from economic loss due to the occurrence of specific events.

Opportunity Plans. This category is comprised of optional plans that offer a degree of choice on the part of the individual employee. This category contains savings plans such as 401(k), Profit-Sharing Plans and Employee Stock Ownership Plans (ESOPs). This category also includes cafeteria plans for dependent care or health insurance reimbursements. This category should

also include plans that are non-traditional such as recognition programs that give employees credits in the form of cash or nontaxable benefits such as added vacation days. Highly skilled demanding cultures may find this latter benefit especially appealing since the demands of the job may make the opportunity to take a full vacation highly unlikely.

Quality of Life Plans. This category includes such programs as flex-time, education reimbursement, advanced skills training, on-site amenities (or if appropriate, off site expense reimbursement) such as exercise facilities, day care, or meals during busy season(s).

Each of the above areas should be addressed in order to achieve a comprehensive offering. In addition, scalability, competitiveness and cohesiveness within the company's culture are critical and the depth of the overall program will depend greatly on the

stage of development and sometimes the size of the company.

Having discussed the above, this article is not attempting to downplay the importance of a good compensation structure. Providing great benefits can't be a substitute for compensation. Paying employees what they are worth is the first step in building loyalty and the greatest retirement plan in the world can't make up for a smaller-than-normal paycheck. Once employees feel they are being paid what they are worth, the retirement/benefit plans being offered will make a huge difference in building loyalty.

Jeff Faust, AVA, is Director of Business Valuations at Greenstein, Rogoff, Olsen & Co., LLP (GROCO) and has over nineteen years experience in the finance and accounting fields, with



Brent Hodsen (left) gives Jeff Faust a check for Dollars for Scholars at the 2008 Leadership Fremont graduation

over fourteen years in business valuations. He is also a 2008 graduate of the Chamber's Leadership Fremont program. Jeff can be reached at (510) 797-8661 or at jfaust@groco.com. Established in 1964, GROCO consistently ranks as one of the top accounting firms in the San Francisco Bay Area with offices in Fremont, Palo Alto, Danville and San Francisco. Primary services include income tax planning, income tax preparation, strategic business consulting, business valuations, bill paying, estate planning, estate administration, trustee services and financial statement preparation. For more info, visit www.groco.com.

Building a Successful Business Plan



by Gene Page
SCORE

Your Business Plan is your blueprint for business success, as well as your ongoing resource tool for business operations. You can ensure its continued effectiveness and relevance as a resource with periodic review and updating.

FORMAT

There is no magic formula. No business plan outline is totally comprehensive in its content or coverage. The topics shared here will cover the basics and get you started in the right direction, but not every issue or question will apply to you or your type of business.

GETTING STARTED IS KEY!

Yes it's a task, but the real value of doing your Plan is not in having the finished product in hand; rather the value lies in the research and thinking

about your business in a systematic way.

TAKE A BREAK IN YOUR PROCESS

Have your progress reviewed by an associate or mentor. Also, SCORE Counselors are available to critique your progress and offer suggestions and additional resources.

PLAN SECTIONS

There are distinct sections to a Business Plan:

1. **Executive Summary:** While this will appear as the first component of your Plan, it should be prepared after all the other elements are completed. It should succinctly summarize, in no more than two pages, the Organization, Marketing, and Financial Sections. It needs to be thoughtfully written, because potential investors often will not delve into the body of the Plan if their interest is not captured at this point.

2. **Organization:** In this section, you would describe the business including its major products or services, history, legal structure, and personnel. Discuss:

- Major strengths, limitations, and goals for sales, new product development, growth, etc.
- Hours and days of operation, equipment and supplies needed, inventory storage and maintenance.

3. **Financial:** This section should provide:

- Monthly projections for the first year and annual projections for the next two years, including:

• Professional resources available to the business (attorney, etc.)

4. **Marketing:** In this section, provide industry details. Include information about:

- All products and services, with costs and profits of each including break-even point. Cover all patent, trademark, or proprietary features.
- Location in terms of geography, customer access, proximity to competitors, and transportation issues.
- Target market: who will buy and why; target market demographics and trends; competition and who has what market share; where your business will fit into that picture.
- Differentiators between your product/service and your competitors; compare your pricing scheme or fee structure to competitors.
- Government regulations as applicable.
- Sales staff type and needs, credit policies for customers, advertising budget and plans.

5. **Appendices (as applicable):**

- Articles of incorporation
- Partnership agreement
- Copies of leases
- Resumes, position descriptions
- Personnel policies
- Market survey results

6. **Balance Sheet**

7. **Cash Flow Projections**

8. **Financial analysis using:**

- › Break-even analysis
- › Key Business Ratio analysis

9. **Succession plan** in case of loss of a key person and include organizational chart. Append position descriptions with responsibilities and compensation.

10. **Professional resources** available to the business (attorney, etc.)

11. **Marketing:** In this section, provide industry details. Include information about:

- All products and services, with costs and profits of each including break-even point. Cover all patent, trademark, or proprietary features.
- Location in terms of geography, customer access, proximity to competitors, and transportation issues.
- Target market: who will buy and why; target market demographics and trends; competition and who has what market share; where your business will fit into that picture.
- Differentiators between your product/service and your competitors; compare your pricing scheme or fee structure to competitors.
- Government regulations as applicable.
- Sales staff type and needs, credit policies for customers, advertising budget and plans.

12. **Financial:** This section should provide:

- Monthly projections for the first year and annual projections for the next two years, including:

- › Income Statement (profit and loss)
- › Balance Sheet
- › Cash Flow Projections
- › Financial analysis using:
 - › Break-even analysis
 - › Key Business Ratio analysis

13. **Succession plan** in case of loss of a key person and include organizational chart. Append position descriptions with responsibilities and compensation.

14. **Professional resources** available to the business (attorney, etc.)

15. **Marketing:** In this section, provide industry details. Include information about:

- › Balance Sheet
- › Cash Flow Projections
- › Financial analysis using:
 - › Break-even analysis
 - › Key Business Ratio analysis

LOOK FOR HELP

Help is close at hand; seek it out:

- Free counseling and low-cost workshops for entrepreneurs: visit East Bay Score at www.eastbayscore.org.
- Templates of business plans, cash flow projections, etc.: visit the National SCORE website at www.score.org. Click on "Business Tools" on the left sidebar, then click on "Template Gallery." You can also find links to other business resources if you click on "Links and Resources."
- Market demographics information: visit your local library or trade association.
- Software tools: There are software tools that can help you develop a business plan, such as:
 - › Business Plan Pro - www.businessplanpro.com. This site includes a sample plan.
 - › Ultimate Business Planner - www.bptools.com (recommended by the Small Business

Administration)

- › The One Page Business Plan - www.onepagebusinessplan.com. This site also has sample one-page plans.

Gene Page is a 9-year volunteer SCORE counselor who provides free business counseling by appointment at the Fremont Chamber of Commerce offices. To schedule an appointment, call (510) 795-2244. He can be reached via email at sgp5634@earthlink.net. For more information about SCORE and Gene, see "MEMBER BENEFIT: SCORE" in this issue, cover page.



EAST BAY SCORE
Free Business Counseling
at the Fremont Chamber
call 510-795-2244

Available times:
Tuesdays from 9 a.m.- 1 p.m.
Fridays from 10 a.m.-12
noon

Financing Your Business - The Basics

by Mark Quinn

U.S. Small Business Administration

While poor management is cited most frequently as the reason businesses fail, inadequate or ill-timed financing is a close second. Whether you're starting a business or expanding one, sufficient ready capital is essential.

ESSENTIAL QUESTIONS

Before inquiring about financing, ask yourself the following:

- Do you need more capital or could you be managing existing cash flow more effectively?
- How do you define your need? Do you need money to expand or as a cushion against risk?
- How urgent is your need? You can obtain the best terms when you anticipate your needs rather than looking for money under pressure.
- How great are your risks? All businesses carry risks, and the degree of risk will affect cost and available financing alternatives.

- In what state of development is the business? Needs are most critical during transitional stages.
- For what purposes will the capital be used? Any lender will require that capital be requested for very specific needs.
- What is the state of your industry? Depressed, stable, or growth conditions require different approaches to money needs and sources. Businesses that prosper while others are in decline will often receive better funding terms.
- Is your business seasonal or cyclical? Seasonal needs for financing generally are short term. Loans advanced for cyclical industries such as construction are designed to support a business through depressed periods.
- How strong is your management team? Management is the most important element assessed by money sources.
- Perhaps most importantly, how does your need for financing mesh with your business plan? If you don't have a business plan, write one. Lenders will want to see your plan for the start-up and growth of your business before they finance it.

TYPES OF FINANCING AND POTENTIAL SOURCES

There are two general types of financing: equity and debt financing. The more money, or equity, you have invested in your business, the easier it is to attract financing. If your firm has a high ratio of equity to debt, you should probably seek debt financing. However, if your company has a high proportion of debt to equity, you should increase your equity before you borrow additional money. That way you won't be over-leveraged to the point of jeopardizing your company's survival.

There are many sources for debt financing. Banks, savings and loans, commercial finance companies, and the SBA are the most common. Many state and local governments have small business lending programs. Family members, friends, and former associates are all potential sources, especially when capital requirements are smaller.

Traditionally, banks have been the major source of small business funding. Their principal role has been as a short-term lender offering demand loans, seasonal lines of credit, and

single-purpose loans for machinery and equipment.

Banks generally have been reluctant to offer long-term loans to small firms. The SBA guaranteed lending program encourages banks and non-bank lenders to make long-term loans to small firms by reducing their risk and leveraging the funds they have available. Visit <http://www.sba.gov/financing/index.html> for more information on SBA loan programs.

Additional equity can be sought from non-professional investors such as friends, relatives, employees, customers, or industry colleagues, although venture capitalists are the most common source. Most specialize in one or a few closely-related industries. Most venture capitalists prefer three-to-five-year old companies that have the potential to become major regional or national businesses and return higher-than-average profits.

You may contact these investors directly, although they typically make their investments through referrals. The SBA licenses Small Business Investment Companies, which make venture capital investments in small

You can obtain the best terms when you anticipate your needs rather than looking for money under pressure.

businesses. For more information, visit <http://www.sba.gov/IN/forentre.html>.

Mark Quinn is the District Director for the U.S. Small Business Administration, San Francisco District. He can be reached at mark.quinn@sba.gov or at (415) 744-8474. The U.S. Small Business Administration was founded in 1953 to help Americans start, build and grow businesses. Although it has since grown and evolved, the bottom line mission remains the same. The San Francisco District covers the San Francisco Bay Area and Northern California counties from Crescent City to Santa Cruz.

Developing Strategic Alliances for Success



by Dominic Dutra
Dutra Cerro Graden

A Strategic Alliance is defined as "a formal relationship between two or more parties to pursue a set of agreed upon goals or to meet a critical business need."

This has special resonance for me and my new company, Dutra Cerro Graden, because after spending over ten years at Dutra Realty, I never thought I would start another company. And yet here I am, having formed a relationship between myself, Alan Cerro and Landis Graden to pursue a "set of agreed upon goals" in order "to meet a critical business need." For us, this need is defined in our Mission Statement:

Dutra Cerro Graden—Mission Statement

Our mission is to partner with local governments and agencies, academic institutions, faith-based organizations, cultural institutions, non-profits and local and other community service providers that work

to bring revitalization, education, hope, healing, enlightenment and prosperity to those they serve. We shall provide real estate development and brokerage services that will maximize the value and long-term sustainability of their real property assets. Together, we shall create "Communities of Value."

We've now been together for almost four years and our business is flourishing in the midst of an unprecedented economic downturn.

So what has made this Strategic Alliance so successful?

One reason for our success is that we hold a shared vision to which we are deeply committed: to "Create Communities of Value." We believe that the "mission-based" institutions listed in our mission statement form the very foundation of our society. We're convinced that we can bring real property services to these clients to help them flourish in their respective missions and, in doing so, assure that we continue to have true Communities of Value.

For any strategic alliance to be successful, it must create a vision and a culture that inspires people and is shared by the members of the alliance. This is true whether the alliance is between partners in a company or between multiple organizations, businesses, and agencies.

The second reason for our success is that the desire to "Create Communities of Value" extends to the very

culture of our company. Throughout my career I've found that truly successful people and companies are those that understand the importance of what I call the two "C's" – competence and conscientiousness. We believe in each other's competence and we care about each other's success. We don't want to let each other down.

So, as we seek to build Strategic Alliances with other related entities such as architects, engineers and general contractors, our FIRST order of business is to ensure that they share our commitment to making our communities a better place to live. And while we are certainly cognizant of our need to meet our financial obligations – and we do – we measure success by the extent to which we succeed in our vision of "Creating Communities of Value."

Dominic D. Dutra, is President & CEO of Dutra Cerro Graden (www.dcgdev.com), a commercial real estate and development company headquartered in the San Francisco Bay Area. He has over 18 years of real estate and land investment experience, including serving as President of Dutra Realty Enterprises, Chief Operating Officer of Prudential California/Nevada Realty, and President of Dutra Enterprises Inc. Dominic also served on the Fremont City Council from 2002-2006. He lives in Fremont with his wife Lisa of 23 years and his two children. He can be contacted at (510) 366-9931, or at ddutra@dcgdev.com.

Recent Chamber event pictures

Small Business Roundtable at the Fremont Chamber of Commerce
Friday, October 2, 2009



l-r: KK Kaneshiro, Steve Poizner, Joe Joly, Cindy Bonior, Nina Moore.
Photo: Ted Kwong



Chamber Board chairman Joe Joly thanks Steve Poizner for his participation.
Photo: Napoleon Batalao