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Resources to Encourage Entrepreneurial Creativity and Innovation

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BEING AN ENTREPRENEUR

What does the entrepreneur need to know, from a practical perspective? First, his or her business plans and the industry research that supports these plans. Venture capital can be an important part of funding and incubators facilitate a startup's early days.

Business Plans

Examining sample business plans is a popular learning tool for people creating or updating their own business plans. For entrepreneurs, sample business plans can help outline the structure and key elements of effective plans. In addition, searchers can occasionally find plans for more unusual types of businesses that might relate to an entrepreneur's field of interest.

Many of the top schools in entrepreneurship host business plan contests. Unfortunately, most contests do not display business plans entered by contestants. Moot is an exception. The MOOT CORP Competition, hosted by the Texas School of Business at the University of Texas, offers more than 25 business plans, many on nontraditional businesses, such as toll-booth marketing and passive recreational tourism (www .businessplans.org/businessplans.html).

Bplans.com (www.bplans.com), a commercial vendor of business plan software, has expanded its popular list of free online plans to 500-plus plans. Since these plans are software-driven, each free plan usually contains very similar elements, including an executive summary, market analysis summary, and financial plan. Bplans covers a range of businesses. Unusual business examples include Bicycle Art Kiosk, Environmental Car Dealership, Children's Educational Toys, and Pet Photography.

First published in 1995, the 19-volume, ongoing series *Business Plans Handbook*, from Gale, a part of Cengage Learning, differs from Bplans.com in that plans are derived from real-life businesses. As a result, the format varies from plan to plan. Types of businesses covered are diverse too. It's a pleasant surprise to see some of the nontraditional type of entities that occasionally pop up in this series. Examples from previous volumes include Barbecue Sauce Manufacturer, Emu Ranch, Go-Cart Designer and Supplier, and Organic Grower and Supplier.

Although each volume costs more than \$200, all plans from Volumes 1–11 are available online for free from at least two adsupported websites, Reference for Business (www.reference forbusiness.com) and Answers.com (www.answers.com).

You can buy current volumes in print and ebook form from Gale. The *Business Plans Handbook* series is also available within the Gale database Small Business Resource Center.

The Business Plans and Profiles Index (www.carnegie library.org/subject/business/bplansindex.html) doesn't get a lot of publicity, but this website is probably one of the best U.S. business plan-finding tools on the internet. Maintained by the Carnegie Library of Pittsburgh, Business Plans and Profiles Index covers both print and online resources including selective indexing of Bplans.com and full indexing of all volumes of the *Business Plans Handbook*. Arrangement is alphabetically by broad business category (Accounting, Hotels & Hospitality, Wholesale). Links to full text are included when available.

Industry Research

Part of preparing a business plan involves researching the industry in which the business will operate. Searches for industry information can be especially challenging for new or niche areas where many entrepreneurs operate. Searching for an NAICS number (North American Industry Classification) or a SIC number (Standard Industrial Classification), usually a good first step in any type of industry research, often can be frustrating—new or niche industries tend to be unclassified. I've found that the ease with which I can identify an industry classification is usually a good indicator of the level of difficulty I'll have in finding industry information.

One source that sometimes helps uncover hard-to-find industry information is *Gale's Encyclopedia of Emerging*

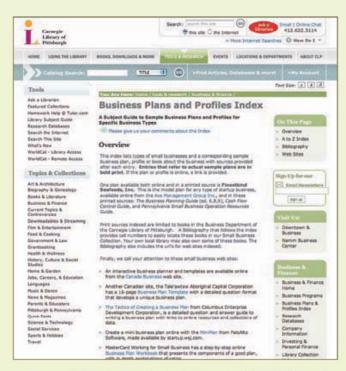


Figure 1: Business Plans and Profiles Index page at Carnegie Library of Pittsburgh website

Industries. Coverage is limited to about 140 industries, but these tend to be in new, less mature fields. Reports average three to four pages and usually include an Industry Snapshot, Organization and Structure, Background and Development, Current Conditions, Industry Leaders, and Further Readings. The alert user should note cited sources, such as trade associations and trade journals, and use these as avenues for further exploration. Examples of industries covered include Biometrics, Extreme Sports, Life Coaching, Specialty Tourism, and my favorite—Bounty Hunting.

Gale sells the *Encyclopedia of Emerging Industries* as an ebook (2007 edition). It also packages and updates it at least once a year within its Business & Company Resource Center. Want print? Grey House Publishing sells the same edition, in print, but puts a free list of industries covered at its website (www.greyhouse.com/pdf/emerg_toc.pdf).

Covering more industries, the new print publication *The Handbook of Industry Profiles* (Hoover's, 2008–present) reviews more than 300 fields. Although many are wellestablished industries, some have a more niche feel. Examples include Armored Vehicle Manufacturing, Parking Facility Management, and Trade Show and Event Planning. Reports average three to four pages and include sections such as Competition Landscape, Critical Business Challenges, and Products, Operations & Technology.

Venture Capital

Venture funding is a topic of special interest among entrepreneurs looking for funding. The *Guide to Reference* (American Library Association, 2008–present) identifies two sources on venture capital: *The Directory of Venture Capital & Private Equity Firms, Domestic & International* (Grey House, 2002–present) and *Venture Capital: The Definitive Guide for Entrepreneurs, Investors, and Practitioners* (Wiley, 2001).

The Grey House publication provides national and international coverage for more than 2,300 venture capital firms and gives contact information, industry and geographic preferences, and key executives with educational background. Sample pages are available (www.greyhouse.com/pdf/vcf_pgs.pdf).

Although several years old, *Venture Capital: The Definitive Guide for Entrepreneurs, Investors, and Practitioners* provides lots of practical information relevant for today's entrepreneur, such as venture capital firm selection, presentations to venture capitalists, and term sheets. Google Books (http://books.google.com) offers a limited preview.

Strangely absent from the *Guide to Reference* is the well-known *Pratt's Guide to Private Equity & Venture Capital Source* (Thomson Reuters, 2008–present), which covers some of the same territory as the Grey House directory, but with a larger number of firms (more than 4,000).

Other options include reviewing the annual membership directories of the National Venture Capital Association, which covers about 490 firms and is available for purchase at its website (http://snipurl.com/rubr9) and the Angel Capital Association, which offers a free online directory of angel groups (http://snipurl.com/rubsg). Both associations also

offer free online resources of value to entrepreneurs, such as sample legal documents (Term Sheet, Management Rights Letter) and best practices (Deal Structure and Negotiation).

Reports on the venture capital field are available in the *Encyclopedia of Emerging Industries* ("Venture Capital Firms" entry) and Hoover's *Handbook of Industry Profiles*' chapter on "Venture Capital." Online, the *National Venture Capital Association Yearbook*, a free downloadable PDF, prepared by Thomson Reuters, provides information on investments by industry sector and business stage, investment amounts by state, and other information (http://snipurl.com/rubr9). Information comes from the *Money Tree Report*, a collaboration between PricewaterhouseCoopers and the National Venture Capital Association (https://www.pwcmoneytree.com/MTPublic/ns/index.jsp).

Browsing subject
 headings should perhaps
 be considered a good
 initial search strategy,
 but researchers should also
 consider additional search
 strategies, particularly
 keyword searching.

Incubators

The *Dictionary of Business Terms* defines an incubator as a "facility that provides small entrepreneurial businesses with affordable space, shared support, and business development services such as financing, marketing, and management" (Friedman, 2007, pp. 321–322). The National Business Incubation Association includes a free online directory of local business incubators as well as state incubation associations, but note that the directory is not comprehensive (www.nbia.org/links_to_member_incubators).

STUDYING ENTREPRENEURSHIP

Moving from practice to theory, those who study entrepreneurship will be interested in some of the same sources as entrepreneurs setting up their companies but will add searching published literature, referring to reference sources, and exploring research centers into the mix.

Searching Published Literature

The 30th edition of *Library of Congress Subject Headings* (2007) lists Entrepreneurship as a subject heading and indicates it should be used in place of Entrepreneur or

Intrapreneur. The Broader Term is Capitalism, a Related Term is Business incubators, and a Narrower Term is Social entrepreneurship. Additional subject headings include "Political Entrepreneurship" and "Entrepreneurship in Literature."

Visitors to academic libraries, either in person or via their OPAC, should find entrepreneurship materials under the Library of Congress Classification HB 615. Users of libraries that organize materials under the Dewey Decimal Classification scheme should find items on entrepreneurship shelved under the Dewey Decimal numbers 338–338.1.

For more comprehensive searches, try larger online catalogs, such as The British Library or the Library of Congress, and examine some of the floating Library of Congress subdivision topic headings assigned to the subject of "Entrepreneurship." Subdivisions of possible use (along with item counts from the Library of Congress) include the following:

- Bibliography (12)
- Biography (30)
- · Case studies (64)
- Handbooks, manuals, etc. (43)
- History (43)
- Periodicals (39)
- · Psychological aspects (31)
- Research (13)
- Social aspects (16)
- Study and teaching (14)

In addition, understand that geographic subdivisions can follow the general subject heading. For example, "Entrepreneurship-Poland" returns 15 items in the Library of Congress online catalog.

This all sounds very organized and efficient, but searchers will need to keep in mind that subject headings (in the opinion of this noncataloger) do not always appear to be accurate. For example, I was surprised to see that the *Oxford Handbook of Entrepreneurship* (Oxford University Press, 2006) was not listed under the subheading of "Handbooks, manuals, etc." but under the broader subject "Entrepreneurship." Therefore, browsing subject headings should perhaps be considered a good initial search strategy, but researchers should also consider additional search strategies, particularly keyword searching.

Reference

ALA's *Guide to Reference* lists four items under the HB 615 Library of Congress classification. Included are two Emerald Group Publishing serials: *Advances in the Study of Entrepreneurship, Innovation, and Economic Growth* (Emerald Group, 1986–present) and *Advances in Entrepreneurship, Firm Emergence, and Growth* (Emerald Group, 1993–present).

Both are annual collections of essays on various aspects of entrepreneurship. For example, the latest volume of the former focuses on "Eco Entrepreneurship Research." A list of titles is available (http://snipurl.com/rez1l). The latest volume of the second Emerald annual concentrates on "Entrepreneurial Strategic Content" and includes 10 papers

with titles such as "Acquisition as a Growth Strategy for Young IPO Firms" and "The Next Wave in Entrepreneurial Research." A title list is available for this publication as well (http://snipurl.com/taucy).

Although not included in the *ALA Guide*, a source cited in other online guides, such as Jeff Kushkowski's "Entrepreneurship Resources" (Parks Library, Iowa State University; http://instr.iastate.libguides.com/entrepreneur), is *Frontiers of Entrepreneurship Research* (www3.babson.edu/ESHIP/outreach-events/fer.cfm)—a free online index to papers from the annual Entrepreneurship Research Conference, which is sponsored by the Arthur M. Blank Center for Entrepreneurship at Babson College. Coverage is from 1981 to the present. Full text is included for a few select papers, but most are abstracts. Content appears extensive and diverse. For example, the 2007 proceedings organizes papers under 23 categories such as Angel Financing (six papers), Entrepreneur Characteristics (16 papers), International Entrepreneurship (10 papers), and Women Entrepreneurship (four papers).

Besides *Frontiers*, Babson College, in collaboration with the London Business School, established another research tool on entrepreneurship, the *Global Entrepreneurship Monitor* (*GEM*) (www.gemconsortium.org). Founded in 1999, *GEM* reports annually on entrepreneurial activity in 58 countries.

Research Centers

Babson's Arthur M. Blank Center for Entrepreneurship, "the first entrepreneurship center established at an academic institution" is one of 37 U.S. and Canadian research centers listed under entrepreneur and entrepreneurship in *The Research Centers Directory*. Others include the Arthur E. Brock Center for Entrepreneurship at Harvard University, the W. Maurice Young Entrepreneurship and Venture Capital Research Center at the University of British Columbia, and the Entrepreneurship Center at the Massachusetts Institute of Technology.

Business Plans for Research

A unique internet resource focused on internet-based companies is the *Business Plan Archive* (www.businessplan archive.org). Started in 1999 by Webmergers.com and the Robert H. Smith School of Business (University of Maryland) and in cooperation with the Center for History and New Media (George Washington University), this site contains a growing collection of business plans of companies involved with the internet. Access is limited to "noncommercial academic research and education only. All users must submit a proposal to the Archive administrator that will be reviewed for academic merit. If accepted, users will be required to sign a research agreement with the Archive specifying the terms of use."

PROQUEST ENTREPRENEURSHIP

With such a diversity of sources in which to research entrepreneurship and gain insights into becoming a successful entrepreneur, you may be wondering if they are aggregated anywhere. ProQuest attempts to do this, with its ProQuest Entrepreneurship (PE) product. It incorporates many of the resources I identified as important earlier in this article.

Spanning both the practice of entrepreneurship and its study, PE carries the tag line "Bridging theory with practice." It contains a range of material that attempts to serve not only scholars and teachers, but also entrepreneurs, on an international level. Some content is pulled from other ProQuest databases, such as ABI/INFORM, but other material is licensed only for this product. The aggregation of such disparate information makes PE an interesting standalone addition to library e-resource collections.

Market Research

A real gem for entrepreneurs is the small but growing collection of 300 full text Freedonia Focus Reports, which make up part of a larger collection of market research materials in PE. Freedonia reports are about 20 pages and cover a wide range of industries. Reports typically include sections such as Market Size, Market Segmentation, Product Segmentation, Product Forecasts, Industry Composition, and Industry Leaders. Examples of recent titles include "Disinfectants & Anti-Microbial Chemicals," "Biocompatible Materials," and "Hybrid-Electric Vehicles." Freedonia reports date from 2003.

Also nice to see is the inclusion of full text Snapshot Series reports. Similar to Datamonitor Industry Reports, Snapshot reports average 15 pages and usually consist of sections for Market Size, Market Segmentation, and Market Forecast. Coverage is international and dates from 2001.

Other notable market/industry materials packaged within PE include BizMiner (Startup Expense and Cash Flow Profiles, Small Business Financial Analysis, Market Research Profiles, and Local Market Vitality Profiles) and Just (Just Drinks, Just Autos, Just Food, and Just Style).

Fans of *Best Customers* and other publications from New Strategist Publications will be pleased to find many of these included within PE. The most current publication dates are from 2008. Besides *Best Customer*, other available New Strategist titles include *American Attitudes*, *American Generation Best Customers*, *Demographics of the U.S.*, *Household Spending*, and *Who's Buying Series*.

Conference Papers and Dissertations

For the academic, PE includes papers from a number of annual conferences on entrepreneurship. Full text coverage includes papers from the Allied Academies International Conference, Academy of Entrepreneurship (1997–present), International Council for Small Business, World Conference (2008–present), National Collegiate Inventors and Innovators Alliance Annual Conference (2004–present), and United States Association for Small Business and Entrepreneurship Conference Proceedings (2008–present). Also included is Babson's *Frontiers of Entrepreneurship Research* (abstracts only, 2002 to present).

Considering ProQuest's origin as UMI, it's not surprising to see dissertations within PE, more than 650 of them, and in full text. Dissertations are selected based on relevant subject headings (entrepreneurship is the obvious one) and are updated quarterly. Note that this is not the entire dissertation database but only those relevant to the topic of entrepreneurship.

Journal Literature

Journals, another resource of interest to scholars, are included in PE. Although not huge in number (under 200 based on PE list of publications), journals are focused on entrepreneurship. Among the list of included journals are these:

- Academy of Entrepreneurship Journal (full text, 2004–present)
- Entrepreneurship Theory and Practice (abstracts, 1979–present)
- International Journal of Entrepreneurship and Innovation (abstracts, 2004–present)
- Journal of Applied Management and Entrepreneurship (full text, 2003–present)
- Journal of Business and Entrepreneurship (full text, 1989– present)
- Journal of Business Venturing (abstracts, 1985–present)
- Journal of International Entrepreneurship (full text, 1-year embargo)
- New England Journal of Entrepreneurship (full text, 1998– present)
- Southern Journal of Entrepreneurship (full text, 2008–present)

A handful of popular business magazines, such as *BusinessWeek* and *Fortune*, are included. National and international newspapers are available including *The New York Times* and *The Wall Street Journal* (both full text). Much of the periodical coverage stretches from the early to mid-2000s to the present, with earlier coverage on selected titles.

As with dissertations, this portion of PE uses selected data from other ProQuest files but targets it toward entrepreneurship.

Business Cases and Books

For teachers, PE covers business cases. Key sources include the Arthur M. Blank Center for Entrepreneurship (1992–present), the Marriott School of Business (2007), the Darden School of Business (1984–present), and the Garvin School of International Management (1997–present). Harvard Business School cases are not included.

Unfortunately, most cases are citations-only. Searchers can access similar information online for free by visiting various online business cases publishing websites such as Darden Business Publishing (https://store.darden.virginia.edu/business-case-studies).

On the book side of things, ProQuest negotiated with John Wiley & Sons to include slightly more than 20 book titles from the "For Dummies" series. These cover topics such as marketing, business plans, "cool careers," getting results, and business writing.

Videos and Blogs

Additional unique content includes videos and blogs. Editors at Newstex, the blog aggregating company that supplies the data, determine which bloggers write knowledgeably in three main areas: entrepreneurship, global business, and trade and industry. There are almost 20,000 blog posts in the PE database, an interesting inclusion of nontraditional business information

Another nontraditional content type is video clips. PE contains 11,000-plus clips, many from successful entrepreneurs, describing how they got started and their ongoing business challenges. Clips are sources from eClipsNet, Vator.tv, and DEMO.com. Video lectures from Brigham Young University's Center for Entrepreneurship, Marriott Library, are another source for videos on PE.

SEARCH EXPERIENCE

With such a wide range of material intended for diverse types of users, how effective and flexible are PE search options?

The search interface for PE looks similar to the interface used in other ProQuest products. There are selection tabs at the top of the screen providing access to different search options including Basic, Advanced, Publications, and Browse.

Unique features are a tab labeled Data & Reports (for searching industry and company reports) and a section labeled Editor's Picks that provides a linked "Top Pick" article focused on a monthly topic. When I reviewed PE, it was "Socially-Oriented Ventures Around the World."

Search options are duplicated on the Basic search screen. I think they add unnecessary clutter that might confuse some users. Advanced, Data & Reports, and Publications are listed both directly above and again below the text entry box.

Advanced Search

Advanced Search has the standard three text entry boxes linked by pop-down Boolean/proximity operator selection



Figure 2: ProQuest Entrepreneurship basic search screen



The Practice of Entrepreneurship

MOOT CORP Competition www.businessplans.org/business plans.html

Bplans.com www.bplans.com

Business Plans Handbook Gale, 1995-

Reference for Business www.referenceforbusiness.com

Answers.com www.answers.com

Business Plans and Profiles Index www.carnegielibrary.org/subject/ business/bplansindex.html

Encyclopedia of Emerging Industries Gale, 1998–

The Handbook of Industry Profiles Hoover's, 2008–

The Directory of Venture Capital & Private Equity Firms, Domestic & International Grey House, 2002–

Venture Capital: The Definitive Guide for Entrepreneurs, Investors, and Practitioners Wiley, 2001

Pratt's Guide to Private Equity & Venture Capital Source Thomson Reuters, 2008–

National Venture Capital Association Membership Directory and Yearbook http://snipurl.com/rubr9

Angel Capital Association Directory http://snipurl.com/rubsg

Money Tree Report https://www.pwcmoneytree.com/MTP ublic/ns/index.jsp

National Business Incubation Association: Find a Business Incubator www.nbia.org/links_to_member_incub

The Study of Entrepreneurship

Advances in the Study of Entrepreneurship, Innovation, and Economic Growth Emerald Group, 1986–

Advances in Entrepreneurship, Firm Emergence, and Growth Emerald Group, 1993–

Frontiers of Entrepreneurship Research www3.babson.edu/ESHIP/outreachevents/fer.cfm

Global Entrepreneurship Monitor (GEM) www.gemconsortium.org

Business Plan Archive www.businessplanarchive.org

Other Resources

ProQuest Entrepreneurship www.proquest.com

Small Business Resource Center www.gale.cengage.com

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Robert H. Smith School of Business & Webmergers.com. (n.d.). *Business plan archive*. Retrieved Sept. 14, 2009, from www.businessplanarchive.org

boxes. Among the standard fields such as Abstract, Document Title, and Subject are some fields tailored to the subject matter of entrepreneurship, including Document Feature (11 choices, e.g., Charts, Tables) and Market Segment (13 choices, e.g., Baby Boomers, Women). A well-designed "Look Up" feature helps searchers browse and select assigned terminology for each field. Additional Advanced Search check boxes and search boxes enable users to limit searches to Data & Reports, Dissertations, and other limits.

Using the Advanced Search page, a search on the NAICS code 511210 (Software Publishing) and limited to Data & Reports retrieved 123 items. The most recent was a 12-page Snapshot Series report *US Desktop PCs 2008*, published March 2008. A second search on the subject entrepreneur* and the location China limited to Scholarly Materials found 184 items, of which 20 were conference proceedings (three in full text).

Data & Reports Search

The Data & Reports search screen lets users search in two basic categories: Market Research and Company Research. Check boxes let users select various types of content (e.g., Articles, Market Reports, Company Profiles). Some choices are confusing. Specifically, under Market Research, choices include Industry Reports and Market Reports. What's the difference?

Using the Data & Reports search screen, a search on the Market Segment "Baby Boomers" and the keyword education retrieved four items, including the chapter "Education" from the 2006 New Strategist publication *Baby Boom* and the chapter "Education Trends" from the 2007 New Strategist publication *The American Marketplace*.

Browse enables browsing by topic and by type of material including: Business Plan Samples; Guides, Templates &

roQu		trepreneurs	hip			Interface lang	Helo
Basic	Advanc	ed Data & Repo	orts Publications	Browse	My Research S.martes.tiams	English	₩ Go
Advanc	ed Se	arch		Tools: Sea	ech.Ties. Brance.To	eics.	
				Citation and	abstact ×		
AND	v			Citation and abstract			
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	-	Add a row Remove	row	Search	Clear		
Date range: All dates			a a				
	□ Mul	timedia (Video) rolarly content (Jour	any Reports, Market Re male, Working Papers, mplates, Forms, Sampl	Dissertations)			
AND	~	Company/Org			Lookup compa	olea.	
AND	~	NAICS/SIC code			Look up NACS	codes.	
AND	~	Location:			Look up location	28.	
AND	~	Document type:	Any document type		~		
Publica	tion type	All publication ty	pes 😕				
Sort results by:		Most recent first					
Results	per page	10 4					

Figure 3: ProQuest Entrepreneurship advanced search screen

Tools, Tips & Advice (video), Business Cases, Company Profiles, and Market Research Reports.

Business Plan Samples will be of interest to entrepreneurs, but this content area seems mislabeled. The total number of sample plans is small (seven), one of which is freely available from the internet. The remainder (and majority) of the content is business plan advice taken from full text chapters of two books: *Business Plans that Work* (McGraw-Hill, 2004) and *Tips and Traps for Writing an Effective Business Plan* (McGraw-Hill, 2007).

Guides, Templates and Forms is a more accurate description of available content. Examples of resources available include a Business Plan Budget Worksheet (Excel format), Job Recruiting Checklist (PDF), and a Mutual Non-Disclosure Agreement (Short Form) (Word format).

Subscription cost for PE is based on the size and type of library. For an academic library at a 4-year institution with an FTE of 10,000, the annual subscription is \$13,890.

A competing product to PE is Gale's Small Business Resource Center (SBRC). Unique content within SBRC includes Gale's own publications, which it has not licensed to ProQuest, including *Business Plans Handbook* series (1995–), a collection of business encyclopedias (*Encyclopedia of Small Business* is one example), as well as the *Small Business Sourcebook* (2006). SBRC does not include market research reports, business cases, or New Strategist Publications, and it tends to focus more on trade and popular magazines (about 200) versus the concentration of scholarly entrepreneurial journals in PE. For academic programs, ProQuest Entrepreneurship would be a good choice. Public libraries will probably lean more toward Gale's Small Business Resource Center.

FOSTERING CREATIVITY AND INNOVATION

There are many other resources available on entrepreneurship—these are just a few. Just as the successful entrepreneur values creativity and innovation, the successful researcher, student, practitioner, or librarian needs to exercise the same attributes when choosing online resources and search strategies.

It's wise for people to be aware of a wide range of resources, both free and fee-based as well as sources in print and digital format. To increase the probability of success in finding information, searchers should also be able to implement a variety of search techniques such as keyword searching and subject searching. With information gained from these sources, searchers, entrepreneurs especially, can then move to other strategies such as talking to people in the field to gain real-life insight.

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 $Comments?\ Email\ the\ editor\ (mary dee @xmission.com).$

