>> As you feel the squeeze from your competition and business expenses continue to rise, you look for new ways to cut cost and increase efficiency. Is outsourcing a good idea for small and mid-sized companies, or is delegating non-core operations a solution only for the big guys. What are the benefits of sending your work out of house, and what are the possible disadvantages. Today we'll discuss peak efficiency, streamlining small and mid-sized businesses. Ashock Devocran [Assumed spelling] joins us from Booze, Alan, and Hamilton [Assumed spelling] to tell us all about outsources. Business 2.0 senior writer Michael Copeland tells us about a growing trend, micro multi nationals. Joining Michael is Rajiv Parikh, president of Position 2, who will tell us how he turned his company into a micro multinational. Small business consultant Marilynn Landis shares tips on how to sell your company, and we'll see how the Cleveland Zoo is using technology to connect with kids across the country. BizWiseTV starts right now.

[ Music ]

>> Hello, I'm Rick Spence, welcome to BizWiseTV. The business climate for small and mid-sized companies has never been more bullish, or so it seems, because according to the Small Business Administration's most recent figures more than 670,000 companies with employees were created in 2005. This is the biggest surge of start-ups in American history. The entrepreneurial spirit is alive and well. Of course all these new start-ups also represent more competition for you. So how could you compete, reach peak efficiency, and grow. Increasingly, the answer is outsourcing. Now don't confuse outsources with off-shoring. Outsourcing is hiring another company to provide services normally done in-house; typically payroll, IT, HR -- those kinds of things. Off-shoring is very different, such as moving an entire function, manufacturing, for example, to another country. Reasons for outsourcing include minimizing capital investment, lowering business risk, and allowing your company to grow. Outsourcing by small and mid-sized businesses is on the rise with roughly
two-thirds of them outsourcing some portion of their operation. It can bring you added expertise and resources. Outsourcing IT services, for example, can be extremely cost effective, and can often be the difference between network up time or down time. And the Standish [Assumed spelling] group estimates that down time for a mission-critical application can cost $10,000 a minute. Our first guest, Ashock Devocran, is a principal with Booze, Alan, and Hamilton, a global strategy firm with offices on six continents. Ashock develops plans for organizational transformation with a focus on outsourcing and off-shoring. Ashock, welcome to the program. It's great to have you here. Let's talk a little bit about when it makes sense to outsource and off-shore.

>> Sure. The basic idea is that any time that an activity can be delivered at low cost or at better quality, it makes sense to outsource. Now in many cases what this translates into is, you know, focusing in house on business strategy, or really worrying about how you want to grow your business, you know, what markets you want to expand into, and so forth. And outsourcing ends up being focused on activities that are non-core or non-strategic. Right? Those transactional labor intensive things like payroll, IT, manufacturing for, you know, [Inaudible] companies. And those are really the actives that it makes sense to outsource. Regarding specific protocols, it tends to vary depending on which industry you're looking at. For example, if you're looking at consumer products, manufacturing is a much more critical element of what you want to consider outsourcing. If you're looking at, you know, financial services business, then your IT, again, becomes very critical. Because that's kind of the life-blood of the
way in which you deliver your product.

What can you expect in terms of the benefits.

What you should look for in terms of benefits I would say are three-fold. And these are somewhat different from -- from what you see in large companies. When we advise large companies, for example, one of the biggest benefits from outsourcing is cost, right? Because many large companies have grown by acquiring other companies. They've acquired complex systems, their processes have become complex. And so going to someone else to provide those same services often results in a simplification of all those things, which drives down cost. For the small business though, I would say the emphasis becomes a bit different. It's more about focusing on your core business. You know, one of the biggest challenges for small businesses is having the bandwidth and really focusing on the key issues that matter to growing your business. Typically a small business won't have grown to the extent that they've got very complex internal processes, they don't have complex systems, and the issue is more about finding the mental focus to really, you know, focus on the issues that are really important for a small business, which is growth, sustaining new customers and producing new products and so forth, as opposed to using outsource to clean out lots of complexity. One of the biggest benefits for a small business for outsourcing is really that it allows you to focus your limited mind-share on those critical strategic issues that are really important for a small business. I think secondarily are the issues around quality and cost. In many cases, because a small business won't have that same bench strength of personnel and capabilities and systems to do back office processes like payroll and IT and so forth, at the same
level or efficiency as a big company -- or even for that matter an outsourcer -- what an outsourcer can do for you is not only deliver those processes more cheaply but also do them in a more efficient and in a more high quality way. So you get all three benefits in one.

>> A small business, obviously, has less resources to make a mistake. If they pick the wrong outsourcer, the wrong firm to go with, they're in much bigger trouble than if a big enterprise makes a mistake and writes it off -- they could be out of business. How do you find these outsourcers.

>> Right. So you know, the best -- the way in which you find an outsourcer really depends on what kind of process you're looking at. So let's take the manufacturer example where -- which presents in many ways the most daunting challenge for a small company that wants to establish some kind of off-shore manufacturing capability but it doesn't know where to begin. In the case of manufacturing, typically what a small business will do is it will connect with an intermediary or an agent that knows, you know, the off-shore supply base very, very well. And has made themselves a business out of hooking up buyers and suppliers. So in a sense you've got two levels of outsourcing. You're first outsourcing the task of finding the outsourcer to someone, and then secondly you're actually outsourcing the manufacturing operations.

>> Ashock, I want to thank you for joining us on the show. Really good information on outsourcing, I appreciate it.

>> Thanks for having me, Rick.

>> Outsourcing and off-shoring are good ways to grow your company, but you don't have to be big to be multinational. Michael Copeland is a senior writer for Business 2.0 Magazine who has written about a new trend -- the micro multinational. Michael, thanks for joining us.

>> Thanks for having me.

>> So, what is the micro multinational?

>> These are start ups that are global from day one.
They could be three people, five people, ten people. But a core part of their business, it might be manufacturing, it might be development, it might be R and D, is someplace outside of the U.S.. And we're seeing more and more of this.

>> What's the -- why is this growing, what's the trend here.

>> Part of it is you can do it. The tools to enable communication to any part of the world are very good and very cheap. The other part of it is competitive reasons. If you enter a market late and you need to get big fast or get your product to market fast, you need some man power, and that man power tends to be other places in the world these days. And what you want to find first is the magic ex-patriot is what people call this person. And this is a person whose -- without whom you're going have a hard time. But they can bridge the cultural gaps, the language gaps, give you sort of a heads up on, okay, you should be hiring these people. And usually they need to be in the country a good part of the time while you're ramping up in the very beginning, and then you might bring them back to the U.S. once things are rolling. The way people manage these far-flung start-ups is by sort of psychotic process. They communicate via IM, could be a voice over IP telephone system, they have meetings at odd hours so they can bring the team together. And what they do in common they communicate, and they also write everything down. If you're not all in one place everyone needs to be on the same page. So as a product gets developed everybody knows what they're doing and that the Milestones they're supposed to the hitting are being hit and in the right way. So the key is having that process in place, finding the right tools that enable you to do it in a fluid sort of easy basis. But also be prepared to be doing your work at odd hours in the night so that you can get the whole team together and make sure everyone's on the same page.

>> So we have web sharing tools which obviously makes
this much easier to do. You've discussed IP phones, some of those other things. You mentioned in your article in Business 2.0 that the number of micro multinationals has grown from 30 to 60,000 plus in a matter of how many -- the last years. And is it mostly a result of better collaboration, Internet tools.

>> It is mostly a result of better collaboration, Internet tools. But it's also a shift in business and how comfortable people are communicating via IM or e-mail.

>> What are some of the other barriers, potential obstacles to look for. And you know, things that could go wrong when you start to kind of put this organization together.

>> One of the things that people have found, you need to think of your company as a global company, a global start-up. And you can't say, like, well, we're all based here and this is where the real company is. And there's some other guys in another part of the world doing work for us of the you need to give the people who are working for you outside the United States interesting work. Especially if it's sort of high-level stuff. What a lot of companies have found through off-shoring, if they sort of send the grunt work someplace else, they don't get back quality work. You really need to involve the people outside the United States in your core business and then depend on them to deliver core parts of your business. So make it interesting work, make it important work, and you'll get better results.

>> What about time and resources you might expect to put into this?

>> So there's a company called Syndia [Phonetic] that's a watermelon juice company, and it's sort of -- you
know, you would think that's sort of a low tech enterprise -- they make juice. He -- the CEO, Brad, spent about six months setting up a customer service gang in the Philippines. So he had to travel to the Philippines and interview people and make sure that they knew what customer service meant to him as a company. Then he went to Mexico where a lot of the watermelons are sourced at different part of the years and other parts of Latin America, actually. And he talked with the farmers and sourcers and made sure that his whole system was put in place. It took him maybe six months to a year to put this kind of global system in place. But now he runs everything from his office locally in the Bay Area. And so we can get an order from a grocery store in Philadelphia, come sort of through the Philippines, that gets sent to a farm in Mexico and then the juice ultimately makes its way to the east coast. So that front end effort, yes takes time, takes travel, takes working seven days a week. There is no weekends when you're running a micro multinational. You'll find that, you know, the rest of the world is working. So you tend to need to be on top of things. So it takes a little longer on the front end, but it's worth it. And one thing that Brad in particular said is he's just a fanatic about process. He's got a book -- they have wikies, which are these kind of collaborative tools, right? There's wikies basically covering every process of his juice company. And so his kind of binder filled with these wikies printed out is 300 pages long, and he keeps adding to it. But if there's a question everybody knows where to get it. Whether it's printed in a binder in the Philippines or on a web site accessible from everywhere.

>> Literally keeping the entire company on the same
That's great. Now joining our discussion on micro multinationals is a gentleman with first-hand experience and the challenges and rewards of making a micro multinational work. Rajiv Parikh is CEO of Position 2, a full service search engine marketing agency based in the Silicone Valley, with a large presence in Bangalore and Mumbai. Rajiv, welcome to the show.

>> Thank you.

>> Great to have you here. Tell me a little bit about your business.

>> What we do is run campaigns for small, mid-sized and larger businesses in the U.S. or Europe or actually, in India. We have some folks here in the U.S. that can work directly with the companies, but then all the actual campaign work in terms of setting up the ads, in terms of bidding on key words, in terms of managing the whole process with analytics and that sort of thing -- can all be done in our office in Bangalore.

>> Now you talk a little bit about managing these micro multinationals can be a little bit of a problem. What's your take on that, and then Rajiv, you can give us some principal experience with it too.

>> Well, my sense of it is you just need to stay on top of things in a process-oriented way, but you also need to let go. What's interesting to me is that I heard on several occasions you can't micro manage a micro multinational. Because you might be asleep when lots of work is going on in Bangalore, and what are you going to do about it. You just need to have confidence, wake up the next day and the work is done. So you need to both have good processes in place, and also sort of let go, and have faith that the people you're working with are going to do the job the way you want it done.

>> It sounds like you did a lot of footwork up front. Define the right people.

>> Yeah --

>> Once you do that does it just sort of just run itself and as long as your objects are being met, hey, we're all right.

>> I wish it was that way. And I actually agree with you. You have to find the right people that can manage that kind of operation. People who are senior enough to
know the local laws, the local customs, the local hiring practices. They need to know how to communicate well with international, with the U.S., and with -- our way of doing things, you know. When we say it has to be done on this date. It's not the old-fashioned way of, well, that date is a date --

[ Multiple voices speaking ]

>> That's a wishful date, not the real date.

>> So that's an important -- there's some very important cultural mindsets that people overseas, there's part of that process of putting those two together. And so my team as part of the selection process had to be folks who have worked with clients here. Because that in the U.S. -- because then they understand the time pressures and they understand the things we'll ask for, and they'll understand -- they'll really understand the level of quality we expect. Because people -- generally, U.S. clients tend to expect -- and Europe clients -- tend to expect an a certain level of quality and a certain level of delivery. And so that's a critical component of it. As for letting them go we have broad -- we sit down, we go over the strategic clan together, and we come up with -- and we work out the culture together, and then I have to trust them to implement it. So that is really important. But I go there every other month, so there's -- we try to reenforce the overall plan with the constant contact.

>> Is there an opportunity for you guys to develop a local market in India or other places that your staff is. So you have clients that are now India-based companies.

>> I think in the earlier session we actually talked about giving them interesting work. Giving your team interesting work. And I think that's really important when you do this. The folks there are not like BPO workers. Not to disparage them, but you know, they're not college grads doing high school level work. They're
folks who are doing college degree, graduate level work that you would hire folks in the U.S. for. And as part of that, I wanted -- the earlier session could have been -- U.S. clients pay a lot more. And we can make a lot more per U.S. client. Let's not worry about the Indian market. Actually, very early on we met some folks -- we hired some folks out of the top advertising agencies in India. Large, you know, large agencies that are actually international. And we brought them on specifically to help the Indian market. Because I want my folks to feel -- they -- I want them to walk around, look, I worked on this brand. I worked on this particular company, and it's right here in my home market. I want them to feel the sort of pressures the U.S. based client management team feels. And I think it helps to reinforce the value and it makes them understand that their work is really important.

>> So what's the biggest hurdle to get a micro multinational up and running.

>> I think the biggest hurdle is just finding the right home. In terms of finding the right people to run the operation, the leaders. It's not -- funding is straight forward. Getting it off the ground once you find the right people is fairly straight forward. Everything works out well. Of course, you always have to get clients. That's always very important. But for a micro multinational, in particular, you want to find the right people. You talked about working, you know, late at night, all hours. Everyone has to be willing to work at odd hours. For them, it might -- they're -- my group is 12-and-a-half hours ahead of us. So they need to be available at 9 o'clock, 10 o'clock. I need to be available between 8 and midnight myself. That doesn't mean you can't have a life and you can't have kids. I
have four kids and I have a life. But you just have to arrange your work differently, and you have to work with the communication tools that we have. Set up Milestones and see what all of us are doing. And then you reenforce that with a lot of coordination, a lot of meetings, a lot of one to one contact. I mean, we've even done things where we've flown the whole U.S. staff over to India, had the three day in the woods, you know, sort of off-site, to get everyone to know each other and trust each other. Because that's -- if you can't have trust you can't build great processes.

>> Get that face-to-face before you go completely virtual. Gentlemen, thanks for joining us.

>> Thank you.

>> Congratulations on your company. Coming up, we'll visit a zoo that comes to you, and show you some tips on how to sell your business with BizWiseTV returns.

>> Hi, I'm Felicia Franti, unified communications expert from Cisco. The Small Business Communication System, or Cisco SBCS, is a new development in unified communication, and its been built specifically for small and mid-sized businesses. It's a new, affordable, complete system of voice, video, and wireless networkings products, all of the stuff you have to buy separately in one consolidated solution. And since it's a true unified communication system, the openly standards mean you can integrate business applications, extending advanced services to customers and employees. For example, click to dial, integrated messaging, and database access, collaboration, calendaring, and even a news [Inaudible] communication. The same kind of benefits that have been enjoyed by bigger companies are now available for small and mid-sized firms. All with easy financing and delivered through local Cisco
partners. So you're looking at three major benefits. It's affordable. Is the Cisco SBCS provides your data, voice, wireless, and video network in one consolidated product. It's powerful. The integration with business applications with transform your business, and its scaleable. It's a business communication solution that's easy to deploy and use while allowing for business growth. Powerful, affordable, scaleable. Check out the SBCS at Cisco.com/go/sbcs.

>> An organization in Cleveland is accumulating an impressive stale of talent from around the globe. None of them are drawing paychecks, but they are drawing big crowds. Using some of the same technology as micro multinationals, the Cleveland Zoo is connecting with students across the country.

>> Cleveland Metroparks Zoo is a very special place. We sit on approximately 167 acres of land featuring over 3,000 different animals, representing more than 600 species of animals. We want as many children to be able to come to the zoo as possible. And of course we're in [Inaudible] county, in Ohio. We do offer free field trips, but those children who can't come to the zoo because they have to pay for a bus or whatever reason. So we really wanted to make our zoo and programs available to children in all areas.

>> We're small. We're outside of a larger city, [Inaudible]. Most of the people here work other places. We're very innovative in the school district. We have a lot of resources, offer our students things that I don't think some of the other schools in our area offer.

>> If you're with us this morning, can you say good morning.

>> Good morning.

>> Today we had a group of third-grade students come over and connect through distance learning to the Cleveland Park Zoo in Ohio to study about primates.

>> Conservation education department is very excited about the addition of our wireless video conferencing equipment.

>> TSI has been working with the zoo for a number of years. We've initially designed and built the ATM based video conferencing networks. We thought it was a good opportunity for the zoo to be able to expand their distance learning program and be able to offer more content for the program.
When you use distance learning you can still stay in your -- sometimes in your school -- and you can hook up to anywhere. And so that gives you an opportunity to have the expert come to you.

As the distance learning coordinator here at Cleveland Metropark Zoo, this new wireless video conferencing technology is very easy. It's simply just moving it near the access point and being able to turn it on and we're ready to go. We have 20 access points around the zoo, indoor and outside of the facilities.

Staff can seamlessly roam from areas that are inside to areas that are outside and not drop a signal and still have good wireless coverage throughout the facility.

And the zoo can now broadcast throughout the world, literally, with this system. And it's not limited to Ohio, it's not limited to the United States.

Today we're exploring peak efficiency. Any business that wants to grow needs to harness technology to get there. The Cisco Growing With Technology rewards program is an annual contest recognizing small and mid-sized businesses that's used technology in innovative ways to excel. If your organization is tapping the power of the Internet to achieve your business goals, enter the Cisco Growing With Technology rewards program before June 22. You could win $25,000 worth of Cisco equipment. Go to Cisco.com/go/technologyrewards. Now after you've grown your company and you're ready to move on to the next challenge or maybe retire, what do you do. Selling a company you've grown and nurtured from its inception isn't always easy. We talked with Marilynn Landis, CEO of Basic Business Concepts, a CFO outsourcing organization. We asked Marilynn how to prepare for selling your brainchild.
>> [Inaudible] the problem, it's your child, it's perfect. So you want somebody to take an outside, objective look at the business. Whether it's the cash flow in the business, because in today's market that's what values a business, the cash flow. Very often a business owner will know that they built on new division, so they put money into building it out, doing ramp-up, inventory, new people. But they didn't document that. So somebody comes in to buy. Business, they take a look at that and say, well, don't have any cost flow. So, oh, well, that cost went into tenant improvement, went into new inventory, new people. But they didn't save the documentation to show that. All right? I always tell a business owner, you've got to ask all the questions. And that's a start. Get somebody to raise all the risks, ask all the questions. Now you as the business owner have a chance to mitigate those risks. Because the more risks the buyer perceives the less they're going to pay for it. So if you know, for example, that you've got a risk from a competitor, you know how you deal with it. And you've drafted a plan on how you're handling that. Now you've reduced the risk and there's more potential to the buyer. That's the first thing they look at.

>> What does that typical scenario look like?

>> Too late is when you're already in trouble. You haven't invested in the new technology in your industry, you haven't got the cash to do that, or the energy to do that. You haven't gone after the new market, you haven't taken -- that's too late. That's too late. Even if you're not ready to sell yet, you think you've got two or three years to go. If you haven't kept the business up, then it's too late. It's going to take two or three years for you to be able to make those changes,
put that documentation together.

>> Can you sell a business and architect it in a certain way and still maintain some income from it.

>> Yeah, you can. You can. One good way to do that is to maintain real estate. Many business owners will separate and have the business in one entity and the real estate in another entity, and now you've got a rental stream from the business. If you want to hang around as a business owner, though, and get commissioner royalties you're going to want some control over the business, and that usually causes friction with buyers. Buyers will tell the owner they want them to stick around; they don't. I think what a seller first has to decide is what am I selling. What do I have that's saleable. Is it my customer base, or is it my product. Is it this business I have and the cash flow I'm generating from the business. Is it my facility, is it my location. Is it the knowledge-base I have to deliver. What is it I have to sell. It may not be the whole package, all right? So to your point, if the customer base that they are selling, and that's all they have that they have to sell, they're probably going to sell that to a strategic buyer. The strategic buyer doesn't need to have the overhead. What they need is access that customer base, and they may need that seller to stay on because that person may or may not be key to getting into that customer base. There's a big group of buyers out there called private equity groups. They typically are looking for either a platform they can add on to, what they want to do is build a bigger company with a bigger reach. So your company may have value to them for reasons that you didn't think of when you founded it. So first you know what you have to sell and then who the buyers might be. Then you can decide if
it's advantageous for you to stay on or not. They may want you to be gone. A private equity group, on the other hand, may recognize you built the business and they want you to stay and run it for them until they integrate it with the rest of their system. And that could buy those two to five years that you want.

>> How does that process work, going about finding buyers.

>> That's tough. That's really, really tough. Because unlike your house, you don't want to put a sign on the front of your business that says for sale, all right? That's the last thing you want to do. So you need to find -- it's a real cloak and dagger kind of world -- you want to find buyers but you don't want them to know you're for sale. So if you've ever gone to the [Inaudible] systems to the web page it will say things like manufacturer east of the Mississippi for sale. All right, because they don't want people to identify them. There are brokers out there who make a business of finding buyers. There are really more buyers than there are sellers. So they will make a market of finding out who is interested in what types of businesses. So to go to the third party -- but you want to get to the right third party -- there are brokers who specialize in what are called Main Street businesses, and these are the beauty shops and the pizza shops. And they have buyers who want to buy a 50 or $100,000 business, it's going to pay a paycheck for them. So if you go to list with them they already have a whole file folder of buyers that they're going to call. Hey, I just got a hot one, this is a good deal for you.

>> So real quick, three things you shouldn't do.

>> First of all, don't overprice the business. Because just like your house, if it's overpriced it's going to be on the market too long, it's going to be too shop-worn. And after a while the perception is going to be something must be wrong with that business, it hasn't sold. And the only thing wrong with it is its overpriced. Second thing you don't want to do with the business is not qualify the buyer. If too many people come walking through your business and expose all your financial information to them, again the perception is something is wrong. They've got too much information on the street. It's simply because the buyer didn't have enough money to do the deal. The third thing you don't want to do is make statements you cannot back up with
facts. If you say last year the sales were down because

that's when I lost my big account because they went bankrupt, and the client -- the buyer goes in and looks at your books and that client wasn't -- that wasn't the year it happened -- you raise one question, you raise a lot of questions. So those are three things you don't want to do.

>> Small and mid-sized businesses are in the best position to both benefit from and contribute to the new green economy. Recently, we caught up with Byron Kinnard [Phonetic] from the Center For Small Business and the Environment and Hank Ryan, executive director for Small Business California.

>> Center For Small Business and the Environment is an effort to build a bridge between the environmental community and the small business community. And the belief that small business has a hugely important and unique role to play in protecting and restoring the environment. A role that's not widely known or appreciated.

>> What is that role and how is that different from big business.

>> Environmental solutions are being provided by small entrepreneurs. Two-thirds of all innovations come from small businesses. That's a well established fact. Clean tech companies are burgeoning, not only in California as Hank described, but in Texas, Florida, Colorado, the north east, Virginia, the northwest. It's a -- it's a terrific good-news story, because they're also creating jobs and profits. Venture capital has locked on to clean technology in a big way in the last few years. 71 or 2 billion dollars was invested in clean technology -- renewable energy technology -- around the globe last year. John Dewar, the Silicone
Valley venture capitalist who were the first to invest in Google and Amazon said that green tech is the next big thing. The mother of all markets.

So what do you tell CEOs who are enjoying sizeable profits, business is good. But perhaps they are not green. And they probably need to get green. How do you motivate those individuals to move forward.

Small businesses need three things to remain accelerate their energy-efficiency efforts. One is verifiable savings. Savings that they can really count on and know what they are so they can invest properly. The second thing they need to make those investments is access to capital. Small businesses are busy slicing the salami. They're very much in tune with what they've got to do to run their business. Energy at this point is not something that's in the mainstream yet, and therefore needs to be helped with access to capital.

Something we're working on with utilities to bring forward as much as possible. There's a third element, though, that can really move things forward, and that is this. In the food service industry, for instance, there are a lot of rebates out there for a large number of dollars for let's say ice makers or any other kind of efficient food service equipment. Yet it's very difficult to get these small businesses and distributors that serve them to actually take advantage of this. One of those distributors said something to me that really hit home, and what he said was why don't you talk to us when we're applying for the permits to start the business. At that particular time when say a liquor permit is being asked for, very often that's going to have a huge refrigeration footprint for that business. Now what does the government have to give back there. Well, it takes about 120 days to get that permit. Let's
say the government says we'll do that permit is 60 days. You give us a receipt of Energy Star equipment had you make that application. And let me take another tactic, and that small businesses need to think about how America is going to take a leadership position in exporting the answers to the rest of the world. And right now a lot of the answers we're getting from efficiency come from other places. The new washers that we have now that spin around in a horizontal axis, those are old washers in Europe; they're not new. But I -- I submit that the American, you know, ingenuity and drive is something that we absolutely retain and can take advantage to move ahead and really create the export opportunities.

If you're considering outsourcing a portion of your operations, it's imperative to have a solid communications infrastructure to show you what kind of network you need. Our friend Jimmy Ray Purser has prepared a CEO cheat sheet that details what you want for outsourcing, off-shoring, or to implement a micro multinational. You can find a link for our CEO cheat sheet on the console in front of you or by visiting Cisco.com/go/interact. Today we looked at how outsourcing your company's non-core processes can help you grow and why you don't have to be huge to be multinational. It's all about peak efficiency and a streamlined business. To see other great ideas, advice, and tips on how to grow your business, view all the episodes of BizWiseTV. Go to Cisco.com/go/interact. Until next time, I'm Rick Spence for BizWiseTV. Thanks for stopping by.
[ Music ]