

maintain these partnerships throughout the life of the award. The NABDC must replace a Strategic Partner within forty-five (45) days after termination of a previously established partnership. The NABDC shall consult with its MBDA National Enterprise Center prior to completing the MOU. The MBDA shall have no relationship with or responsibility to the NABDC's Strategic Partners.

The Strategic Partners shall be public or private sector organizations located within the project's geographic service area. Strategic Partners may include:

- Native American and Minority Business Enterprise (MBE) programs operated by state, county or city governments;
- Chambers of Commerce or trade associations focused on the needs of the minority business community;
- Small Business Development Centers, or other college and university entrepreneurial development programs;
- Community Development Corporations (CDCs);
- Banks and financial institutions; and
- Faith-based organizations having economic development components, whose activities are *not* used for sectarian purposes.

Also, the NABDC shall establish Intra-Strategic Relationships with other MBDA funded programs in support of their goals for assisting Native American businesses as defined under the terms of the award. The NABDC is required to meet with other MBDA-funded programs in the NEC (in person or by phone conference) at quarterly meetings conducted by MBDA staff. The NABDC is encouraged to refer and/or accept clients from these Relationships. The Intra-Strategic Partnerships shall *not* be counted towards the NABDC goal of obtaining Strategic Partnerships as described above.

(e) *Facilitate Matches* which identify and refer eligible Native American and minority business enterprises with specific viable businesses, market and/or capital opportunities.

This function contributes to a NABDC's financing and/or procurement performance goals, and is the *only* NABDC market development function outside of the standard client business assistance in which a portion of a NABDC's time can be directly associated to *individual* clients and resource customers. This client specific time, no matter how small, is considered client assistance and may be subject to client fees. Under this function, the NABDC shall match qualified Native American entrepreneurs with identified

opportunities and resources by: (1) Accessing vendor information systems, including the Phoenix/Opportunity system; (2) Providing follow-up communication to Phoenix-registered clients that receive Opportunity matches within the NABDC geographic area; (3) Maintaining a constant awareness of the Native American firms that operate within the geographic service area and their capabilities; (4) Maintaining direct contact with purchasing executives, government procurement officials, banking officials and others so that representatives of the NABDC are in a position to learn about available business opportunities, both formally and informally; (5) Engaging in relationship brokering between purchasing organizations and individual clients capable of fulfilling their requirements; and, (6) Assisting in direct negotiations between purchasing organizations and individual clients, in appropriate cases, in order to help resolve issues, serve as an advocate for the client firm, or otherwise assist in bringing the transaction to closure.

2. *Client Services*—Provides direct client assistance to Native American and minority business enterprises on the basis of individualized professional engagements. Under these duties, the NABDC shall assist clients and individuals, which have written agreements to become clients, in establishing, improving and/or successfully maintaining their businesses. *All new clients* shall be entered into the Performance system and registered in the Phoenix system. The NABDC is *required* to enter clients and service hours into the Performance system within seventy-two (72) hours from the time of service. Clients assisted more than once during the funding period may only be counted once in that funding period.

The NABDC shall operate a systems-integrated approach (as described below) to assist in Native American and minority business growth and development.

A systems-integrated approach—which is defined as a customer-based service model supported by the following functions:

- Strategy—*e.g.*, plans for achieving sustainable competitive advantage and creating customer value
- Processes—*e.g.*, efficient, effective ways of manufacturing products or delivering services
- Architecture—*e.g.*, organizational and value chain (outsourcing) structure to implement the strategy and key processes

- Resources—*e.g.*, the acquisition and management of financial, human, and technical assets

- Systems—*e.g.*, mechanisms for control and communication, including management information systems (MIS)
- Empowerment—*e.g.*, delegation in a way that encourages staff to pursue strategic initiatives and continuous improvement.

The NABDC shall be responsible for providing business consulting to MBEs based on these principles. Business consulting services are (as defined under this section) provided by the NABDC to eligible Native American, minority-owned firms and individuals (as referenced in Executive Orders 11625 and 12432) seeking assistance from the NABDC, including 8(a) certified and graduate firms. These client services are segments to the systems-integrated approach. They are designed to assist client firms to bridge operational and strategic gaps. They cannot provide long-term business viability without aligning all aspects of the business and its environment. Client services include, but are not limited to, the following types of assistance:

(a) *Client Assessment*—Provides the NABDC client with a fundamental business evaluation. This process is designed to standardize services and to facilitate the client referral process among the MBDA funded network. It requires an interview to be conducted between client and NABDC consultant. This service is designed to provide—

- Background and contact information on the client;
- Client business analysis with respect to its core competency, organizational structure, market and industry placement, production of products/delivery of services, marketing plan, resources and financial viability;
- Analysis and benchmarking of the client;
- Development of an intervention plan utilizing a systems-integrated approach (as defined under Client Services) & client report; and,
- Identification of resources and referrals.

(b) *Functional Assistance*—Provides the NABDC client with detailed business consulting services including but not limited to:

- (1) *Marketing*, *e.g.*, market research, promotion, advertising and sales, sales forecasting, market feasibility studies, pricing, product and customer service, brochure design (excludes mass printing);
- (2) *Financial Management*, *e.g.*, capital budgeting, general accounting, break-even analysis, cost accounting, financial planning and analysis