



DORAVILLE CHAMBER OF COMMERCE BUSINESS INCUBATOR COMMITTEE

COMMITTEE CHAIR: MICHELE PALMER, DIRECTOR OF MARKETING & COMMUNICATIONS

With anticipated population growth of Metro Atlanta by 2.9M people over the next 30 years and new industries such as film and tech making the Atlanta area their home, Doraville is on a forward trajectory with improvements to boost their position in the market.

To contribute to the growth of our city, The Doraville Chamber of Commerce (DCOC) aspires to provide a welcoming commerce community through extensive business incubator programming, while maintaining the area’s diversity, equity, and inclusion by offering services specific to marginalized groups.

The purpose of the Business Incubator Committee (BIC) is to explore the feasibility of programming, education, mentorship and more to aid in the building and advancement of local businesses within the City of Doraville. Essentially, is there a need for incubator services and will it help both new and existing businesses?

The committee expects to meet monthly to discuss and report out on the progress of assignments. Day and time will be determined once all committee members are on board and preferred times can be voiced.

The BIC will be highly collaborative. Members are encouraged to create synergies with other DCOC committees, partner with other members or local business executives, share solutions and recommendations, and find efficiencies to building the study.

The feasibility study is anticipated to take up to 6 months and will take part in two phases to avoid unnecessary workload if the outcome is fruitless or needs to pivot early on. At the end of the study, the committee will determine if a business plan should be developed for 2023 or if more research is needed.

The study will include the following sections and the committee chair is open to including additional information and data brought forth by committee members to establish a comprehensive report:

PHASE I	PHASE II
POPULATION & INDUSTRY	GOALS
SWOT ANALYSIS	BUSINESS STRUCTURE
CASE STUDIES	FUNDING
PROGRAMMING & SERVICES	WORKSPACE & FACILITIES
	APPLICATION PROCESS
	MARKETING
	IMPLEMENTATION

Each section is detailed on the following pages.



PHASE I

Population and Industry

An overview of the current industry base in Doraville will be provided by select committee members. The report should include gains and losses, and highlight industries that have the most potential for growth and why. This will help to determine if the incubator needs to provide services dedicated to a specific industry.

SWOT Analysis

As a team, the committee will conduct a SWOT analysis of the City of Doraville as it pertains to business and industry - looking at the Strengths and Weaknesses of the city and the outside forces (Opportunities/Threats) that have the potential to affect economic development. From the analysis we can extract a couple key actions that can strengthen the development of an incubator program.

Case Studies

Select committee members will be responsible for creating case studies of other incubators in the Atlanta Metro area or cities similar in size and operation to Doraville. These case studies will help to uncover successes as well as challenges other incubators encountered. This will also become the basis for a future Competitive Analysis and Business Positioning to determine what additional or differing services our incubator should offer.

Programming and Services

Research would be required to create an outline of potential services and programming provided by the incubator. These would include but not be limited to classes and workshops, mentorship, shared workspace and office facilities, investor access, etc. It would be incumbent upon select members of the committee to conduct a survey from a cross section of current Doraville businesses to determine what's needed most, program testing for (or surveying of) the entrepreneurial community, and analysis of the case studies noted above. In addition, an early peek into potential recruits for providing mentorship and educational seminars can also be included.





PHASE II

Goals

As a team, the committee will establish SMART goals for the incubator that could include launch timeline, lead generation, participant growth, fundraising, mentor and educator recruiting, tenant acquisition, etc. These goals will be used as a foundation for building the business plan and could flex based on the outcome of the study.

Business Structure

A preliminary outline of the recommended business structure and leadership structure should be provided by select committee members. This would include recommendations on the staffing structure, addition of an advisory committee or board, as well as recommended business structure for tax purposes. The framework and organizational chart may flex based on what is uncovered in the feasibility study to ensure the incubator's goals can be achieved.

Funding for Operational Costs

The committee will conduct a cost analysis for startup, function, and continued sustainability of the incubator. Identifying grants (specifically for underserved communities), potential partnerships, leveraging enterprise-level resources, or other funding opportunities to reduce operating costs would be of particular interest. In addition, research on potential income from renting workspace and facilities to supplement costs should also be included.

Workspace & Facilities

A report-out on availability of commercial real estate will help to map out potential sites for shared workspace and rentable office space and conference rooms.

Application Process & Expectations

Select members will provide an outline of the application process and how businesses and entrepreneurs would qualify. The process could vary based on program popularity, DEI, and services or length of programming provided. In addition, recommendations for expectations of program graduates and/or participants should also be included.

Marketing

General marketing strategies and tactics will be recommended by select committee members. The proposed marketing plan should align with overarching goals of the incubator program and should also include sales support.

Implementation

Finally, the committee will provide its recommendations on whether or not to implement the incubator, how the rollout will occur (a phased approach or over what specific period of time), and timeline for developing the business plan.

If you are a current member of the Doraville Chamber of Commerce and are interested in joining the Business Incubator Committee, please contact:

Michele Palmer
michele@wakerobinmarketing.com
(404) 490-3076