



PNC

BUSINESS

# Strategies

A Special Supplement to PNC Directions Magazine

## Life *in the* **Fast Lane**

What to do if your business  
**takes off**  
*quicker than you'd planned*

Put your business  
on the map!

“Must knows”  
of cash flow

**PLUS** | Time is money – How to make more | How to weather the economic climate



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## Life in the *Fast Lane*

Many business owners plan to cruise into growth . . .  
but what if your business  
races ahead of your plan?

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# Life in the

## Many business owners plan to “cruise” into growth . . . but what if your business races ahead of your plan?

If you're like many business owners, you likely had visions of great success when you opened your business. Maybe you sat in your nearest national coffee chain location, looked around, and fantasized about the day when your business was also a household name.

Yet you were probably realistic when planning, asking more than a few “what if?” questions – like how to deal with lean times, or what to do if the economy goes into a slump. That's not unusual. Many entrepreneurs hope for fast growth, but prepare for slow times.

But what will you do if your business growth exceeds your expectations?

*Many entrepreneurs hope for fast growth, but prepare for slow times.*

That's exactly what John Foley experienced. The president and CEO of VigilantMinds, a Pittsburgh, PA-based Internet security firm, says that, since he started the business in 2000, sales have doubled every year.

Because computer security is a growth industry – due largely to the ongoing, rapid spread of computer viruses, worms and other things that go bump in the network – Foley expected things to move quickly. “I knew from past experience that we'd grow rapidly. I also expect the growth to continue at the same level – or better – well into the future.”

Fast growth can be a great adventure, but you need to be ready for it. In his book *Small Business Start Up*, Bob Adams, author and founder of a Boston publishing company, says that sustaining fast growth can be tricky.

“Preserving cash, keeping people motivated, and continually finding more office space are just a few of the issues that you will encounter. The farther in advance you can plan and prepare for such challenges, the more likely it is that you will be able to minimize any negative effects.”

# *Fast Lane*



!

*42% of women traveling on business investigate their destination before arriving. Only 27% of men bother to do so.*

*Source: Road&Travel.com*



He points to the following as growth areas you may have to contend with:

### Hire the Best

Fast growth can mean hiring new people. Adams cautions that it's important to hire carefully: "Spend considerable time developing job descriptions, posting help-wanted ads, sorting through resumes, conducting and arranging phone and in-person interviews, and checking references." He recommends being thorough to avoid hiring people who can't perform the job well, or those who really don't want to be there – otherwise, your business performance will most likely suffer.

### Once You Have 'Em – Keep 'Em!

Good people are important to any business. In a fast-growth business, above-average employees are crucial, since workloads will be constantly expanding and there will be some unpredictability. Adams says that fast growth brings new issues and problems, demanding innovative solutions that need to be implemented quickly. "You need people who can think on their feet, adapt well to constant change, and put in the extra hours . . . to get you through the unusual pressures and surprises of managing a business in upward transition."

Foley agrees. "We started with five employees. Today we're up to about 50. We do lots of recruiting to find the best employees. Once we hire them, we do what we can to keep them. It helps that people like having a career in the security industry, since they have so much opportunity to use their knowledge."

### Dollars & Sense

Fast-growing businesses quickly eat up money. In business, even when profits are good, there will surely be times when cash will become tight because you spend before related sales are made. Adams says that unforeseen costs are a fact of life for fast-growth business. For this reason, it's a good idea to set up a line of credit for your business. You may never have to use it, but isn't it good to know it's there just in case?

### It Pays to Plan

The faster your business grows, the harder it is to plan future spending or income. But you have to do it. Adams says careful planning and constant plan updating, particularly of cash flow projections, are crucial in a fast-growing business. While most businesses revise their projections once a year, he suggests that a fast-growth business consider completely revamping its plan or projections several times a year to make timely cuts in expenses and, if necessary, slow growth so that you don't run out of money.

Foley credits his PNC Relationship Manager with helping him with ongoing planning. Because the two work very closely, Foley receives help with payroll management, capital purchasing, equipment leasing and other operational issues – in addition to securing several lines of credit for him. “I was immediately impressed with the bank’s breadth of experience,” he says. “Also, by how personal and flexible they are. I didn’t experience that with my previous lender. The question is, how can you stay agile as you grow? They’re helping me do that.”

## A Taxing Situation

Where there is revenue, there will also be taxes. However, don’t assume that your taxes will keep pace with your sales growth. What actually happens, Adams says, is that as your business and profits grow, your tax bill will likely increase more quickly than you anticipated because either you or your company will land in a higher tax bracket. Remember to increase your quarterly estimated tax payments to cover the total yearly increase – and plan accordingly.

*It’s a good idea to set up a line of credit for your business. You may never have to use it, but isn’t it good to know it’s there just in case?*

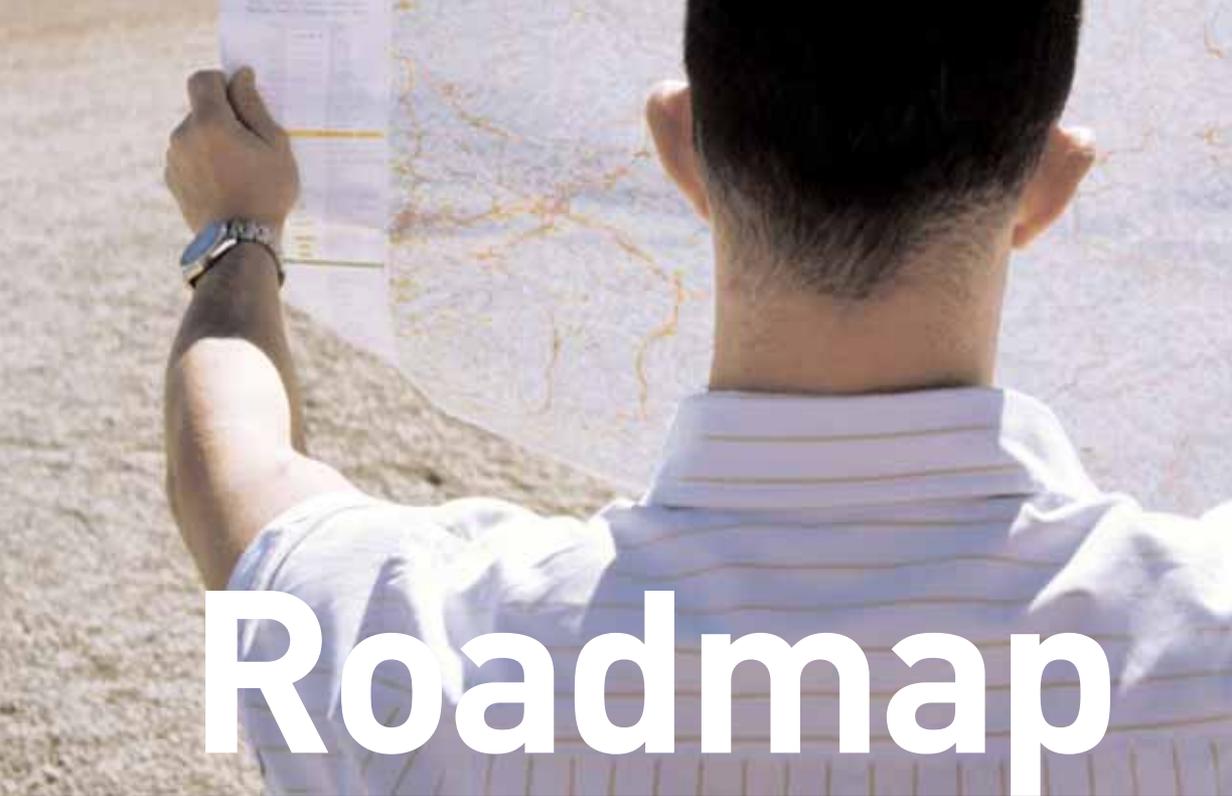
## Outgrowing Your Space

Depending on your type of business, fast growth can require more room for additional equipment or employees. If you anticipate growth, you could buy or lease a larger space early on – however, this commits you to a space larger than you need right now, along with unnecessary higher payments. Adams suggests adding an option to your lease that allows you to keep renting for renewable 12-month periods after an initial two to three year commitment.

## Six ways to thrive in a fast-growing business

If your business grows faster than you anticipated, be prepared to meet challenges by keeping a few things in mind:

- 1] Continually ensure that you’re providing strong value to your customers; otherwise, your growth may slow or even reverse.
- 2] Maintain a high level of customer service. That will be key to your continued growth.
- 3] Keep your competitive edge by staying current with new developments, products, technology and processes that will keep you ahead of the curve.
- 4] Maintain a positive attitude toward your team. If they helped you get where you are, they’re worth keeping.
- 5] Strive for clear, concise communication with customers and employees to reduce the possibility of errors.
- 6] Being adaptable and flexible will help you cope with any unforeseen situations that might occur.



# Roadmap to Success

*To reach your destination, it helps to have directions.*

**A roadmap – don't leave home, or your business, without it.**

Achieving success in business is a journey. And experts agree, without a roadmap – called a business plan – you're likely to end up lost. Or at the very least, going around in circles.

A business plan is your roadmap for how you expect to succeed and how you'll measure success, in the minds of many business experts. It's the main company document that your employees – and you – use to gauge your company's success and to make decisions about what you should do first, second, or not at all.

There are scores of books and articles out there about how to write the perfect business plan, most of which underscore one undeniable truth – your business plan is the document that banks and other lenders will use in deciding whether to lend you money.

## It's All Part of the Plan

Short? Long? Simple? Detailed? While business plans can be as different as the businesses for which they're developed, here are seven essential components:

- 1] Executive Summary – summarize the plan, describe your business concept and what you need financially.
- 2] Business Description – describe your industry, how your business will fit into it, and how you'll make money.
- 3] Market Strategies – define your market, your positioning, pricing and more.
- 4] Competitive Analysis – provide an overview of your business strategy as it relates to your competition, as well as strengths, weaknesses, pricing and more.
- 5] Design and Development Plan – describe your product, market and organizational development.
- 6] Operations and Management Plans – describe how the business will function on an ongoing basis.
- 7] Financial Components – list all your financial information, like income, cash flow and more.

## Know Your Audience

When you write your plan, it's crucial to take into account who will be reading it and making the decision to support your business financially. Do you plan to seek financing from a bank or from investors?

Depending upon the intended audience for your business plan, there could be great differences in how you write it. For instance, a business plan for a bank focuses on the lender's concern with risk, and your ability to repay the loan, while a business plan written for investors presents the upside and potential return on investments, and contains in-depth analysis and full details of facts and figures to support assumptions about your market.

## Your Company Map

Whichever you write, remember that a sharp business plan is a roadmap for your company – a combination yardstick and compass that you keep in the company "glove compartment" (and probably your desk drawer) to help you measure your progress, and keep you on course. It doesn't have to be rigid. In fact, it can't be – it's a business "plan." It should be flexible enough to change and bend along with the real and unique challenges AND opportunities you are bound to encounter. But it should be written and reviewed regularly.

## Prepare for the Journey

Seven questions to ask as you put pen to paper and draft your business plan:

- 1] What products or services does your business provide, and what needs does it fill?
- 2] What other businesses do what you do – and why is yours better?
- 3] Who are your potential customers?
- 4] Why will they purchase from you?
- 5] What products, services or markets do you want to focus on?
- 6] How do you plan to let your audiences know what you're doing?
- 7] What will everything cost?

## Getting Up to Speed

What should your business plan contain? Experts agree that a detailed executive summary – outlining your goals and objectives – introduces your business strategy, and is probably the single most important section in persuading a bank to lend you money. It also serves as a communications tool for employees and potential customers who need to understand – and get behind – your ideas.

Start with the history of your business, clearly explaining how you came up with the idea. Take a few paragraphs to explain your goals, as well as how fast you think the business will grow and descriptions of your primary customers. Add biographies of your management team, along with their respective responsibilities. Then, describe your product or service and – very important – how it differs or stands apart from what the competition offers.



Need help with your business plan?  
Try these online resources:

### U.S. Small Business Administration

[www.sba.gov/starting\\_business/  
planning/basic](http://www.sba.gov/starting_business/planning/basic)

### MoreBusiness.com

[www.morebusiness.com](http://www.morebusiness.com)

### Small Business Development Center

<http://sbdnet.utsa.edu/SBIC/bplans>

### The Wall Street Journal's Startup Journal

also has a free, "fill-in-the-blanks" business plan available: <http://wsj.miniplan.com>



*From small things, big things can one day come. Steve Jobs sold his VW® bus and Steve Wozniak sold his HP® calculator to raise the \$1,300 needed to start Apple® Computer Co.\**



## Own the Road

Now comes the real challenge. Describe the market potential of your product or service. Tell your team and convince your lender that the market you're going after is relatively large and that it absolutely needs what you offer. If your business is based locally, figure out a geographic market area. If your business is Internet-based, you'll be smart to evaluate demand on a local and/or national basis. Research can be costly, but you can find free information online just by using search engines.

At this point, you'll need to explain how you're going to get yourself noticed, chosen and, ultimately, how you're going to blow the doors off your competition. Write a marketing strategy that describes your chosen approaches – for example, buying advertising, circulating flyers, putting commercials on cable television, mailing brochures. Maybe posting billboards along highly trafficked roads? Also, don't forget the "information highway" – you'll definitely want a professionally designed web site. Then, add up all your estimated costs for these initiatives.

## Numbers Count

As you move toward your destination, consider your bottom line and how you'll get there. Experts recommend that you develop a three-to-five year financial projection that includes a summary of your financial forecasts, along with spreadsheets that show the formula you used to reach your projections. Compile balance sheets, income statements, and cash-flow projections for the entire forecast period, and tell prospective lenders how much money you need to cover startup costs. The assumptions that you make in this section will make or break your company's success. Seek professional help if you're unsure about using this kind of financial modeling.

## Prepare for Obstacles

Even with the most thorough planning, it's possible you may encounter an obstacle you can't get around. For this reason, it may be wise to consider including an exit strategy that lays out the benchmarks you'll use if you have to close your doors. It can be based on a dollar figure, revenue growth, how the market receives your idea, or even a consensus among your business' officers.

*Your business plan should be flexible enough to bend with the opportunities you are bound to encounter.*

## Moving Forward

Before you begin your journey, take the time to map out the road ahead. Careful, thoughtful planning can go a long way in helping you prepare for a successful business experience – and, hopefully, a long, enjoyable ride.

A generation ago, a popular rock group asked if anybody really knew what time it was.

Today's entrepreneur can answer that question in a multitude of ways by consulting a planner, a PDA, a computer-based scheduler, or any of a number of other tools.

But being able to tell time isn't the same thing as being able to manage it.

You became an entrepreneur because you love what you do. As a small business owner, you're trying to make a lot of things fit into each day, from providing excellent service to your customers to finding ways to keep your business growing. Administrative duties, interruptions and meetings are among the many things that compete for your time. Not everyone is well organized. However, many business owners figure out ways to budget their time so that their days are efficient and productive. The bottom line is that, if you don't manage your time well, your business won't grow.

### Take Time to Make Time

Many time management experts agree on some fundamentals. Among them, that effective time management comes down to developing disciplined work habits, setting priorities, working proactively, focusing on goals, and meeting deadlines.

Dennis Snedden, president of Carnegie, PA-based Time Management Services, a consulting firm that works to improve personal productivity, says on his web site that the first secret to good time management is simply writing it down.

# Pardon me.

"You can't do what you can't remember," he says. "That doesn't mean that you will take action on everything that you write down. It just means that you won't forget it." Also, he adds, "Before you leave the office, before you stop work for the day, on the way home . . . any time before your head hits the pillow at night, have tomorrow planned."

### There's a Right Tool for Every Job

Writing and planning are at the core of effective time management. The good news is that there are a number of tools available to help you get organized and stay focused, and nearly all can be found in your local office supply store. Explore them and even try them out to see which tools – or combination of tools – best meets your needs.

Computer-based planning and project management systems enable you to plan your daily schedule, write it down, and print out a hard copy each morning. These tools are excellent for business owners who are regularly at or near their computers.

And – speaking of your computer – it's now easier than ever to take care of many financial transactions with a few quick mouse clicks. *For example, online banking, including automated payments, provides today's business owners with a whole new level of welcome timesaving convenience.*



# Have you got the time?

*Experts say time management is more about **you** than the tools you use.*





*The busiest time of day for business calling is 11 a.m. to noon, EST. Work the phones hard, then take a long lunch.*

## Timely Resources

*Want to explore some of the suggestions in the article?*

These websites provide a great starting point for learning more about time management tools. Check them out – when you have a moment.

### **Personal Desk Assistants (PDAs)**

[www.palm.com](http://www.palm.com)

### **Blackberries**

The new generation of PDAs.  
[www.blackberry.com](http://www.blackberry.com)

### **Daytimers**

Planning and priority management products.  
[www.daytimers.com](http://www.daytimers.com)

### **Microsoft Outlook**

Organization on your computer screen.  
[www.microsoft.com](http://www.microsoft.com)

### **Lotus Notes**

Manage your time the IBM way.  
[www.lotus.com](http://www.lotus.com)

## You Can Take it with You

However, if you're mostly mobile during the day, you'll likely want something more portable, like a personal desktop assistant, or PDA. These are like mini-computers that are small enough to carry in your pocket. Many now come with wireless data transmission capabilities that offer you the ability to send and receive e-mail. Most connect easily to your desktop computer, so you can have the same information and files on your hard drive and in your pocket.

Then, there are paper planners. On the surface, they look like a calendar, but when used as part of a time management system, they are powerful tools for planning, prioritizing and tracking your time, enabling you to go to the next level and establish priorities – something Snedden says is crucial.

## Waste not, Want not

“(Establishing priorities) helps us to distinguish between the right and wrong tasks to be investing our time, efforts and energy into,” he explains. “When we do not establish priorities, we tend to concentrate more on the motion – keeping busy – than on the direction – moving forward. It is far better to work on the right task slowly than to work on the wrong task quickly. Knowing what your priorities are is the key to better personal performance, productivity and your credibility.”

Snedden notes that, by prioritizing, you can identify realistic and manageable tasks and achieve better results with the same or less effort, and say “yes” to activities that support them and “no” to those that don’t. He also recommends determining

*“By prioritizing, you can identify realistic and manageable tasks and achieve better results with the same or less effort.”*

*- Dennis Snedden,  
Time Management Services President*

your best hour-and-a-half period of your work day. “You can get two to three times more work done during your peak hour-and-a-half than you can during your ‘off peak’ hours,” Snedden says.

“Guard this time zealously. Let others know the best times not to interrupt and disturb you. You’ll get more done and be in control of your day, your week, your month and your life.”

## Ten Ways to Keep Time On Your Side

- 1 ] Identify your priorities, and think carefully about the outcomes you want.
- 2 ] Turn your priorities into goals, and know what you have to do to achieve them.
- 3 ] Keep a planner, PDA or computer calendar at your fingertips, and use it to plan each day.
- 4 ] Be realistic with travel and appointment time. Avoid overbooking or shortchanging yourself...and your customer.
- 5 ] Confirm appointments the day before.
- 6 ] A white board in your work area can work wonders as a constant reminder of tasks, deadlines and priorities. Erase and refresh it each Monday morning.
- 7 ] Learn to say no when necessary.
- 8 ] Interruptions happen. Keep them brief!
- 9 ] Set a specific time limit for meetings and phone calls, and stick to it.
- 10 ] Seek professional input to get the most out of your time management efforts.



When it comes to  
**benefits,**  
you can write your own  
**prescription**

*Despite the rising costs of employee healthcare, small and medium-sized businesses have options.*



For business owners, employee benefits are a balancing act. You need to attract and retain the best employees, while at the same time containing costs.

And, while the enormous growth in healthcare costs in recent years may be giving you headaches, it's also created a new market for benefit plans and providers. As a result, there are numerous benefits packages available for small and medium-sized businesses, and they run the gamut with regard to coverage and costs. There's a lot out there, so it pays to be thorough up front.

As the economic recovery continues, the benefits employers provide are becoming key tools in attracting and retaining employees. According to the Society of Human Resource Management (SHRM), which annually surveys the benefits offered by American businesses, companies have continued to grow their benefits plans in recent years, both in good and not-so-good economic times.

So if you've decided to offer or enhance a company benefits plan, but want to make sure you can manage the costs, where do you begin?

### Provide Minimum Coverage

First, determine what you're legally required to provide. Labor laws vary by state, so make sure you meet the law. Depending on the nature of your business, you may be required to provide benefits such as workers' compensation, time off, disability insurance or a family leave option.

Second, understand that most employees expect – and most employers provide – a certain minimum of coverage. So, make sure the basics are covered: health insurance; paid time off, including sick days; vacation days and holidays. The most recent SHRM survey found these to be the benefits found in nearly all employer-provided plans. Also, businesses today of any size can offer the same benefits enjoyed by employees at bigger companies. Ask your banker about the availability of such products and services as workplace banking, simple IRAs, 401(k) plans and group insurance.

## Top Ten Tips

### for Attracting, Retaining & Motivating Employees

- 1] Pay employees fairly and well, then get them to forget about money.
- 2] Treat each and every employee with respect. Show them that you care about them as people, not just as workers.
- 3] Praise accomplishments...and attempts:
  - Both large and small
  - Verbally and in writing
  - At least 4 times more than you “criticize”
  - Promptly (as soon as observed)
  - Publicly and in private
  - Sincerely
- 4] Clearly communicate goals, responsibilities and expectations. NEVER criticize in public – redirect in private.
- 5] Recognize performance appropriately and consistently:
  - Reward outstanding performance (e.g., with promotions and opportunities)
  - Do not tolerate sustained poor performance – coach and train or remove!
- 6] Involve employees in plans and decisions, especially those that affect them. Solicit their ideas and opinions. Encourage initiative.
- 7] Create opportunities for employees to learn and grow. Link the goals of the organization with the goals of each individual in it.
- 8] Actively listen to employees’ concerns – both work-related and personal.
- 9] Share information – promptly, openly and clearly. Tell the truth with compassion.
- 10] Celebrate successes and milestones reached – organizational and personal. Create an organizational culture that is open, trusting and fun.

## What’s Right For Your Business?

To figure this out, it may help to know what other businesses are doing. Some small businesses have adopted government- or non-profit-sponsored “association” programs, which promise lower premiums. Others have pursued such options as employee-funded insurance, with the goal of reducing premiums and controlling costs.

Another option that’s gaining wide support is “consumer-driven health care.” In these plans, employers save on premiums and other costs because employees have a higher deductible and share more in the decisions – and financing – of medical treatments they select. By sharing the burden, employees help manage rising costs by playing an active role in paying out-of-pocket costs and interacting with health providers to obtain cost-effective care.

*Most employees expect –  
and most employers provide –  
a certain minimum of coverage.*

Be aware, though, that one employer’s “consumer-driven” health plan may be someone else’s definition of “cost shifting” of health care cost burdens to employees. Experts recommend that a consumer-driven plan be carefully constructed with the involvement of employees.

Asking your employees what’s important to them is also a good idea because they may have specific needs that warrant particular types of coverage, such as dental or vision insurance, or family coverage. By asking, you may find out that your employees do not need some expensive benefits or coverage options that you had planned to offer.

## Be an Educated Shopper

With your “wish list” in hand, take a look around to see what’s out there. Surf the ‘Net, searching such terms as “small business benefits.”

You’ll find a number of helpful resources and lots of providers with Internet sites offering competitive prices. In fact, the Internet is connecting businesses and insurance companies as never before, decreasing marketing costs. Often, the savings are passed on to you. Be careful, though. It’s always good advice to ask for information on past claims and the loss ratio of paid claims to premiums before choosing a medical insurance carrier.

## Consider a Specialist

You may also want to engage a professional benefits consulting firm. While the services of these firms add an additional cost, the investment can help you steer clear of some of the minefields that litter the healthcare landscape today.

## Get More Opinions

Don’t stop there. Talk to local business assistance centers, your chamber of commerce and professional associations to learn what kind of advice and/or what sort of deals they can offer. The experts agree that increases in healthcare costs are going to be with us for at least the foreseeable future. But the experts also agree that employees will continue to demand good benefits plans to join and stay with your company.

The bottom line is that if you’re a small or medium-sized business owner, it’s probably going to cost you more to cover your employees. However, the good news is that it doesn’t have to cost an arm and a leg to provide coverage – if you look at all your options.

## Words for the Wise

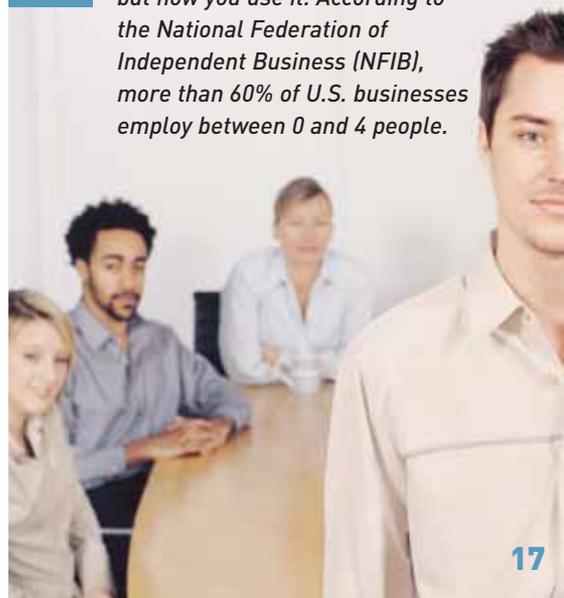
*Four ways to cut benefits costs for you and your employees:*

- 1 | Pretax\*:** Consider employee-paid benefits and deduct them from pretax income. It saves you and your employee money.
- 2 | Savings\*:** Offer Health Savings Accounts or Health Reimbursement Accounts so employees can save their own money, tax-free, for healthcare needs.
- 3 | Switch:** To a healthcare plan with a smaller network of hospitals and doctors. This can cut up to 10 percent off an employer’s health insurance costs.
- 4 | Wellness:** A company-sponsored wellness program can reduce absenteeism, chronic health concerns – and health costs. You don’t have to be big to benefit. Often, a local hospital or physician’s practice will provide free or low-cost assistance to raise awareness of their products and services even at a small company.

\* PNC Bank does not provide legal or tax advice. Please consult with your tax advisor.



*It’s not the size of the workforce, but how you use it. According to the National Federation of Independent Business (NFIB), more than 60% of U.S. businesses employ between 0 and 4 people.*



# Going with the



*Keep your cash flowing freely.*

*"Cash flow is the one thing that can  
make or break your company."*

*- Keith Lowe, business columnist*

# Flow

In some ways, owning a business is like being captain of your own ship. Given that, wouldn't you prefer smooth sailing on a sunny day to thrashing about on a raft in a storm?

It's the same with money. If your cash flow is smooth, predictable and uninterrupted, you're pretty content and comfortable. But, when times get tough, you start looking for ways to stay on course.

Business columnist Keith Lowe, who's started several of his own businesses, describes cash flow as "the one thing that will make or break your company." But if you pay close attention to your cash flow and think about it every day, he says, you'll have an edge over competitors, and will grow when other companies fail.

## Do the Math

Before you can better manage your cash flow, you first have to define it. Lowe suggests you start by looking at the balance in your checking account. "Will that balance be enough to pay your bills when they come due? That's the point of the whole concept – the further out you can predict your bank balance, the further out you can see a problem, and the longer you have to deal with it."

Once you think about that, Lowe says, add up the revenue you expect, and do the math.

## Keep Your Eyes on the Prize

Cash flow management is simple in theory, but Lowe says it can be complex in practice, "partly because it's tough to decide how to get started, and partly because it takes serious discipline to consistently look at this when there are often more interesting things vying for your time."

## Cover the Spread

After trying a number of approaches over the years, he suggests starting with a cash flow spreadsheet, a very simple tool that you can customize to help track the flow of dollars in and out of your business. However, given that there are a wide variety of tools on the market – from paper to electronic – to help you do that, you'll want to explore them to determine which work best for your business. Also, consult with your accountant or other financial professional, since he or she may have good advice to share. Lowe also advises preventive management – in other words, watch for oncoming problems so you can avoid them before they happen and lessen their severity when they can't be avoided.

## Keeping it Positive

Marty McGhie, CFO of a Salt Lake City photographic imaging business, believes that "the management of assets has everything to do with cash flow." In a recent magazine article, he suggests that creating profits "should be secondary to ensuring a positive cash flow now in your business."

How can you achieve positive cash flow, even without profits? Experts agree on a number of proactive steps, including:

- Strive to maintain consistency over the course of your business year
- Improve your billing and collection systems
- Bill for work as soon as it's completed

## Tread Lightly

When times are tough, many business owners arbitrarily cut costs. But McGhie cautions that generating positive cash flow is not that simple. Make the wrong cuts, and you may cut yourself right out of business. For instance, even when cash is tight, he recommends maintaining a high level of customer service, including the fastest turnaround possible and the highest quality product you can produce.

## Cover Yourself...and Your Cash

Nobody wants to talk – or even think about – worst-case scenarios. But, while risk is as much a part of the business environment as employees, equipment and estimates, there are a wide variety of products and services that can help you manage your risk and protect you from potential cash flow problems associated with it. For example, be sure to set up a line of credit so you have enough to cover your needs when times are tight. Also, consider purchasing insurance to protect your business from any problems that might interrupt your cash flow.

Often, unforeseen circumstances occur when you least expect them, so it's impossible to predict what might suddenly disrupt your cash flow next week, let alone next year. Just ask Jeff Deal, who – with his wife Virginia – co-owns the Sweet Potato Café in Sharon Hill, PA. In 1996, their growing, four-year-old bakery business was brought to its knees when a fire destroyed their building. Fortunately, the longtime PNC customers received unexpected, but welcome, help in the form of a loan that enabled them to buy a new building. "It was a trying period, like starting over," said Jeff. "But PNC stood by us. They provided construction and building loans and helped us buy three delivery trucks. We wouldn't be here without them," added Jeff, whose business is again thriving.



*Many business people work, meet and even hold job interviews at cafés (many of which now have wireless networks). Suddenly, \$2 for a cup of coffee doesn't seem so much when it also pays the rent.*

## Good Things Come in Packages

Your business – and its cash flow – may never be dramatically impacted by fire, water damage or other "what ifs," but it's smart to be covered just in case. The good news is that a variety of business insurance packages are available to keep you covered. They include protection for property (buildings, personal property, business interruption), liability, umbrella and auto coverage, as well as workers' comp, and provide significant savings over what you'd be paying for each option, if bought separately.

If you own or lease your building or produce a product, commercial property and casualty coverage can protect you if someone gets hurt at your location or while using your product. It also covers some disasters, liability, accounts receivable, bonding, builder's risk, your fleet of commercial vehicles and more.

Finally, risk management services cover risks associated with expansions, alliances and business restructuring. This includes risk control to keep your company's exposure to loss at a minimum and reduce claim costs, while providing risk financing to improve your cash flow.

## You Can Do It

Cash flow management may seem frightening at first, but the experts say it doesn't have to be that way. With the right planning, you can find what works best for you.



## Like A River

*How to keep cash flowing in your business:*

Here are some things you can do to help ensure a positive cash flow for your business.

- Be more selective when providing credit.
- If you do allow credit, make sure payments are prompt.
- Be more proactive with your collections.
- Use barter to acquire goods and services.
- Sell obsolete or excess inventory.
- Defer or delay capital expenditures.
- Renegotiate finance charges you may be paying.



Need more information on cash flow? Here are a few online resources:

**Microsoft Small Business Center:** [www.microsoft.com/smallbusiness](http://www.microsoft.com/smallbusiness)

**SBA Online Women's Business Center:** [www.onlinewbc.gov/docs/finance/cashsave](http://www.onlinewbc.gov/docs/finance/cashsave)

**PNC Small Business Resource Center:** [www.pncbank.com/smbiz](http://www.pncbank.com/smbiz)

# Weather the economic climate



*Follow the right indicators and your business can thrive, no matter the economic climate.*

A meteorologist can predict, with reasonable accuracy, how a storm is tracking and where and when it's going to affect certain areas by following certain signs and indicators. As a business owner, barometric pressure and northwesterly winds may not be uppermost in your mind, but you need to know signs of a different kind – the ones that tell you when the economy is going to turn sunny or rain on your profit parade.

Like the weather, the economy can suddenly turn things hot, making you wonder why your business is not dressed for the occasion. And just as quickly, it can turn cool, chilling your sales. But you don't have to be taken by surprise. The informed business owner keeps a close eye on the economy and will be slathered in suntan lotion – or have boards over the windows long before the storm hits.

Experts recommend that business owners monitor economic indicators and prepare for economic changes by understanding how trends work. Farmers and sailors follow the sky to understand the weather; experts say business leaders should follow the news, keep an eye on the business pages, and read between the lines.

The tough part for the average business leader is trying to understand how the economy works. Don't feel too bad – it's just as hard for economists to figure out the economy as it is for weathermen to predict the weather. Reading and interpreting economic indicators can be complicated, especially since mountains of data are published each year. However, you can follow the major economic indicators – the key statistics that economists watch.

You don't need to be concerned about any one figure – but it is important to note that a cluster of data over a few months' time can be viewed as a significant trend.



## Signs to Watch For

What indicators should you monitor? According to Richard Moody, vice president and senior economist with The PNC Financial Services Group, Inc., job growth is the best single indicator of the economy's overall health.

"Job growth will help you understand consumer sentiment," says Moody. "Stronger job growth, in turn, means stronger growth in personal income, the key driver of consumer spending and household spending, which is what business owners are really interested in."

Moody points to interest rates as another indicator to watch, although he says their movement can be good – or bad – news, depending on your business. "When the Federal Reserve raises interest rates, it's usually a good sign for the economy," he explains. "On the other hand, it means that consumers will be paying higher interest. So, if you do business with consumers, you'll want to keep that in mind."

Want a longer-term perspective on the economic weather? Moody says housing is the best indicator. "If home sales are strong, it can be a sign of a healthy demographic in your marketplace."

## Economic Indicators 101

Some of the terms that describe the numbers – and what they mean:

### Job Growth

When the job market is growing, consumers feel more at ease. When it is shrinking significantly on a monthly basis, there could be a slowdown ahead.

### Incorporations and Bankruptcies

In good times, people are opening businesses. In uncertain or bad times, there are closings and reorganizations.

### Interest Rates

Generally, the healthier the economy is, the higher the Federal Reserve sets its rates – and vice versa.

### Housing Market

By watching home sales, you can get a good sense of the demographic in your market area.

### Consumer Confidence

Each month, a non-profit organization called The Conference Board publishes this index of consumer sentiment based on monthly interviews with 5,000 households.

### Weekly and Monthly Retail Sales

These are reported by the Census Bureau, based on interviews with a range of store managers.

### Gross Domestic Product (GDP)

A key measure of the economy's overall output, the GDP shows the pace of growth by monitoring total output of goods and services from quarter to quarter.

### The Producer Price Index (PPI)

This measures the average change over time in the selling prices received by domestic producers (companies that make products).

### The Consumer Price Index (CPI)

This indicator reflects monthly changes in the prices that urban consumers pay for a representative basket of goods and services.

Finally, he advises following the incorporations and bankruptcies that are filed in your market area, especially if you sell to businesses. They're usually listed county-by-county. When the number of incorporations rises, it's a sign of warmer economic weather. An increase in bankruptcies is a sign of an economy that's still cold.

## Easy to Find Information

While information on economic indicators is published regularly, you have to hunt for it a bit more than the weather forecast. The best place to look is the source. The Bureau of Labor Statistics, for instance, publishes job and wage information; the U.S. Census Bureau publishes housing data; and incorporation and bankruptcy listings are available at your local county courthouse.

One easy way to track economic indicators is to just follow the media. Local newspapers will usually have information about local economic indicators, and your weekly local business journal almost always covers them as well. For national numbers presented simply, Moody highly recommends bookmarking *CBSMarketwatch.com*. "That's the best media site for economic indicators, and it's free," he says.

*PNC periodically commissions an in-depth survey of small businesses and middle-market business owners in Delaware, Kentucky, New Jersey, Ohio and Pennsylvania, and publishes economic outlook bulletins with the results from each market. The bulletins, which are posted on PNC's web site, provide insights into the owners' outlook for business performance and comparisons of their local economy versus the U.S. economy. They also feature comments by PNC Chief Economist Stu Hoffman, regarded as one of the nation's top economic forecasters.*



Want to check the forecast yourself?  
Visit these web sites.

**U.S. Department of Commerce Economics and Statistics Administration**

[www.economicindicators.gov](http://www.economicindicators.gov)

**The Conference Board**

[www.conference-board.org](http://www.conference-board.org)

**PNC Small Business Resource Center**

[www.pncbank.com/smbiz](http://www.pncbank.com/smbiz)



*In October 2002, Inc. Magazine redefined the term "shoestring" when it reported that 14% of the 500 fastest-growing companies in the U.S. started with less than \$1,000.*





# Product Guide

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## CASH FLOW

Arguably one of the most important parts of running a business is controlling cash flow – and to do that you need the correct banking tools.

### Conducting Everyday Business

*We can help you choose the right checking account to handle your specific needs.*

#### Free Business Checking<sup>1</sup>

If you're a sole proprietor or a new business with a limited number of transactions or deposits and small monthly balances, this is the choice for you. This account features no minimum balance requirement and no monthly maintenance fee.

#### Business Basic Checking<sup>1</sup>

This account features up to 300 combined transaction items free each month and a \$2,500 average monthly collected balance that makes it easy to avoid the monthly maintenance fee.

#### Business Enterprise Checking<sup>1</sup>

For businesses with more deposit activity and larger cash deposits: up to 500 combined transaction items and up to \$50,000 cash deposited at no charge each month. There is no monthly maintenance fee when you maintain an average monthly collected balance of \$10,000.

#### Analysis Business Checking<sup>1</sup>

For businesses with high transaction volumes, substantial balances or multiple checking accounts. This account's per item pricing means you pay only for the services you actually use. Let that higher balance work for you. Analysis Business Checking features an Earnings Credit that lets you use your collected account balances to reduce or offset the monthly account maintenance and certain transaction fees.

### Relationship Packages

*A wide range of business products, preferred pricing and priority service – all in one package that a business needs for smart money management.*

#### Business Basic+ Plan<sup>1</sup>

All the features of our Business Basic Checking account plus a place to invest excess cash and discounts on the products and services small businesses use most. Discounts on merchant services equipment and great rates or discounts on multi-term CDs, lines of credit and term loans, and specialty pricing on Bill Pay for Business.

#### Business Enterprise+ Plan<sup>1</sup>

A wise choice for growing businesses, this account has all the features of our Business Enterprise Checking to accommodate more frequent transaction activity. The plan provides attractive rates on a money market account, extra services and additional discounts on a variety of products, including two beneficiary checking accounts.

#### Treasury Enterprise Package<sup>1</sup>

Not just a checking account, this package allows you to manage your cash efficiently, cut your business's costs, improve cash flow and simplify your accounting. At a larger company, this package account meets the needs for significant deposits, multiple checking accounts and the flexibility to invest excess cash deposits.

<sup>1</sup> See PNC Bank's Business Checking Accounts and Related Charges for further information.

*To learn more about how a relationship with PNC Bank makes banking easier stop by any branch, call 1.877.BUS.BNKG or visit [www.pncbank.com](http://www.pncbank.com).*

## Keeping Liquid

*Liquidity – Cash you have on hand or assets that can be easily converted to cash now or in the near future.*

### Premium Business Money Market

The amount of money in your account determines your interest rate based on current money market rates – and rates can increase as your balance grows.

### Business Lines of Credit<sup>2</sup>

Instead of waiting until your money is tight and you need financing, request a line of credit when things are going well. You'll have easy access by check and flexibility when it comes to rates, repayment schedules and secured, unsecured and overdraft protection options.

### Business Sweep Checking<sup>1</sup>

If you normally have more money in your business checking account than you need to cover your daily operating expenses, let that extra cash work for you with a sweep account. A sweep account allows you to keep enough money in your checking account to cover all day-to-day expenses and automatically invests any excess cash at the end of each day.

### Business Certificates of Deposit

Options include multi-term CDs with automatic renewal, variable-rate CDs and CDs that allow withdrawal of funds after the first seven days with no penalty. And to give your business flexibility in managing its cash flow, we offer terms from as short as seven days to as long as 10 years.

## Making & Collecting Payments

*Improve your cash position by simply streamlining your systems for paying bills and collecting from your customers.*

### Bill Pay for Business

Pay business bills faster at less cost from any PC with Internet access. Spend less time writing checks, reordering checks and buying stamps. Take advantage of vendors who offer electronic delivery of invoices. Save time by downloading invoices and their payment history into popular business accounting programs. Best of all, there's no software to install.

<sup>2</sup> All loans subject to credit approval and require automatic payment deduction from a PNC Bank business checking account. Origination and/or annual fees may apply.

<sup>\*</sup> See PNC Bank's Business Checking Accounts and Related Charges for further information.

## Business Checking Features

PNC Bank will take the time to help you choose the right checking solution for your business to best match the features and pricing to meet your business needs.

Features	Business Enterprise+ Plan	Business Basic+ Plan	Business Enterprise Checking	Business Basic Checking	Free Business Checking	Non-Profit Checking	Analysis Business Checking
Combined Items (number of combined transactions included)	500	300	500	300	200	500	
Free unlimited teller visits and telephone calls	•	•	•	•	•	•	•
Free PNC Bank Business Check Card and purchase transactions	•	•	•	•	•	•	•
Free unlimited Account Link for Business access	•	•	•	•	•	•	•
Free additional checking account	2 Free						
Ability to avoid monthly maintenance fee by meeting balance criteria <sup>*</sup>	\$10,000	\$2,500	\$10,000	\$2,500	No balance requirement	No balance requirement	
Earnings credit rate used to offset fees							•
Bonus rates on select CDs	•	•					
Rate discounts on select business loans	•	•					
Free checks	Discount	•		•		•	
Merchant Services <sup>†</sup>	Discounts on equipment and pricing	Discounts on equipment					
Access online cancelled check and deposit ticket images in current transaction detail view for up to 90 days	•	•	•	•	•	•	•

<sup>†</sup> Feature may not be available in all markets.

### Merchant Services<sup>3</sup>

PNC Merchant Services<sup>®</sup> offers more than credit and debit card acceptance. Our solutions encompass traditional non-cash acceptance, gift cards, statement and reconciliation tools, e-commerce options, Electronic Check Acceptance<sup>®</sup> (ECA<sup>®</sup>) and more! Services are backed up with one-on-one customer service 24 hours a day, 365 days a year. Plus, you will receive funding within one business day when depositing into a PNC Bank account. Call 888-562-2300 today and ask for a complimentary analysis of your current processing statement to validate whether or not you are receiving the best rates for your business.

*For debit and credit card processing in Washington D.C., Maryland and Virginia, call 877-BUS-BNKG or see your local branch representative for more details.*

### Treasury Management Services

PNC Bank offers an extensive array of Treasury Management Services to help you manage your company's cash flow and financial position, streamline business operations, gain better control and accelerate your collection processes.

Talk to us about electronic tax payment lockbox services, ACH, Wire Transfer, Zero Balance Account, Money Room Services and more.

### Online Information & Reporting

#### Account Link<sup>®</sup> for Business

Get a complete picture of your business finances with a click of the mouse. Account Link for Business gives you free 24-hour access to your PNC Bank accounts. View your current day ledger and available balances, daily deposit account activity and transaction history for up to the two most recent statement cycles up to 90 days. See the status of your loan balances and verify payments. View images of checks and deposit tickets. Transfer funds between your accounts, including draws on select lines of credit. Place stop payment orders and order copies of checks, deposits or statements. Best of all, you can designate users and control their access.

#### PINACLE<sup>®</sup> Express

For growing businesses that need to expand their cash management, PINACLE Express provides an affordable and easy-to-use way to conduct your company's banking online. With a single sign-on, you have one-stop, 24-hour access to critical information and a variety of services that help you monitor and control complex cash management activities.



#### PINACLE<sup>®</sup> Web

When your business has grown enough to need sophisticated treasury management services, PINACLE Web provides our most sophisticated cash management tools. All the features of PINACLE Express are included, plus a selection of online cash management services from PNC Treasury Management.

#### Specialty Checking

*A selection of accounts for very specific industries and situations.*

#### Non-Profit Checking

PNC supports the efforts of non-profit organizations with an account designed exclusively for them – featuring no minimum balance requirement and no monthly maintenance fee.

#### Analysis Business Checking with Interest

A qualifying business, non-profit, government agency or sole proprietor can open the account. This account has all the features of Analysis Business Checking plus earns interest on the entire account balance.

#### IOLTA (Interest On Lawyers' Trust Accounts)

Specifically designed to manage funds for multiple clients. Interest earned on an IOLTA, less any permitted service fees, is forwarded to the state IOLTA board to cover legal expenses for the underprivileged. No minimum balance or monthly maintenance fee.

#### Client Escrow Management Account

Managing and tracking client escrow accounts made easy. This account has one master account that can be linked to any number of individual client sub-accounts. Option to earn interest on client accounts. Account provides one detailed monthly statement and completed W-9s for all client accounts.

<sup>3</sup> Merchant services is subject to credit approval and provided by PNC Merchant Services, LLC or PNC Bank, N.A. Please speak with your representative for further details. PINACLE<sup>®</sup> is a registered trademark of The PNC Financial Services Group, Inc.

# FINANCING

At PNC, we're always looking for ways to help our clients meet the challenges of running their businesses. When it comes to credit, that means providing flexible rates, easy repayment terms and maximum credit availability. We help you choose the right loan from a wide range of loan products, so we can match rate, term and other features for your business's particular situation and needs. Our lending philosophy is what truly sets us apart – our goal is to ultimately say “yes” as often as possible.<sup>4</sup>

## Managing Cash Flow

*A line of credit can help you manage the peaks and valleys of your cash flow.*

### Choice Credit<sup>SM</sup> for Business Line of Credit

An unsecured line of credit that puts from \$2,500 up to \$100,000 at your fingertips.<sup>5</sup> Applying is easy and quick, with a simple application and a decision, in most cases, in one business day or less. Plus, you can access your funds online or by writing a check, or with optional overdraft protection for your PNC Bank Business Checking Account.

### Business Equity Line of Credit

Provide some capital for your business by using the equity in your home or company building. Available in amounts from \$10,000 to \$1,000,000. Offers variable interest rate based on Prime Rate<sup>6</sup> and a 10-year principal repayment. Easy online access or by writing a check.

### Secured Line of Credit

Use your company's assets to free up cash. Because the line of credit is backed by the value of your business assets, inventory and receivables, it offers lower rates than unsecured options. Available in amounts from \$100,000 to \$1,000,000 and interest-only payments deducted automatically from your PNC business checking account.

## Growing Your Business

*Solutions for financing business expansion, the purchase of a business, equipment purchases or other major business expenses.*

### Choice Credit<sup>SM</sup> for Business Term Loan

Choose a fixed or variable term loan based on Prime Rate<sup>6</sup> and a repayment schedule that best fits your situation. Payments are deducted automatically from your PNC Bank business checking account. Available in amounts from \$2,500 to \$100,000.

### Business Equity Term Loan

Use the equity in your home or company building or both to get the cash you need. Payments are deducted automatically from your PNC Bank business checking account. Available in amounts from \$10,000 to \$1,000,000 and a repayment period of up to 20 years.<sup>7</sup>

### Business Secured Term Loan

Use assets like accounts receivables and inventory to secure funding for equipment, machinery or other major expenses. Competitive fixed interest rates and a variety of repayment options are offered. Available in amounts from \$10,000 to \$1,000,000 and a term up to seven years.

### Other Business Financing Needs

PNC also offers business credit solutions for specific borrowing needs – such as Commercial Mortgages and Business Vehicle Financing. Leasing options are available and offer your company the opportunity to procure equipment at a fixed rate for a fixed amount of time.”

### SBA Loans and Other Government Business Loan Programs

The U.S. Small Business Administration (SBA) offers a number of loan programs, some of which are targeted to specific types of businesses, owners or opportunities. PNC Bank can help you choose the right program with the right features to meet your borrowing needs. Ask your business banker about SBA loans and other government business loan programs today.

## Conducting Everyday Business

*Manage routine expenses better.*

### Platinum Plus<sup>SM</sup> for Business MasterCard<sup>®</sup>

Keep business and personal expenses separate. Our Platinum Plus<sup>SM</sup> for Business MasterCard<sup>®</sup> is a great way to manage and control travel, entertainment and other business expenses. Track expenses by category or employee.

### Purchasing Card

A streamlined process for purchasing a variety of business goods and services. Reduces costs and paperwork associated with purchase orders and checks. Provides flexible spending limits, merchant controls and fraud prevention.

<sup>4</sup> “Prime Rate” means the highest prime rate published in the “Money Rates” section of The Wall Street Journal for the last day of the preceding calendar month.

<sup>7</sup> 20-year term available with residential equity only.

<sup>8</sup> PlatinumPlus<sup>SM</sup> for Business MasterCard provided by MBNA America Bank, N.A. Business MasterCard serviced and provided by MBNA America Bank, N.A.

<sup>9</sup> Leasing services provided by PNC Leasing, LLC.

<sup>4</sup> All loans subject to credit approval and require automatic deduction from a PNC Bank checking account. Origination and/or annual fees may apply.

<sup>5</sup> \$175 annual fee applies to Choice Credit<sup>SM</sup> for Business Line of Credit.

Need	PNC Solution	Loan Amounts	Features	Benefits
Short-term working capital, equipment purchases and general business needs	Choice Credit <sup>SM</sup> for Business	\$2,500 to \$100,000	Unsecured Line of Credit with check, telephone and online access and a variable interest rate based on the Prime Rate. <sup>9</sup> Or Term Loan with either a fixed interest rate or variable interest rate based on the Prime Rate. <sup>9</sup>	Simple application and decision, in most cases, in one business day or less. Optional overdraft protection for your PNC Business Checking Account.
Working capital, equipment purchases, expansion and building improvements	Business Equity Loan	\$10,000 to \$1,000,000	Line of Credit secured by primary residence and/or owner-occupied commercial property, with check, telephone and online access and a variable interest rate. Or Term Loan secured by primary residence and/or owner-occupied commercial property with a fixed interest rate.	Equity in real estate you own – your home, your company's building or both, can be used to secure a longer repayment term and lower interest rate compared to other loan options.
Larger working capital needs, seasonal inventory purchases, equipment and machinery purchases	Secured Loan	Line of Credit \$100,000 to \$1,000,000 Term Loan \$10,000 to \$1,000,000	Line of Credit secured by business assets with check and telephone access and variable interest rate, based on the Prime Rate. <sup>9</sup> Or Term Loan secured by business assets with a fixed interest rate.	Leverage the value of your receivables, inventory and equipment to obtain larger loan amounts. Optional overdraft protection for your PNC Bank Business Checking Account.
Purchase or finance commercial property	Commercial Mortgage	\$50,000 to \$1,000,000	Loan secured by commercial property. Choice of fixed or variable rate.	Streamlined process to buy or refinance your company's building.
Purchase business vehicle	Business Vehicle Loan	\$10,000 to \$250,000	Loan secured by vehicle, with a fixed interest rate.	100% financing of new cars and trucks, 80% financing of used vehicles.

## EMPLOYEE BENEFITS

PNC provides access to 401(k)s,<sup>†</sup> Simple IRAs, group insurance<sup>10</sup> and our own Workplace Banking program – a program providing personal banking services and educational seminars to your employees at no cost to your company.

Talk to a PNC business banker about 401(k) plans today and discover a competitive edge in attracting and retaining employees.

## BUSINESS INSURANCE

Protect your business. PNC provides access from simple, low-cost insurance packages for small businesses to more comprehensive, customized insurance solutions for businesses with more complex needs.<sup>10</sup> Talk to your PNC Business Banker.

## VALUE-ADDED SERVICES

### Paychex<sup>®</sup>

PNC provides access to Paychex<sup>®</sup>, the nation's leading provider of payroll processing services.<sup>11</sup> Paychex streamlines the administration of employee compensation programs and provides all the documentation necessary to keep your payroll system in compliance with state and federal requirements.

### Check Card Rewards Program

Turn everyday business purchases into redeemable points for the rewards you want or need – just by signing your name. You can also earn points for online or electronic purchases. The choice is yours every time you use your business check card for a qualifying purchase when you enroll in Visa Extras.<sup>12</sup>

<sup>†</sup> Securities and brokerage services are provided by PNC Investments LLC. Member NASD and SIPC. A licensed affiliate of PNC Bank, NA. may receive compensation if you purchase.

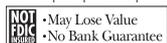
<sup>9</sup> Prime rate means the highest prime rate published in the "Money Rates" section of The Wall Street Journal for the last day of the preceding month.

<sup>10</sup> Insurance products provided through licensed unaffiliated third parties. Insurance products are not deposits of PNC Bank, and are not insured or guaranteed by the FDIC or any other U.S. Government Agency. Insurance products are obligations of the issuing insurance company, which is not affiliated with PNC Bank. A licensed affiliate of PNC Bank may receive compensation for a referral.

<sup>11</sup> Payroll services are provided by Paychex, Inc. PNC Bank receives compensation from Paychex in connection with payroll services provided to PNC Banks' customers.

<sup>12</sup> Any signature-based purchase, phone or mail order purchase, or automatic bill payment made with an enrolled VISA card, which is processed or submitted through the VISA USA Transaction Processing System.

Bank deposit products provided by PNC Bank, National Association and PNC Bank, Delaware. Members FDIC



**Important Investor Information:** Securities and brokerage services are provided by PNC Investments LLC, member NASD and SIPC. Annuities and other insurance products are offered by PNC Insurance Services, Inc., a licensed insurance agency.



Frank Duranti  
Co-Owner, Duranti's Restaurant  
PNC client since 1946



**NO ONE STARTS A BUSINESS BECAUSE THEY'RE  
CRAZY ABOUT CASH FLOW.**

**DO WHAT YOU LOVE.**

We'll help you make short work of the financial stuff. With the right products and services. To find out more stop by a branch, call 1.877.BUS.BNKG or visit [www.pncbank.com](http://www.pncbank.com).

