

Advanced Small Business Management

I. PROGRAM OVERVIEW:

The Advanced Small Business Management program is designed to help small business owners step into their role as a leader. Advanced SBM teaches small business owners how to use advanced management techniques to move their business through the pre-growth phase to the growth phase and on to the mature stage. Participants are scaling up for growth.

Key **QUALITIES** a business owner has in the mature stages of business:

- Knowledge of key customers, their needs and how your business meets those needs
- Able to clearly identify business goals/objectives based on Mission, Vision, and Core Values
- Able to identify and strategically choose opportunities for growth
- Able to attract, train, and motivate the right team members
- Able to interpret and utilize financial data for making strategic decisions
- Able to develop systems and processes which can be either delegated or outsourced
- Able to find the right market position and position the company for growth
- Knowledge of controlling cash flow & securing financial investments that can sustain growth

Key **ACTIVITIES** of a business owner in this stage of growth are:

- Determine where you are in the business life cycle
- Find opportunities for growth
- Set the agenda for where the business intends to go and how you are going to get there
- Identify activities, initiatives & milestones and assign 'owners' to each part of the growth plan

In order to be successful, every business (large or small) must address four key challenges:

- The challenge of an attractive **business concept**
- The challenge of building lasting **customer relations**
- The challenge of maintaining **profitable operations** that sustain growth and create wealth
- The challenge of a strong **organizational structure**

The **Advanced SBM program** is built around the GrowthWheel model to help business owners address these key challenges. Each class session will focus on one of the challenges and will include the following:

- Expert lecturers on key topics -- these people have actually tackled challenges in each area
- Class activities and exercises that will allow participants to build relationships with other business owners going through similar growth challenges
- Supplemental readings, articles, and videos that will add to your knowledge base

II. CHOOSE YOUR LEVEL OF INVOLVEMENT:

As instructors and advisors our job is to help you maximize your time in this program to help you take your business to the next level. We are here to support you. However, this is YOUR time so YOU get to choose the commitment and activity level for your own involvement. Here are 2 options (you may select/create your own option as well):

Option 1 – ALL IN! Treat the program as a graduate level education in running a business. This option involves extra reading of books, articles, etc. as well as a high level of accountability at monthly advising sessions. This level of involvement also includes the creation of a CAPSTONE PROJECT (see below). If you choose this option you should set aside at least 4 hours/week to work ON the business. At your first advising session let your advisor know how you would like them to hold you accountable throughout the program.

Option 2 – THE BASICS. One might choose this option if they are super busy with day-to-day operations (i.e. working IN the business). You want to get as much out of the program as possible, but don't have the time to give it the same energy as in Option 1. At bare minimum this option includes showing up at the monthly class sessions (or watching the video later) and monthly or bi-monthly advising sessions with your advisor.

III. CAPSTONE PROJECT:

Upon completion of the class, students/participants may choose to draft a Strategic Growth Plan for their business. The plan may include some (or all) of the following elements:

- New Product/Service Launch
- Strategic HR/Staffing Growth Plan
- Operations Manual
- Marketing Plan
- 3-Year Financial Projections and Cash Flow
- Investment and Financing Plan
- Exit Strategy Plan

IV. ADVISING, CONFIDENTIALITY AND CONFLICTS OF INTEREST:

Advising Sessions. The standard advising commitment for the ASBM program is up to two hours per month per client. These sessions include campus visits (when available), on-site business visits, e-mails, video advising through Zoom, phone, text, or other communication that meet our mutual needs. Advisors regularly conduct training for SBDC offices across Oregon and operate on tight schedules. When a client misses an appointment with an Advisor, the time is typically forfeited for that month.



Confidentiality.

SBDC clients have the right to expect that any information provided to SBDC staff concerning their business will be held in the strictest confidence. Our team asks your permission to discuss appropriate pertinent issues with each other and appropriate general information with our colleagues and managers. We request your permission to list your name and the name of your business as participants in the Advanced SBM program in occasional informational brochures and releases, as a means to promote adult business education in the Portland Metro area. As a general rule of thumb, anything that is shared publicly (including via Social Media channels) is not confidential – and, conversely, password protected information is considered confidential by the SBDC.

Conflict of Interest.

- a) SBM participants understand that SBDC staff cannot enter into any agreement, contract or partnership directly or indirectly with any SBDC client for a period of six months from the date client ceases to be an active client.
- b) SBM Coordinators and Advisors are barred from:
 - 1) Recommending to active clients the purchase of goods and services in which either has an interest, or which either represents.
 - 2) Accepting fees or commissions from third parties who have supplied goods and/or services on their recommendation to the SBDC client.
 - 3) Accepting fees, commissions, or gifts from SBDC clients for services as a counselor during employment.
 - 4) Soliciting the private engagement of his services at any time during the term of their engagement as counselors with an SBDC client.

Schedule time to meet with Sean

- Sean Harry: schedule an appointment <https://calendly.com/sean-harry>
- Phone: 971-227-1532 -- email: sean.harry@pcc.edu

Talk to Sean or your advisor about scheduling time to meet with additional SBDC Advisors for special projects such as market research and access to capital.

Sign up for the PCC SBDC Newsletter -- <http://climb.pcc.edu/sbdc-newsletter>

Follow PCC SBDC on Social Media – Facebook @PCCSBDC // Instagram: @PCCSBDC
LinkedIn - <https://www.linkedin.com/company/portland-community-college-small-business-development-center/>



V. CLASS OUTLINE:

MONTH 1 (February 5): LEADERSHIP, MANAGEMENT & Strategic Planning (Business Concept)

- Class overview and expectations
- Analyze & define your role as a leader within the context of your own business
- Communicate clearly the Mission, Vision and Core Values of your company
- Dare to Dream -- Envision the future and create an Action Plan to achieve your goals
- Explore tools for developing a Strategic Management System to ensure business success

MONTH 2 (March 5): YOUR BUSINESS MODEL (YOUR CASH MACHINE) (Business Concept)

- Examine your company's model and value proposition using the Value Proposition Canvas (VPC) tool for clearly defining and improving your existing business model(s)
- Discover useful aspects of the Business Model Canvas (BMC) and how use it to explore potential new business models
- Explore Generative AI tools to help clarify and solidify your Business Model

MONTH 3 (April 2): DEVELOP SYSTEMS TO HELP YOU STAY ON TRACK (Profitable Ops)

- Analyze key elements of an operational process for business growth and scaling
- Outline your company's value chain and key processes
- Explore tools for creating and improving procedures
- Develop outline for Emergencies and Contingencies

MONTH 4 (May 7): EMPLOYMENT PROCESSES THAT DRIVE RESULTS (Org. Structure)

- Determine whether to hire an employee or independent contractor
- Avoid common hiring and firing mistakes and their consequences
- Create quality job postings that attract the best applicants
- Put together a timely onboarding process including a comprehensive training program that outlines job performance standards and establishes key performance indicators (KPIs)
- Outline control systems that standardize day-to-day operations and improve focus, allowing for efficient project planning and implementation
- Provide a job pathway for employees to grow with your company

MONTH 5 (June 4): FINANCIAL MANAGEMENT & ANALYSIS THE BASICS (Profitable Ops)

- Analyze balance sheets, profit and loss statements, and aging reports
- Gauge financial health by tracking changes and noting trends
- Use key financial indicators to drive results
- Identify benchmarks for your industry and compare them to your current financial operations

MONTH 6 (July 2): MARKETING STRATEGY (Customer Relations)

- Review the relationship between business strategy, brand strategy, & marketing strategy
- Determine which key marketing tactics should be included in your marketing plan
- Identify key metrics by which you can evaluate the success of your marketing strategy
- Develop and oversee your business' marketing budget



MONTH 7 (August 6): MAXIMIZE YOUR DIGITAL MARKETING (Customer Relations)

- Explore key business questions for digital marketing readiness
- Describe key customers, what you sell to them, and where you sell
- Create a Digital Marketing Project Checklist

MONTH 8 (September 3): FUNDAMENTALS OF FINANCING (Profitable Operations)

- Explore SBA funding, commercial loans, and lines of credit and working with the OSBDC Network Capital Access Team
- Identify requirements of a typical business loan application
- Analyze ways a credit analyst thinks and discover what they look for
- Develop an understanding of the role cash flow plays in your business
- Summarize means of comparing loan terms
- Select best practices for increasing your lendability

MONTH 9 (October 1): CYBER SECURITY AND DEEPER DIVE INTO FINANCIAL STATEMENTS

- cyber-attacks – and what to do when/if you find out you have been targeted
- Discover keys to securing your email, computers, and online information
 - Explore the Profit First model of reviewing financial documents in order to make informed business decisions

MONTH 10 (November 5): HARVESTING YOUR BUSINESS

- Use financial tools to protect your business assets
- Build value into your business to maximize profit and minimize taxes
- Develop an exit plan, understand ways to exit a business, and weigh benefits
- Understand the process of selling your business

VI. CLASS DETAILS:

- 30 hours of education divided into 10 monthly, 3-hour sessions
- Up to 2 hours of one-on-one advising per month over the course of the program
- Tuition for the Advanced Small Business Management program is \$1995
- A second person from your business can attend for \$900
- Payment plans are available through PCC -- To complete your enrollment in Advanced Small Business Management, you will need to register and pay through Portland Community College.

Are you ready to use advanced management techniques to run your small business?

