

SMALL BUSINESS
EXCELLENCE PROGRAM



Enhanced Managerial Skills
Improved Strategic Thinking
Boosting Profitability and Productivity
Better Networking



Professional Development Program for Small Business Owner-Managers



Business Development for Owner-Managers

HELPING YOU TO WORK ON, NOT IN YOUR BUSINESS

Australia's 1.96 million small businesses comprise 96% of all firms, employ around 70% of the workforce and contribute 58% of all value added to our national economy. However, the responsibility for success or failure in small business falls on the shoulders of these firms' owner-managers. The majority of owner-managers (84%) either operate their business alone or manage a team of fewer than 5 employees.

Managing a small business has never been more challenging and requires more than just a good technical knowledge in your industry. It demands a capacity for strategic thinking and the ability to critically review your firm's financial situation, develop its management and marketing systems, and critically assess its business model. The Australian Bureau of Statistics finds that only 17% of small business owners have any formal qualifications in business or management.

A study of management practice in 241 small businesses undertaken by the UWA Business School found that 46% of owner-managers were not comfortable reading and analysing financial statements, only 26% had a formal, written business plan, and only 29% had a well-development marketing plan. When asked if they could be more active in seeking outside advice and support in their business, 76% of respondents agreed. To address this, the Centre for Entrepreneurial Management and Innovation (CEMI) has developed the Small Business Excellence Program (SBEP).

flexible solutions for your business needs

BEST PRACTICE IN SMALL BUSINESS MANAGEMENT EDUCATION

ACTION LEARNING + BUSINESS COACHING + DIAGNOSTIC ASSESSMENT

The SBEP is designed around best practice principles for small business management education. Winthrop Professor Tim Mazzarol from the UWA Business School developed and tested the program within his Centre for Entrepreneurial Management and Innovation (CEMI). The SBEP recognises that small business owners need action learning tasks that enable them to apply workshop lessons directly to their business. Interactive workshops that build towards a comprehensive framework of small business management form the core of the program. However they are combined with expert business mentoring and guided by pre and post course diagnostic assessments of the way the business is managed.

Key elements of the SBEP are:

- Pre and post course diagnostic assessment and business benchmarking.
- 8 half day interactive workshops over 4 months.
- Small group and individual mentoring by experienced coaches.
- 8 Action Learning Tasks focusing on key business skills.
- Review of your business plan and strategic direction.
- Peer group networking and mutual support.

Common Problems in Small Business

- WORKING EXCESSIVE HOURS.
- TOO DEPENDENT ON A FEW CUSTOMERS.
- PRICE COMPETITION ON RETAIL PRODUCTS.
- PROFITABILITY RELATIVE TO HOURS WORKED.
- MAINTAINING WORKING CAPITAL.
- MOTIVATING AND MANAGING STAFF.
- KEEPING PACE WITH TECHNOLOGY.
- DEVELOPING A COMPETITIVE EDGE.
- SETTING FUTURE STRATEGIES.

ACTION LEARNING TASKS

The SBEP is built around a core of 8 Action Learning Tasks (ALT) that focus on business planning & strategy, marketing sales & service, financial management, human resource management, business operations, corporate governance, use of technology and industry awareness in turbulent times. These build towards a best practice business framework.

BUSINESS BOOSTER WORKSHOPS

In addition to the core ALT, the SBEP has optional “Business Booster” workshops that deal with specialist topics such as leadership, innovation and IP management, dynamic accounting and decision making. They can be specifically tailored to suit the needs of each program.

MENTORING AND DIAGNOSTICS

Each participant is asked to complete a diagnostic assessment that assesses their performance across 12 key benchmarks. This is used to help guide future action on the 8 ALT. It is also used as a guide for the individual mentoring that takes place during the course. The diagnostic is also completed at the end of the program to assess progress and map future action.

BUSINESS HEALTH CHECK

Small business owners wishing to find out first-hand how the SBEP can help them are invited to register for a consultation in which they will be given the opportunity to take the diagnostic assessment and attend an interactive workshop where their results will be examined.



MENTORING SUPPORT

Participants enrolling in the SBEP can access individual and group mentoring support to outside the training workshops to implement ideas and action learning tasks. These mentoring support activities do not aim to provide a “magic bullet” solution. They assist you to think through problems and identify potential solutions, but the onus is on you to do the work and own the responsibility for future action.

Mentoring support will take place individually and in small groups as this peer-to-peer interaction is a powerful way for participants to enhance their learning and widen their networks. It can be customised to suit the needs of individuals and organisations.

ATTENDANCE AND COURSEWORK REQUIREMENTS

Attendance at all 8 half day training workshops is recommended. However, each of the workshop modules can be taken separately.

Participants are encouraged to develop a business model, company strategy and implementation business plan as an outcome from the program.

Key learning outcomes from the SBEP include:

- Developing more effective marketing and sales strategies.
- Improving profitability through better financial management policies.
- Enhancing team building and personnel management.
- Strengthening business operations and control systems.
- Developing policies for corporate governance and professionalism.
- Developing technology plans and a clear strategy for future direction.

COSTS AND BENEFITS

Program costs:

All program prices are subject to variation based on the delivery mode, range of activities (e.g., workshops, diagnostics, mentoring support) that are required for each participant.

Testimonials:

"I've been doing courses on small business management for too many years now, and there are a lot of courses out there, but the way this course was structured has done me a lot of good. I have implemented so many things; I have increased my staff members by two...it has made me look at my whole business structure, organisation and how we conduct business. The way we appear in the general public's eye and how we differentiated ourselves from others." (Jim Turner, Albany Scaffold Hire Pty Ltd)

"This course has made us do at least two things. First, it has made us go back to basics and start to fill in the gaps that we have missed, because sometimes when you are trying to run a business you just run along and don't stop to think. Second, it has made us focus on the future and working on the business rather than in it. That has probably been the most significant thing, to step outside our day to day and really think about where we are going". (Barbara Helsby, Managing Director, Novada Glass and Aluminium Pty Ltd)



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