

Helen Bader Foundation

Advanced Business Assessment Techniques

A training course presented jointly
by UEDA, LISC, City of Milwaukee and
Helen Bader Foundation

April 8, 2005

Agenda

Part I **8:30 – 9:00**

Entrepreneurial Lessons from Past Urban Business Experiences Report

- Findings
- Tools

Part II **9:00 – 10:00**

Intake Interview Techniques and Business Assessment

Break **10:00 – 10:15**

Part III **10:15 – 12:00**

TA Plan Development and Referrals

Entrepreneurial Lessons from Past Urban Business Experiences



Study Objectives

- I. Reduce real or perceived barriers
- II. Identify and prioritize TA requirements
- III. Enhance effectiveness of TA delivery
- IV. Improve TA practitioner collaboration

**Goal – Improve Small Business
Success in Milwaukee**

Key Findings - Common Factors

I. Market Development/Management Experience

- a. Marketing/Sales Experience
- b. Business Management Experience

II. Access to Working Capital/Contingency Funds

- a. Established Source of Working Capital
- b. Access to Contingency Funds

III. Operational Process/Cost Controls

- a. Well-defined Operational Process
- b. Routine Financial Review

Observations

- Choice of Business Type
 - Evaluate feasibility
 - Making choice around service type
 - Need in the local area

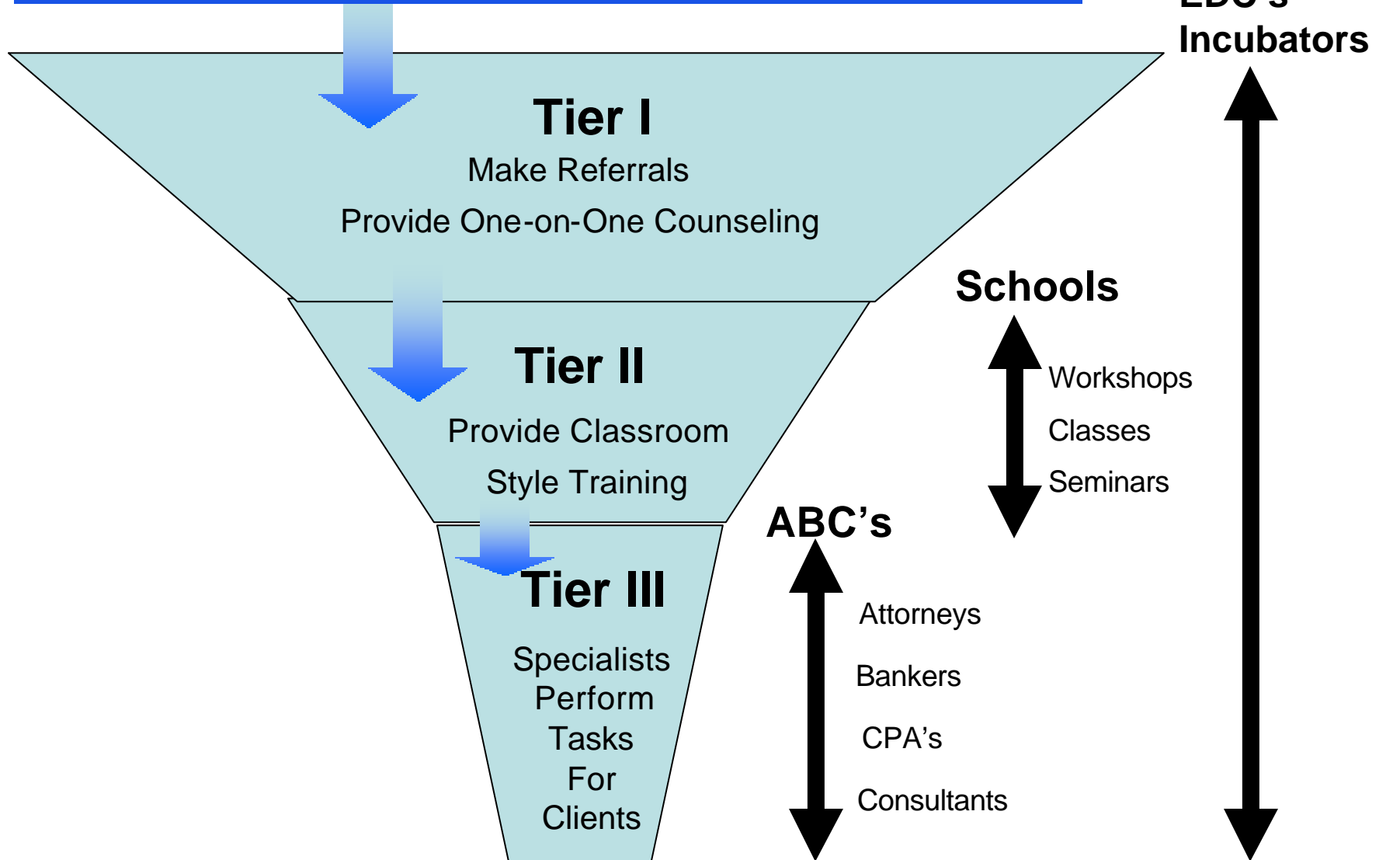
Observations - Continue

- Owner's Capacity for Learning
- Financial Management Tools
- Outside Income
- Health Insurance
- Limited Peer Interaction
- Ongoing TA Relationship

Insights

- Importance of Developing and Using Business Plan
- Importance of Non-financial Factors
- Balance Between the Pressure of Filling Vacant Storefronts and Business Sustainability
- Recruiting Strategy and Business Mix

Technical Assistance Flow



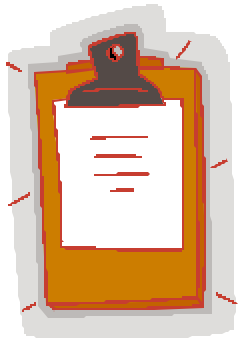


Initial Recruitment Thru Seminars,
Referrals and Word-of-Mouth

One-on-One or Small Group
Meetings to Identify Needs

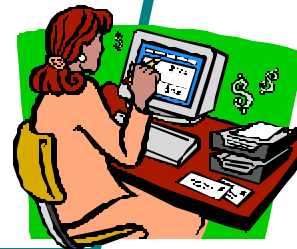


Report &
Checklist



Referral to
Educational
Resources

Refer to
Qualified
Specialist



**Technical
Assistance
Model**

Will Help Tier I
Identify and Prioritize
Technical Assistance to
New and Existing Clients

**What tier level of services do
you provide?**

Technical Assistance Toolbox

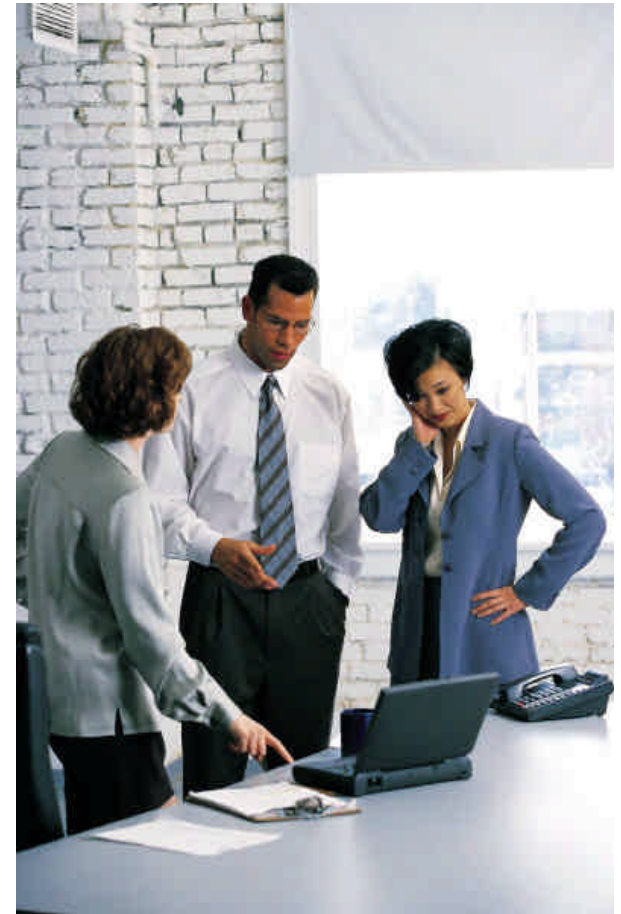
Usage	Tools	Form #
Help Businesses Find TA Resources	Business Card Guide City Department Sheet	
Improve TA Needs Identification	Business Readiness Interview Form Business Startup Flowchart	BACOM-001 BACOM-002
Improve TA Collaboration	Business Referral Sheet	BACOM-003
TA Tracking & Reporting	Business Technical Assistance Plan	BACOM-004

How to Get the Latest Revision of Tools?

- The UEDA BACOM website will be the central repository of the latest revision of tools.
- Recommendations or change requests should be submitted to Marjorie.
- Quarterly update cycle will review, approve and incorporate changes.

Part II

Intake Interview Techniques and Business Assessment



Tools

- Business Readiness Interview Form (BACOM-001)
- Business Startup Flowchart (BACOM-002)

Interview

- **What questions to ask?**
- **How to ask them?**
- **How to listen and observe?**
- **What do you hear?**
- **What are they really telling you?**



“The most important thing in communication is to hear what isn’t being said.” --- Peter Drucker

Sample Scenarios

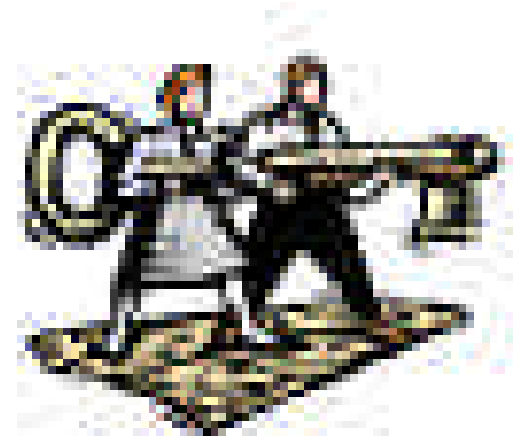
Scenario One: Start-up

Jane is a hair stylist with 5 years experience in the industry. She is currently renting a suite in a salon. She is looking to open her own full service salon with 4 chairs, 2 nail stations and 1 skin treatment room. She has a location already picked out.



Examine Shortcomings

- What just happened?
- What are strengths?
- What are weaknesses?
- Can it be fixed?
- Will TA overcome the weakness?
- Am I being realistic?

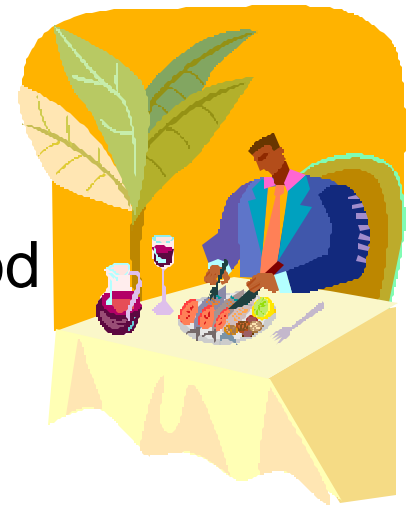


Sample Scenarios

Scenario Two: Start-up Partnership

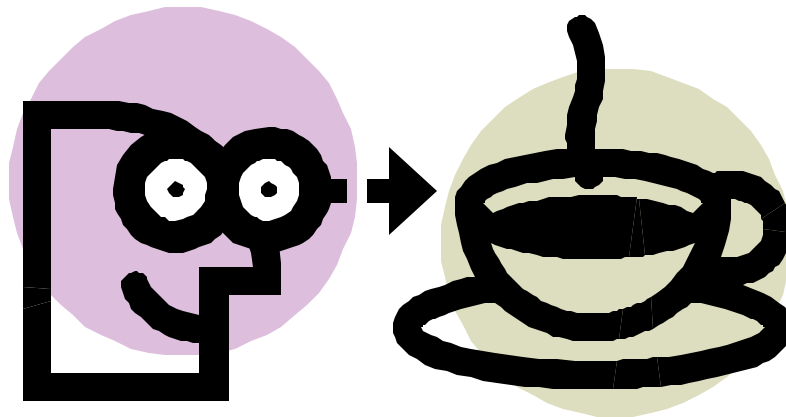
Joe is a Chef. He has some money saved up and wants to open a restaurant with his childhood friend Bob. Joe has terrible credit and is counting on Bob to finance the majority of the start-up investment. Joe and Bob believes they need \$50,000 to open the 75-seat restaurant.

Bob worked as the shift supervisor for a fast food restaurant in 1998 while in college.



Break

10:00 – 10:15



Part III

TA Plan Development and Referrals



Tools

- Business Referral Sheet (BACOM-003)
- Business Technical Assistance Plan (BACOM-004)

Sample Scenarios

Scenario Two – Continue Start-up Partnership



Sample Scenarios

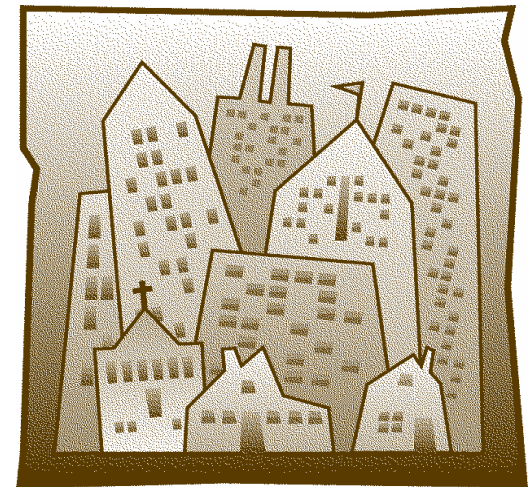
Scenario Three: Expansion

John is the owner of an collectible trading company for the past 7 years. He has operated out of his home selling through the internet auction sites and trade shows. He is looking to expand into a retail location.



2005 Community Development Summit

- Commitment
- Information Collection
- Usage Summary
- Feedback
- Improvements



Franchise Study

- Does the franchise model have better success in an urban environment?
- What type of franchise works within a Mainstreet framework?
- How to structure a successful private / public partnership franchise model?
- What is the effective TA role in a franchise model?

Questions/Comments