



## The NYS SBDC Strategic Plan Deployment Summary

**August 2006**

The SBDC Strategic Plan codifies and places the Vision of the SBDC program in the context of our Sponsors, Partners, Host Institutions and, most importantly, the small business clients and entrepreneurs who are the recipients of program services.

This Deployment Summary presents a condensation of strategies with related objectives to help regional center implementation of each strategy through daily work and program operations. It is a document to help align our individual daily work and planning decisions with the strategies, needs and objectives of the program on a local and statewide level. All of our activities as Advisors, Support Staff, Assistant Directors and Directors are a direct reflection, and implementation, of our Strategic Plan.

Each focus area summarizes the related strategy statement and presents the key objectives that illustrate accomplishment and form the basis of the metrics by which implementation is measured and assessed.

### **1. Program Development and Operations – Advisement Products and Services**

#### Strategy

*The NYS SBDC is the premier provider of direct management and technical assistance services to small businesses and entrepreneurs; the access point of choice to enhance client utility of related programs and services; the delivery network of choice for small business services; and, a provider of services highly valued by clients.*

#### Objectives

- a) Refine advisement services for efficiency, efficacy and relevance to clients.
- b) Develop innovative services responsive to small business needs, e.g., changes in technology, shifts in consumer/purchaser behaviors, and changes in local employment environments.
- c) Utilize technologies and resources in support of operating efficiencies, e.g., on-line advisement, Web meetings/trainings.
- d) Analyze work flows and processes to maximize utility of resources.
- e) Catalogue local business-related resources and develop service delivery partnerships.
- f) Collaborate with business resources to assist in their development of services and programs beneficial to SBDC clients.
- g) Develop, monitor and respond to indices of client satisfaction, provide opportunity or incentive for client referral and promotion of client accomplishment through center assistance.

## **2. Marketing**

### Strategy

*Effectively communicate the products, services, successes, rewards and benefits of the SBDC to clients, stakeholders, sponsors and host institutions to enhance awareness and utilization of SBDC services in support of small business and entrepreneurship.*

### Objectives

- a) Promote the Regional (and satellite) SBDC office as the provider of choice for skilled services generating successful outcomes for small businesses and entrepreneurs.
- b) Develop techniques and processes to disseminate information about the SBDC program, its sponsors and host institutions to support the value proposition of the SBDC in the community.
- c) Maintain awareness and understanding of other service providers and agencies to facilitate coordinated service delivery and the SBDC as the premier provider of small business and entrepreneurial services.
- d) Design, develop and implement communication products and tools to deliver the message of the SBDC including fact sheets, news articles, video, advertisements, and PSAs in a local and statewide context to maximize resource utilization.
- e) Utilize standardized and Central Office-developed imagery, tools, and products to communicate the nature of the SBDC as a statewide service delivery mechanism.
- f) Develop targeted outreach efforts, such as industry specific, client focused and funding sponsor priorities - to support an increase in SBDC's client base.
- g) Identify potential resources to support outreach programs such as public service announcements, media relationships for article and success story placement, and host institution participation.

## **3. Professional Development and Staff Retention**

### Strategy

*Recognize and understand the employment environment of the Regional SBDC to better identify resources, programs and efforts that will enhance the skills of staff, improve retention of skilled staff, and continuously develop the skills, knowledge, creative and critical thinking skills of the staff. Further, develop procedures to ensure access and availability of all tools necessary to improve job performance such as computer systems and communications to minimize daily challenges to performing SBDC's mission.*

### Objectives

- a) Identify training programs available and relevant to Staff and their specific work assignments or topical areas concurrent with the resources necessary to obtain the training.
- b) Develop localized programs to effectively reward and recognize staff accomplishments and work; create processes to foster work environments with high morale and job satisfaction.
- c) Establish recognition programs to promote awareness of the value and significance of the individual's role in helping clients to achieve success.
- d) Develop training and developmental opportunities consistent with the guidelines and processes of statewide staff training and Advisor Certification programs.

- e) Promote a management and work environment supportive and encouraging of professional development, certification, and continuous enhancement of technical and communication skills for staff.
- f) Coordinate with the Professional Development Committee to develop standardized training modules, timelines and procedures to assure a consistent skill base and program understanding among staff.

#### **4. Technology**

##### Strategy

*Develop awareness among all staff levels of the role of technology in the delivery of services, in the opportunities and demands faced by small business and entrepreneurs, and of the role of technology in the growth and long term success of clients; develop processes to maintain currency in SBDC access to and utilization of technology; and, implement processes to identify and coordinate technology support resources for clients.*

##### Objectives

- a) Appoint or identify a lead 'technology' person in each regional center and satellite office as the resource person for technical assistance, program coordination and keeping staff up-to-date on trends, developments, opportunities and challenges through in-house presentation and training.
- b) Develop and implement processes to gather information on technological development, direction and opportunity relevant to ways in which new technologies can be integrated in the delivery of SBDC services and improve the efficiency or efficacy of advisement activities.
- c) Identify and catalog local, regional, statewide and national resources available in support of staff technical literacy.
- d) Identify and catalog local, regional, statewide and national resources that SBDC can deliver to clients in support of technology-focused advisement.
- e) Provide a work and management environment conducive to learning about and implementing new technologies in service delivery to encourage learning, experimentation and implementation or replication of successful efforts.
- f) Develop processes by which staff is provided the opportunity to both learn and share information on new technologies in the conduct of their work or in the context of specific client activity.

#### **5. Sponsors, Host Institutions, Partners and Alliances**

##### Strategy

*Develop processes to effectively integrate service delivery with sponsor priorities, to coordinate with sponsors on development of priorities in response to sponsor resources and SBDC needs analysis, and to continuously communicate the value and importance of the SBDC; to develop processes to identify, utilize and coordinate with partners in strategic alliances to develop and deliver services to small businesses and entrepreneurs.*

##### Objectives

- a) Create and implement response-driven work processes focused on sponsor and funding priorities and realities.
- b) Develop processes for sharing needs analysis techniques to help shape current and future sponsor and host institution priorities.
- c) Coordinate with sponsors and host institution to maximize the effectiveness of SBDC service delivery through integration with host resources such as faculty, video facilities, Web conferencing, etc.
- d) Develop processes to continuously share information on SBDC successes and challenges in support of host and sponsor appreciation for the value of the SBDC and ongoing support of the program.
- e) Identify, catalog and select resource partners for development of strategic alliances that enhance the resources, products, services and ability of the SBDC to deliver advisement and training services.
- f) Coordinate with hosts, sponsors and partners to develop training programs relevant to local small business needs, and, with partners who can support outreach and delivery of specific training activities.
- g) Develop processes by which staff is encouraged to identify and coordinate with resource partners to expand the repertoire of SBDC services and the usefulness of the advisement process to clients.

## **6. Special Projects**

### Strategy

*Develop and maintain a work environment that supports programmatic ability to field a rapid, flexible response to unusual occurrences and capitalization on opportunities.*

### Objectives

- a) Develop management plans, tools and strategies that position the SBDC for a fast, reliable response to unusual or non-recurring occurrences such as localized natural disaster, including mobility of resources, communications protocols, and identified resources such as law enforcement and media contacts.
- b) Develop processes by which staff is encouraged to identify and capitalize on opportunities such as research or training grants relevant to SBDC core services and service delivery.
- c) Develop processes to identify projects, resources, research, tools and technologies that may have application beyond the regional center and to replicate the effort at other SBDCs to reduce development costs and improve operating efficiencies in service delivery.
- d) Coordinate with the SBDC Central Office on development of training programs and curricula to provide the opportunity for shared delivery across the network.