

Small Business is Our Business ...

Small Business Advancement National Center

University of Central Arkansas

<http://www.sbaer.uca.edu>

SBANC NEWSLETTER - January 25, 2000

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One of the benefits of International Council for Small Business (ICSB) membership. The staff of the Small Business Advancement National Center welcomes the ICSB as one of our sponsors.

32nd ANNUAL INTERNATIONAL CONFERENCE

RISING TIDE: COMMUNITY DEVELOPMENT FOR A

CHANGING WORLD

The Community Development Society invites you to join community development practitioners, theorists, researchers, and citizen leaders from around the world for its 32nd annual international conference to be held in Saint John, New Brunswick, Canada on July 23-26, 2000.

The conference will address the rising importance of the community, globalization and community development, innovative community responses, and challenges to community development.

To find out more about this conference, visit

<http://www.sbaer.uca.edu/docs/bulletins/00CDScfp7-23.htm>

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CALL FOR PAPERS

ACADEMY OF ENTREPRENEURSHIP JOURNAL -

## THE ALLIED ACADEMIES

The Allied Academies invite you to attend and submit papers for their annual national meeting in Myrtle Beach, SC on April 5-8, 2000.

The Academy of Entrepreneurship Journal encourages articles addressing economic development, entrepreneurship in healthcare organization, technology transfer and new product/service development. Other related topics such as entrepreneurship, intrapreneurship and small business management are also acceptable.

Abstracts should be submitted by March 3, 2000. All manuscripts selected for an award will be published in the appropriate journal.

To find out more about this conference, visit  
<http://www.alliedacademies.org/mb00-call.html>

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THE NEED FOR ADAPTATION IN SUCCESSFUL BUSINESS

CONCEPTS: STRATEGIES FOR ENTREPRENEURS

This paper was presented by Michael H. Morris, Miami University; John W. Altman, Babson College; and Leyland F. Pitt, Cardiff Business School to the United States Association for Small Business and Entrepreneurs in San Diego, Jan. 14-17, 1999.

It is argued that timely adaptation of one's broadly-defined business concept has more to do with entrepreneurial success than having the right concept from the start or being in the right place at the right time. A conceptual model is proposed in which the need for adaptation is linked to three characteristics of the

business itself: the level of ambiguity surrounding the venture, the level of risk involved, and the amount of control the entrepreneur has over key factors affecting venture outcomes. Types of adaptation strategies appropriate for each of the three conditions are identified. An approach to measuring adaptation is presented together with an application of the measure. Implications are drawn and suggestions made for ongoing research.

To read this entire paper on successful business concepts, visit our Web site at

<http://www.sbaer.uca.edu/Research/1999/USASBE/99usa535.htm>

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#### TIP OF THE WEEK

##### "Transition from Entrepreneur to Manager"

The transition between the various stages of a venture are complemented by the entrepreneur's ability to make a transition in style. A key transition occurs during the growth stage, when the entrepreneur shifts into a managerial style. That is not easy to do. In order to bring about the necessary transition, the entrepreneur must plan carefully and gradually implement the transition process. Hofer and Charan have suggested a seven-step process:

1. The entrepreneur must want to make the change and must want it strongly enough to undertake major modifications in his or her own behavior.
2. The day-to-day decision-making procedures of the organization must be changed. Specifically, participation in this process must be expanded. Greater emphasis also should be placed on formal

decision techniques.

3. The two or three key operating tasks that primarily are responsible for the organization's success must be institutionalized. This may involve the selection of new people to supplement or replace those "indispensable" individuals who have performed these tasks in the past.

4. Middle-level management must be developed. Specialists must learn to become functional managers, while functional managers must learn to become general managers.

5. The firm's strategy should be evaluated and modified, if necessary, to achieve growth.

6. The organizational structure and its management systems and procedures must be modified slowly to fit the company's new strategy and senior managers.

7. The firm must develop a professional board of directors.

"Effective Small Business Management," Hodgetts, Richard & Donald F. Kuratko, The Dryden Press, 1998, page 356.

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If you have any comments about the SBANC newsletter or if you know of an upcoming small business event to promote, please contact [kfe0460@cub.uca.edu](mailto:kfe0460@cub.uca.edu)

If interested in becoming a member of ICSB, email the International office at <http://www.icsb.org/about/join.htm>

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