

NEWSLETTER - June 26, 2001
Issue: #183-2001

In This Issue:

1. [Feature Paper](#) - The Competitive Disadvantage of Small Business of Twenty First Century
 2. [Tip of the Week](#) - Benchmarking
 3. [Call for Papers](#) - NCIIA 6th Annual Meeting
 4. [Call for Papers](#) - Association of Marketing Theory and Practice
 5. [Conference](#) - 15th Annual Worker's Compensation Educational Conference
 6. [Call for Papers](#) - 31st Annual Meeting of the WDSI
 7. [Call for Papers](#) - 47th World Conference of the ICSB
 8. [Conference](#) - SEAAANZ Conference 2001
-

Feature Paper

The Competitive Disadvantage of Small Business of Twenty First Century

This paper was presented by Sanjib Chowdhury and John Overby, both from the University of Tennessee at Martin, at the Association for Small Business and Entrepreneurship Annual Conference in New Orleans, Louisiana, February 27-March 3, 2001.

For several years the U.S. economy is enjoying an unprecedented growth. Many believe that the current economic growth is partly due to the demand and growth of information technology. Small businesses, especially the IT based small businesses, one where the name of the game is continuous innovation, are heavily dependent on their high-tech work force. Although necessary for small business growth, this phenomenon is creating new environmental threats. Due to the increasing international orientation of the IT workforce, these businesses are having to deal more with international human resources issues than ever before. This paper summarizes the specific problems faced by small high tech businesses regarding international human resources.

To read this entire paper on competition, visit our Web site at <http://www.sbaer.uca.edu/Research/2001/ASBE/129asbe01.htm>

Tip Of the Week

"Benchmarking"

This is an increasingly popular way for firms to measure themselves against world leaders. Whereas competitor analysis will help a firm spot differences between its performance in the market and that of its competitors, it does not provide a deep understanding of the processes that cause these differences. Benchmarking involves several stages:

1. Management examines its firm for the aspects of the business that need improving.
2. It then looks for companies that are world leaders in performing similar processes.
3. The firm's representatives visit those companies, talk with managers and workers, and determine how they perform so well. Because the people who are going to use the newly acquired knowledge are line personnel, they not staff people, should make these visits.

The problem, of course, is identifying which company to use as a benchmark. Some firms have been successful in choosing companies in their own industries, but often the ideal benchmark is in a completely different industry. Managers have a choice of using one or more of the four basic types of benchmarking.

1. *Internal*--comparing one operation in the firm with another. Because it is in-house, it is relatively easy to implement. It produces about a 10 percent improvement in productivity.
2. *Competitive*--comparing the firm's operation with that of a direct competitor. Obviously, this is the most difficult kind of benchmarking to do. Productivity improves about 20 percent.
3. *Functional*--comparing similar functions of firms in one's broadly defined industry: American Airlines comparing its freight handling procedure with that of Federal Express, for example. Functional benchmarking is easier to research and implement than competitive benchmarking. It generally results in about a 35 percent improvement in productivity.
4. *Generic*--comparing operations in totally unrelated industries. When Xerox decided to improve its order-filling process, it went to L.L. Bean, a mail-order house famous for filling orders quickly and correctly. Although the industries and the kinds of products were very different, Xerox saw that both firms handled a wide variety of shapes and sizes that made it necessary to pack them by hand. By learning from Bean, Xerox reduced its warehousing costs 10 percent.

"International Business: The Challenge of Global Competition," Ball, Don, and McCulloch, Wendell, The McGraw-Hill Companies, Inc., 1999, page 408.

Call For Papers

NCIIA 6th Annual Meeting

The National Collegiate Inventors and Innovators Alliance 6th Annual Meeting will be held in Washington, D.C., on March 14-16, 2002. We are seeking proposals for interactive and creative papers, presentations, panels, poster sessions, and workshops on programs, courses, and approaches to teaching innovation and entrepreneurship at the graduate and undergraduate level. The annual meeting provides interactive workshops and sessions where participants learn new approaches to encouraging creativity and inventive thinking, discover resources for bringing inventive ideas through the patent and marketing process, and share ideas with faculty members from innovative institutions around the country.

Submission Deadline: **September 30, 2001**

For further information on this conference, visit <http://www.nciia.org/>

Call For Papers

Association of Marketing Theory and Practice

The 2002 Annual meeting of the Association of Marketing Theory and Practice will be held March 28-30, 2002, at the Hilton Savannah Desoto in Savannah, Georgia. Sessions will consist of the presentation and discussion of papers that have been accepted following a double-blind review process. Authors of accepted papers may elect to have detailed abstracts rather than their entire paper published in the Proceedings.

Submission Deadline: **October 19, 2001**

For further information on this conference, visit <http://www.sbaer.uca.edu/Bulletins/Conferences/amtp2002.htm>

Arkansas Conference

15th Annual Worker's Compensation Educational Conference

The Arkansas Workers' Compensation Commission is pleased to announce the upcoming "Annual Workers' Compensation Educational Conference" on August 15-17, 2001, at the Statehouse Convention Center in Little Rock, Arkansas. Topics are being presented for every interest group concerned with Workers' Compensation. Attend this year's conference for information on the following:

- Arkansas Workers' Compensation Issues
- Forms Management/AWCC Filings

For more details on the this conference, visit <http://www.awcc.state.ar.us/>

Call For Papers

31st Annual Meeting of the WDSI

Competitive papers (including detailed abstracts) are invited in, but not limited to, the topic areas listed on the website. Qualified individuals will referee papers submitted through a process of double blind peer review. Accepted papers will be published in the *Proceedings*. Although comprehensive abstracts will be reviewed, preference will be given to complete papers. Abstracts are generally scheduled for presentation in table topic sessions and should provide sufficient details to indicate the research objectives, methodology, and expected outcome. Paper submission acknowledges that the author(s) will register for and attend the conference, and personally present the accepted paper at the time specified in the conference program. Publication in the program *Proceedings* of multiple papers by the same author will be subject to extra page charges.

Submission Deadline: **October 1, 2001**

For further information on this conference, visit <http://misnt.calpoly.edu/wdsi>

Call For Papers

47th World Conference of the ICSB

This conference will be held on June 16-19, 2002, in San Juan, Puerto Rico, and its theme is "Entrepreneurial SME's and Strategic Relationships: Making the Connections. The 47th International Council for Small Business World Conference, a gathering for Entrepreneurs, Educators, Small Business Consultants, Professionals, and Government Officials, an important international events. Over 500 delegate coming from over 60 countries around the world will gather for a three day experience. Days filled with plenary and concurrent sessions with important and dynamic speakers, round table discussions, special group meetings, exhibitions and cultural social events.

Submission Deadline: **February 15, 2002**

For further information on this conference, visit <http://www.sg.inter.edu/icsbpr2002/default.htm>

Conference

SEAANZ Conference 2001

The Small Enterprise Association of Australia and New Zealand would like to invite you to participate in an exciting event. The 14th Conference and SME Summit 2001 theme is "Creating Innovative Growth Companies," and it will be held on September 13-15, 2001, in Wellington, New Zealand. The conference is primarily aimed at innovators and entrepreneurs in emerging and established businesses who have the will and tenacity to exceed their present capabilities and resources. In addition to drawing on the pool of available talent, information and examples, you will share the experience of successful role models, establish new professional relationships and networks.

For further information on this conference, visit <http://www.enterprise.org.nz/seanz/>

- If you have any comments about the SBANC newsletter or if you know of any upcoming small business event to promote, please contact Scott Russell at sdr5236@cub.uca.edu
-

- SBANC Newsletter is provided as a service to the **Association for Small Business and Entrepreneurship (ASBE)** members and the **International Council for Small Business (ICSB)** members.
- If interested in becoming a member of ASBE, contact Corbett Gaulden, Jr., at gaulden_c@utpb.edu
- If interested in becoming a member of ICSB, visit <http://www.icsb.org/about/join.htm>

SBANC Staff

- Main Office Phone: (501) 450-5300
- **Dr. Don B. Bradley III**, Executive Director & Professor of Marketing
-- Direct Phone: (501) 450-5345 -- E-mail: Donb@mail.uca.edu
- **Rick Armstrong** -- Graduate Assistant -- E-mail: rea7401@cub.uca.edu
- **Scott Russell** -- Student Intern -- E-mail: sdr5236@cub.uca.edu