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Feature Paper

"Managing For Rapid Growth: ethnical Process Management And Flexibility In Small Firms"

This paper was presented by Bret Golann, School of Business Administration University of Vermont at the 17th Annual USASBE National Conference on 23 - 25 January 2003 in Hilton Head Island, South Carolina.

Small, entrepreneurial firms face major internal challenges as they move from start-up through the rapid growth phase. This transition to rapid growth demands significant changes in how internal operations are managed. Some researchers have encouraged small firms to adopt process management. Other researchers and entrepreneurs have raised serious questions about the effectiveness and "fit" of process management in small entrepreneurial firms. this research investigates how process management may assist (or hinder) the flexibility and responsiveness of small, rapidly growing firms to changing customers needs.

To read the entire paper on "Small Business Research Program An Alternative Financing Source", visit the SBANC Web Site at <http://www.sbaer.uca.edu/research/2003/usasbe/pdf/papers/59.pdf>

Tip Of the Week

"Managing The New Technology Adoption Process"

Innovation is a destroyer of tradition; thus, it requires careful planning to ensure success. By necessity, the productivity benefits of new technology will change the nature of work. Any introduction of new technology should include employee familiarization to prepare workers for new tasks and to provide input into the technology interface design (e.g., will typing skill be required, or will employees just point and click?). For services, the impact of new technology may not be limited to the back office. It could require a change in the role that customers play in the service delivery process. Customer reaction to the new technology, determined through focus groups or interviews, also could provide input into the design

to avoid future problems of acceptance (e.g., consider the need for surveillance cameras at automated teller machines).

In writing about his experiences installing computer systems, Robert Radchuk has developed a 10-step planning guide to manage the implementation process. The following modified version of these steps includes the concerns for employees and customers.

Step 1 : *Orientation and education.* Become knowledgeable about the new technology and where it is headed. Visit trade shows and other users to gain hands-on familiarity. Secure the active involvement of a senior manager to champion the technology.

Step 2 : *Technology opportunity analysis.* Undertake a feasibility study to define opportunities, estimate costs, and identify benefits. Benchmark the use of the technology in other industries.

Step 3 : *Application requirements analysis.* Define the requirements for the new technology, and identify the hardware and software to be purchased. Refine cost and benefit estimates.

Step 4 : *Functional specification.* Define the operating characteristics of the application, including the inputs, outputs, operator interface, and type of equipment to be used. This working document will be used in interactions with users of the system; thus, it should be an explicit definition in no technical terms of how the system will work.

Step 5 : *Design specification.* Produce a specific engineering design with inputs from users, both employees and customers, to evaluate the effectiveness of the system interfaces. For example, as noted in chapter 1, Burger King has a mock-up of a typical store in a Miami warehouse where new technology ideas are tested in a simulated environment before their introduction into the marketplace.

Step 6 : *Implementation planning.* Using project planning techniques, such as Microsoft Project for Windows, develop a detailed implementation plan. This plan should account for all activities, such as personnel familiarization and training, facilities planning, prototype testing, and an initial operation in parallel with the current system until the new technology is debugged.

Step 7 : *Equipment selection and contract commitments.* Contract for equipment purchases, and schedule the equipment for delivery as per the implementation plan.

Step 8 : *Implementation.* Execute the implementation plan, and prepare progress reports for senior management.

Step 9 : *Testing of technology.* Before committing to full-blown operations, test the technology. If a simulation is not possible, the new technology could be introduced at one or more trial sites before the entire service network is committed. Specific tests must be defined in advance to evaluate the system's response to anticipated demands.

Step 10 : *Review of results.* Document information that has been learned from the implementation of new technology can be competitive advantage.

"Service Management : Operations, Strategy, and Information Technology" James A. Fitzsimmons and Mona J. Fitzsimmons, McGraw/Irwin., 2004, page 73-74.

Call For Papers

"ASBE 29th Meeting"

The Association for Small Business and Entrepreneurs (ASBE) invites you to submit a competitive paper for the 29th Annual Meeting that will be held on March 24-26, 2004 in Albuquerque, New Mexico at the La Posada de Albuquerque hotel. This years focus is "Small Business &

Entrepreneurship: Meeting the Challenges in a Changing World."

Submission Deadline: January 15, 2004

For more information on this conference, visit <http://www.sbaer.uca.edu/asbe/call2004.cfm>

Call For Papers

"2004 International Business & Management Research Conference"

The 2004 International Business & Management Research Conference will be held on June 9-12, 2004 in Honolulu, Hawaii at the Hilton Hawaiian village Beach Resort & Spa, Waikiki Beach.

Submission Deadline: February 15, 2004

For more information on this conference, visit <http://www.jaabc.com/hawaii.html>

Conference

"Small Business Institute 2004 Annual Meeting"

The Small Business Institute's 2004 Annual Meeting will be held on February 12-14, 2004 at the Hilton Clearwater Beach Resort in Clearwater Beach, Florida, U.S.A. The theme for this years meeting is "Philanthropy in Academic Entrepreneurship: Channeling Support to Entrepreneurship/Small Business Programs and Centers."

For more information on this conference, visit <http://www.smallbusinessinstitute.org/welcome.htm>

Conference

"2004 CDI Conference"

The 2004 Community Development Institute Conference will be held on August 2 - 6, 2004 at the University of Central Arkansas. The vision of CDI is to be the global center for community development education, applied research, and professional training. The mission of CDI in partnership with UCA is to empower people with the Knowledge and skills necessary to proactively improve the physical and human resources of their communities, thereby increasing the quality of life for all citizens. the subject of this conference will be Community and Economic Development.

For more information on this conference, contact Laura Garner (501) 450-5372 and/or e-mail her at laurag@mail.uca.edu

Conference

"The 2004 Economic Development Summit: Getting The Real Answers"

The 2004 Economic Development Summit will be held on March 17 - 19, 2004 at the Omni Shoreham Hotel in Washington D.C. Topics will include The United States Economy: What to expect in the year to come; Driving Forces in Congress: The Push for Economic Recovery and the Role of Economic Development; The Status of the States: A Review of State Economic Development Issues; The 2004 Presidential Election: Can We Expect Support for Economic Development; Ensuring The Future of American Manufacturing.

For more information on this conference, visit www.iedconline.org

Announcement

"SBANC Back Online"

Due to hardware problems, our website was down for a few days. We are now back up and running at <http://www.sbaer.uca.edu>. We are sorry for any inconvenience to our viewers and readers of our Newsletter and Website. Visit our website and see one of the most advance sites for Small Business and Entrepreneurship over 19 years of data, Business assistance and financing, links to government agencies and international agencies. Learn how to create a business plan, and read professional published papers in our research archive all brought to you free of charge and if you need any help contact us at 501-450-5300, administrators are standing by.

If you have any comments about the SBANC Newsletter, or if you know of an upcoming Small Business event to promote, please contact Lester W. Clements II at lestclem@hotmail.com

The SBANC Newsletter is provided as a service to the members of our affiliates: **Academy of Collegiate Marketing Educators (ACME), Association for Small Business & Entrepreneurship (ASBE), Decision Sciences Institute (DSI), Federation of Business Disciplines (FBD), International Council for Small Business Congress (ICSB), Institute for Supply Management, The International Small Business Congress**

(ISBC), Marketing Management Association (MMA), Small Business Administration (SBA), Service Corps of Retired Executives, Small Business Institute (SBI), Society for Marketing Advances (SMA), United States Association for Small Business & Entrepreneurship (USASBE), U.S. Department of Veterans Affairs and Western Decision Sciences Institute (WDSI). If you are interested in membership or would like further information on one of our affiliates, please see our web site at <http://www.sbaer.uca.edu>

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