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Feature Paper

"Factors in Family Business Planning"

This paper was presented by Richard John Stapleton, Deborah C. Stapleton, both from Georgia Southern University, & Meredith A Tomlinson from Winthrop University at the 2004 Annual National SBI Entrepreneurship and Small Business Educators Conference on 12-14 February 2004 in Clearwater, FL.

Does planning a family business entail not only planning a business but also planning a family that will be involved in the Business? Or is the family part of the family business planned? This paper includes a factor analysis of data generated by a 61-question questionnaire mailed to 3,000 family business owners randomly dispersed throughout the United States. The findings indicate that family issues involved in managing family businesses become more important the older and more established family businesses become but that the contributions of children may be more crucial in first generation businesses than in older generation businesses.

A fundamental part of script theory (Allen & Allen, 1988; Berne, 1970; Gioia & Poole, 1984; Lord & Kernan, 1987) is that people create their own destiny to some extent by what they decide when exposed to various messages about themselves and what they should do when they are children. The script messages plus what the individual decides about them gradually create a life script with choreographed lines, places, and scenery. The individual would attempt to find situations that would enable him to act out the life script that had been partially laid down for him by his parents and others and had been partially created by himself through his decision-making at early ages. Stapleton and Murkison (1990) found that entrepreneurs often create ideas for businesses several years before they actually start the business, sometimes at very early ages, as early as 8 years old.

Part of the impetus for this research was to see if was possible using business research methods to determine if script theory applied to the scripting of families in small businesses. Assuming people in general make up their minds about such things as that type of person to marry, how many children to have, and who will be there at the time of death (Berne, 1970), it would seem logical that they might also make up their minds at early ages about including spouses and children in family businesses. In

other words, do entrepreneurs and small business owners plan to marry certain types of people who will be suitable as partners in small businesses and do they plan to produce children who will work in and perhaps inherit the family business (Cates & Sussman, 1992; Clarke & Dawson, 1998; Cohn, 1998; Doherty, 1997; Lea, 1991; Rawls, 1999; Walsh, 1985)?

To read the entire paper on "Factors in Family Business Planning", visit the SBANC Web Site at <http://www.sbaer.uca.edu/Research/2004/sbi/pdfs/21.pdf>

Tip of the Week

“Defining Customer Service: Levels of Involvement”

While customer service has no single widely used definition, customer service is often viewed in three principal ways. We can think of them as three levels of customer service involvement or awareness:

- *Customer service as an activity.* This level treats customer service as a particular task that a firm must accomplish to satisfy the customer’s needs. Order processing, billing and invoicing, product returns, and claims handling are all typical examples of this level of customer service. Customer service departments, which basically handle customer problems and complaints, also represent this level of customer service.
- *Customer service as performance measures.* This level emphasizes customer service in terms of specific performance measures, such as the percentage of orders delivered on time and complete and the number of orders processed within acceptable time limits. Although this level enhances the first one, a firm must look beyond the performance measures themselves to ensure that its service efforts achieve actual customer satisfaction.
- *Customer service as a philosophy.* This level elevates customer service to a firm-wide commitment to providing customer satisfaction through superior customer service. This view of customer service is entirely consistent with many firms’ contemporary emphasis on quality and quality management. Rather than narrowly viewing customer service as an activity or as a set of performance measures, this interpretation involves a dedication to customer service that pervades the entire firm and all of its activities.

The least important level of involvement for most companies would be viewing customer service simply as an activity. From this perspective, customer service activities in logistics are at the transactional level. For example, accepting product returns from customers in a retail store adds no value to product: it is merely a transaction to appease the customers. With the possible exception of making it extremely convenient for customers to return products, this level of customer service typically offers limited opportunities to add value for the customers.

The focus upon performance measures for customer service is very important because it provides a method of evaluating how well the logistics system is functioning. Over time, such measures provide benchmarks to gauge improvement, which is especially important when a firm is trying to implement a continuous improvement program. But this level of involvement is not sufficient.

The final level, customer service as a philosophy, broadens the role of customer service in the firm. However, this still may not be sufficient unless the value-added dimension is included as the goal of the corporate customer service philosophy.

The definition of customer service that is used is as follows:

Customer service is a process for providing competitive advantage and adding benefits to the supply chain in order to maximize the total value to the ultimate customer.

"The Management of Business Logistics: A Supply Chain Perspective," 7e. John J. Coyle, Edward J. Bardi & C. John Langley Jr. South-Western, 2003, page 96.

Call for Papers

"3rd International Conference on Information and Management Sciences"

The Third International Conference on Information and Management Sciences is held to push the development and applications of information and management sciences in business, engineering, economics, medicine, and other related disciplines. The conference will be held on June 5-10, 2004 in Dunhuang China.

Submission Deadline: April 5, 2004

For more information on this conference, visit <http://orsc.edu.cn/IMS2004/>

Call for Papers

"American Society For Competitiveness"

The fifteenth annual conference on the Future of Global Free Enterprise will be held in Washington. D.C. area on October 14 - 16, 2004. The Conference will bring together leaders from business, government, and academia to share and discuss ideas, to reflect on experiences and approaches, and to strengthen the spirit of cooperation and collaboration for improved competitiveness.

Submission Deadline: May 30, 2004

For more information on this conference, visit <http://ecobweb.ecob.iup.edu/asc/Call%20for%20Papers%202004-first.htm>

Call for Papers

"Association for Global Business"

The Association for Global Business will hold its Sixteenth International Conference on November 18-21, 2004 in sunny Cancun, Mexico at the Camino Real Cancun Resort. Global scholars and practitioners are invited to submit competitive papers on topics dealing with any business discipline.

Submission Deadline: June 1, 2004

For more information on this conference, visit <http://falcon.jmu.edu/~damanpfx>

Call for Papers

"SMA 2004 Annual Meeting"

2004 Southern Management Association Meeting will be held on November 3 till November 6, 2004. It will be celebrating the 30th anniversary of the Journal of Management.

Submission Deadline: April 14, 2004

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

Conference

"49th ICSB World Conference"

SMME (Small, Medium and Micro Enterprises) Business People, Entrepreneurs, Academics, researchers, financiers, consultants, government officials, NGO's, policy makers and anybody with an interest in the ongoing strength of the SMME economic sector should not miss the 49th ICSB World Conference, which will be Hosted by the ICSB's Southern Africa affiliate SAESBA At the Sandton Convention Centre, Johannesburg, South Africa, Sunday 20th to Wednesday 23rd of June 2004

For more information on this conference, visit <http://www.icsb2004.com/>

Conference

"33rd WDSI Annual Meeting"

We hope you are planning to join us for the Thirty-Third Annual Meeting to be held April 13-17, 2004 at the Grand Bay Hotel Isla Navidad - A Wyndham Luxury Resort located on the Pacific coast about 35 minutes north of the Manzanillo, Mexico (ZLO) airport. If you have questions about the program please contact the program chair, Cynthia M. Pavett, School of Business Administration, University of San Diego, 5998 Alcalá Park, San Diego, CA 92110. 619 260-4851, pavet@sandiego.edu

For more information on this conference, please visit <http://www.wdsinet.org>

Conference

"The Entrepreneurial Breakfast Series"

LeBow College of Business at Drexel University and the Laurence A. Baiada Center for Entrepreneurship in Technology present Philadelphia's first and only quarterly entrepreneurial forum for regional development initiatives that links companies, institutional and private investors, research institutions and the Drexel community. This year's conference will be held on March 24, 2004 From 7:30-10:00 a.m..

For more information on this conference, visit <http://www.lebow.drexel.edu/baiada/workshops.html>

Conference

"The European Applied Business Research Conference"

The *EABR Conference* will be held in **Edinburgh, Scotland, June 14-18, 2004**. Future *EABR Conferences* are planned for Athens (Greece), Lake Constance (Germany), Ljubljana (Slovenia), and Rothenburg (Germany).

For more information on this conference, visit <http://www.wapress.com/EABRCMain.htm>

Announcement

"Franchise Management Certificate Program"

Franchise Management Certificate Program: The Big Picture is the first innovative program of its kind in the country. Twelve intensive sessions over two and a half days help provide a solid foundation for anyone interested in this vital, growing marketplace. Is franchising right for you? How do you pick

the right one? How do you get started, raise capital, find a location, and hire the right people? How do you keep it going, deal with personnel, handle the marketing, and manage risk? Forty outstanding volunteers, franchise experts, and professionals in law, banking, real estate, accounting, risk management, marketing, and other fields help answer these and other questions, giving you the tools you need to make informed decisions. The next Franchise Management Certificate Program 2 ½ Day Seminar will be held April 22-24, 2004 at the Camino Real Hotel, El Paso, Texas.

For more information please visit <http://www.utep.edu/fc>

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

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