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| **Business Planning, including Strategic Planning and Business Plan Development** | **Marketing** | **Communication skills** | **Consulting / Counseling Techniques** | **Financial Analysis** | **Accounting** | **Assistance with Access to Capital** |
| **a**. Identify and assess the critical business issues facing the existing business client based on inputs such as client interviews.  **b**. Assess the start-up client’s readiness and needs.  **c**. Identify available resources and tools including current Federal and state government laws and regulations and services available via multiple sources.  **d**. Develop an action plan with activities and next steps with the client.  **a**. Identify and assess the critical business issues facing the existing business client based on inputs such as financial statements operating information and external customer/market data.  **e**. Identify different types of business plans and the purpose and use of each  **f**. Understand the components of a business plan and be able to explain/demonstrate them to a client  **g**. Effectively assist clients to develop a business plan  h. Understand the cybersecurity risks facing small businessess and effectively communicate awareness to clients  i. Demonstrate understanding of businessess appropriate for growth through government procurement opportunities  **j**. Identify and convey to the client the basic steps and considerations for starting or buying a business or franchise and selling, transferring, or liquidating a business or franchise.  **k**. Assist in developing a strategic plan using tools such as a SWOT analysis, Porter’s 5-Forces or other strategic tools.  **l**. Effectively assist clients in implementing their business plan.  m. Understand how intellectual property protections should be considered in the business plans and growth strategies of small businesses. | **a**. Direct clients to proper sources for market research (SBDC net services).  **b**. Assist clients in developing and implementing an action plan.  **c**. Effectively assist clients to understand basic selling skills  **d**. Effectively assist clients in developing a compelling, professional sales presentation  **e**. Identify and define four P’s of marketing – product, price, place & promotion  **f**. Identify and define the five segments of promotion – advertising, personal selling, public relations, sales promotion and direct marketing  **g**. Assist clients in how to do fundamental, cost effective:  *1.Market research*  *2.Market analysis*  *3.Customer research*  *4.Competitive analysis*  **h**. Assist clients in developing strategies and tactics to:  *1. Find/acquire new customers*  *2. Satisfy*  *3. Grow*  *4. Keep*  **i**. Knowledge and understanding of how to assist clients in internet marketing campaigns.  **j**. Knowledge and understanding of how to assist clients in research.  **k**. Knowledge and understanding of how to assist clients with Newsletters.  **l**. Knowledge and understanding of how to assist clients with Blogs and other emerging electronic and social networking tools that can used by small business clients.  **m**. Knowledge and understanding of how to assist clients with Relationship marketing.  n. Understand competitive strengths and how to perform a competitive analysis (SWOT)  o. Assist clients in developing a “superior” value proposition  p. Assist clients in developing a marketing plan consisting of a strategic plan and a tactical plan. Concise strategies will be developed for:  *1. Products/services*  *2. Targeting*  *3. Positioning*  *4. Pricing*  *5. Value proposition (Why should I choose you?)*  *6. Distribution (Go to market strategy)*  *7. Communication (the message and the media)* | **a**. Active listening.  **b**. Effective client interviewing using open-ended questions.  **c**. Creative problem solving.  **d**. The ability to manage difficult people. | **a**. Display knowledge and use of effective consulting/counseling and coaching techniques.  **b**. Assist client to set goals within an action plan.  **c**. Understand how to develop a standard consulting/counseling session outline that serves as a diagnostic tool for effectively assessing the client.  **d**. Identify consulting/counseling tools/resources and how they would be used.  **e**. Understand and demonstrate when to use team based consulting/counseling.  **f**. (No longer used, moved to Onboarding 02/2024)  **g**. Demonstrate understanding of identifying high growth/high opportunity clients and how to engage the state/region-wide services available.  **h**. Demonstrate an understanding and awareness of Cultural diversity.  **i**. Understand and comply with the State/Region Code of Professional Conduct:  *1.Conflict of interest policies*  *2.Client confidentiality requirements*  *3.Ethics*  *4.Educational or host organization policies (to be covered by College or host organization)*  *5.Introduction to core competencies*  *j. Understand how to use AI for client counseling within NMSBDC Program guidelines (effective CY26)*  *k. Understand leadership approaches and styles necessary to successfully motivate and manage employees and be able to teach that knowledge to clients and model it for them.* | **a**. Identify businesses costs.  **b**. Determine what the gross profit margin is and relate to the client why it is important.  **c**. Determine what sales volume is needed to break even.  **d**. Know the effect of delayed collections on cash flow.  **e**. Know the difference between margin and markup.  **f**. Know how to monitor gross, operating, and net profit margins.  g. Track and forecast cash flow.  h. Know how to estimate minimum cash (working capital) reserves.  i. Know how to use business ratios and industry averages.  j. Effectively convey all of the above concepts to clients.  k. Understand and effectively convey to clients key financial management issues including costs, cash flow, break-even, gross profit margin, forecasting, business ratios and industry averages, and financial statements. | **a**. Be knowledgeable of and have a basic understanding of electronic and paper recordkeeping systems.  **b**. Be knowledgeable of Cash basis vs. Accrual basis of accounting  **c**. Be Knowledgeable of federal, state, and local taxes.  d. Be able to teach a client how to hire and pay an employee in the specific State/Region.  e. Provide resources for setting up a company using electronic software such as Quick Books.  f. Create financial statements.  g. Account for A/P and A/R.  h. Account for COGS (Beg. Inv. + Purchases – End Inventory)  i. Demonstrate knowledge of each part of the Accounting Equation  j. Demonstrate knowledge of invoicing and collections.  k. Demonstrate knowledge of internal controls necessary to minimize theft. | **a**. Identify financing sources to include:  *1.State and local loan/economic development programs*  *2.Federally sponsored programs*  *3.Banks*  *4.Internal methods of financing – bootstrapping*  *5.Initial public offering, funding using an LLC*  *6.Angel investing groups*  *7.Venture capital*  *8.Equity capital*  **b**. knowledgeable of credit reports and credit scoring.  c. Identify and define financing strategies  d. The factors considered for project/loan approval via each financing vehicle  e. How to convert an unfundable project/proposal to one that is fundable  f. Understanding how to effectively combine a myriad of financing programs – investors, banks and government loans when necessary to fund the project  g. Understand and demonstrate a fundable loan proposal  h. Assist in developing the loan proposal to include two year month to month financial projections  i. Amortization schedules  j. Leases |