



SBIA's Next Level

An Executive Education Program



November 3-6, 2019

Session begins Sunday evening and concludes Wednesday at 2:30 pm

SCHEDULE

Day 1 - Sunday – 6:00 PM to 8:30 PM: Welcome reception and dinner

Welcome – Andy Jacobson, Senior Advisor, SBIA

Day 2 - Monday – 8:00 AM to 5:00 PM

“The Strategy of Scaling Up” with Chuck Bamford, Ph.D., Managing Partner, Bamford Associates

5:15 PM to 5:45 PM: **“Characteristics of Middle Market Growth Champions,”** with Thomas Stewart, Executive Director, National Center for the Middle Market

Dinner on your own (SBIA and OSU will arrange transportation to voluntary group dinner in Columbus' Short North neighborhood)

Day 3 - Tuesday – 8:00 AM to 1:30 PM: **“Developing the Team,”** with Larry Inks, Ph.D., Fisher College of Business

1:30 PM to 5:30 PM: **“Managing in a Leveraged Environment – Case Studies,”** with Karen Wruck, Ph.D., Fisher College of Business, and Andy Jacobson

Dinner on your own

Day 4 - Wednesday – 8:00 AM to noon: **“Managing in a Leveraged Environment,”** with Karen Wruck, Ph.D., Tyson Smith, Partner, Tecum Capital Partners, and Steven Davis, former Chairman & CEO, Bob Evans Farms, Inc.

noon to 2:00 PM: **“Optimizing your Partnership with Institutional Investors,”** with Steven Davis

2:00 PM to 2:30 PM: Wrap up

LOCATION

Pfahl Conference Center, Fisher College of Business, Ohio State University
Attendees stay at the Blackwell Inn, co-located at Pfahl Conference Center



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Detailed Program Schedule

Monday, November 4 – 8:00 AM to 5:00 PM

“The Strategy of Scaling Up” with Chuck Bamford, Ph.D.

- Introduction to Strategy
 - Introduction to Importance in Scaling Up a Business
 - Group Discussion about Strategy Experiences and Desires from the Program
 - Briefly - What Does NOT Work in Strategy & Why
 - Value Creation Plans and a Strategy Map

- Compelling Competitive Capabilities as a Key to Success
 - A Strategy Model that Works
 - Competitor Analysis
 - Customer Analysis and Deep Understanding (Lean / Agile Approaches)
 - Orthodox Elements that Hold a Business Back
 - Potential Competitive Advantages
 - Approaches for Client Companies
 - Resource-Based Analysis
 - Rare | Durable | Relatively Non-Substitutable | Valuable
 - Crafting New Competitive Advantages

- Implementation – Obstacles and How You Would Solve this?
 - Strategy Map
 - Translating Advantages into Customer Statements
 - Company Priorities
 - Metrics

- Board of Directors Approach to Strategy

- Project Plans

- Moving from Strategy Plan to Implementation

Monday, November 4 – 5:15 PM to 5:45 PM

“Characteristics of Middle Market Growth Champions,” with Thomas Stewart



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Tuesday, November 5 – 8:00 AM to 1:30 PM

“Developing the Team” with Larry Inks, Ph.D.

- Team Basics
- Effective teams: Characteristics, Dimensions and Models of Team Dynamics
- Eight Dimensions of Team Effectiveness - Salient Points and Examples of Each Dimension
- Expectations of High-Performance Team Leaders
- Performance Measurement & Management
 - Template for performance reviews
 - Staff performance – 9-block grading
- Interdisciplinary Teams – Dimensions and Competencies
- What Makes an Effective Team Member
- How does Team Align with Company Strategy?
 - Culture and Culture Change
 - Exercise re: Alignment & Culture
- Team Development and Team Building
 - Building a Strong and Effective Team
 - Team Building Considerations / Issues
- Succession Planning Exercise
- Closing thoughts – Team Effectiveness



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Tuesday, November 5 – 1:30 PM to 5:30 PM

“Managing in a Leveraged Environment” with Karen Wruck, Ph.D. and Andy Jacobson

- Introduction
 - Review of Attendee Survey – Typical Deal Structures
 - The Role of Cash Flow Leverage in Lower Middle Market Companies
 - Introduction to Private Equity and Debt Providers
 - Fund Structures
 - Valuations, Deal Structures, Waterfalls and IRR expectations
 - Investor Expectations, Alignment Between Management and Investors
- *Mezzanine financing and other uses of Private Equity* – Case: The Fojtasek Companies and Heritage Partners
- Introduction to Working Buyout Model – Exercise in Analyzing Exit Waterfalls, Leveraged Loan Terms & Conditions



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Wednesday, November 6 – 8:00 AM to noon

“Managing in a Leveraged Environment – Conclusion,” with Karen Wruck, Tyson Smith and Steven Davis

- *The LBO Model* – Case: Accuflow, Inc.
 - Exercise using buyout model to analyze case study
- *From Model to Action* – After the deal: What Happens?
 - Professionalizing governance and reporting

Wednesday – noon to 2:00 PM

“Optimizing your Partnership with Institutional Investors and your Board,” with Steven Davis

- *Breakout groups* – Portfolio Company Executives, Investment Professionals

Wednesday – 2:00 PM to 2:30 PM

Wrap up and attendee evaluations