



Diversity Business Programs Session: Building a Successful Diverse Business

Typical program sessions and objectives include:

Strategy

Focusing Your Strategy on High-Performance

- Learn the right questions to ask to focus your strategy
- Discuss market positioning and how to occupy more of the value chain
- Identify sources of competitive advantage

Managing Your Business for Growth

- Learn growth options that are suited to the modern competitive environment
- Understand the structure needed for successful strategy implementation
- Perform a gap analysis that shows where your business needs to be headed

Leadership

- Understand your life journey and how it has influenced you as a leader
- Gain insights on those life experiences that have given you your leadership strengths
- Learn how your management approach helps or hinders your progress

Marketing

Developing a Marketing Advantage

- Discuss customer orientation as the foundation for all marketing actions
- Explore customer mix and its impact on current and future firm performance
- Understand the importance of a firm's value proposition and point of differentiation as the key to competitive advantage
- Examine the impact of customer satisfaction and loyalty on future firm performance

Marketing the Service Side of Your Business

- Review the importance of managing the customer experience
- Explore service quality and the factors that impact quality perceptions
- Discuss the necessity for well-defined service recovery procedures



- Understand the importance of marketing to the internal customer

Operations

Operations Strategy: Aligning the Organization for Superior Execution

- Develop an operations strategy that actually implements the value proposition
- Gain insight into the importance of operations and process-focused thinking
- Learn how the concepts apply in manufacturing and service companies

Financial

Overview of Financial Statements: Balance Sheet and Income Statement

- Review the purpose of the balance sheet, income statement, and statement of cash flows
- Apply the accounting concepts for asset and liability recognition and valuation
- Compare the accounting concepts for revenue and expense recognition and measurement under the cash basis and accrual basis

Information for Decision-Making

- Learn how to make management decisions using relevant revenues and costs
- Understand the usefulness of break-even analysis for enhancing your firm's performance

Statement of Cash Flows

- Understand the information value of the statement of cash flows and develop skills in transforming income statement data to cash flow data

Financial Statement Analysis/Analyzing Your Business

- Analyze a firm's rate of return on assets. Examine how key performance measures evaluate firm profitability and how asset utilization provides information about a firm's strategy
- Analyze a firm's return to shareholders. Emphasize the role of financial leverage
- Analyze a firm's short-term liquidity risk. Highlight ways of effectively managing working capital (inventories, receivables, and payables) for improving your firm's performance
- Analyze a firm's long-term solvency risk. Consider guidelines for using financial leverage to drive the firm's performance

Financing Your Business – Preparing Pro Form Financial Statements



**TUCK
EXECUTIVE EDUCATION**
AT DARTMOUTH

- This experiential session develops skills in preparing projected financial statements to support a loan application

Financing your Business – Obtaining a Loan

- Discuss the lender's perspective
- Determine how lenders analyze credit risk and estimate the debt capacity of a company
- Outline the key steps in obtaining a loan