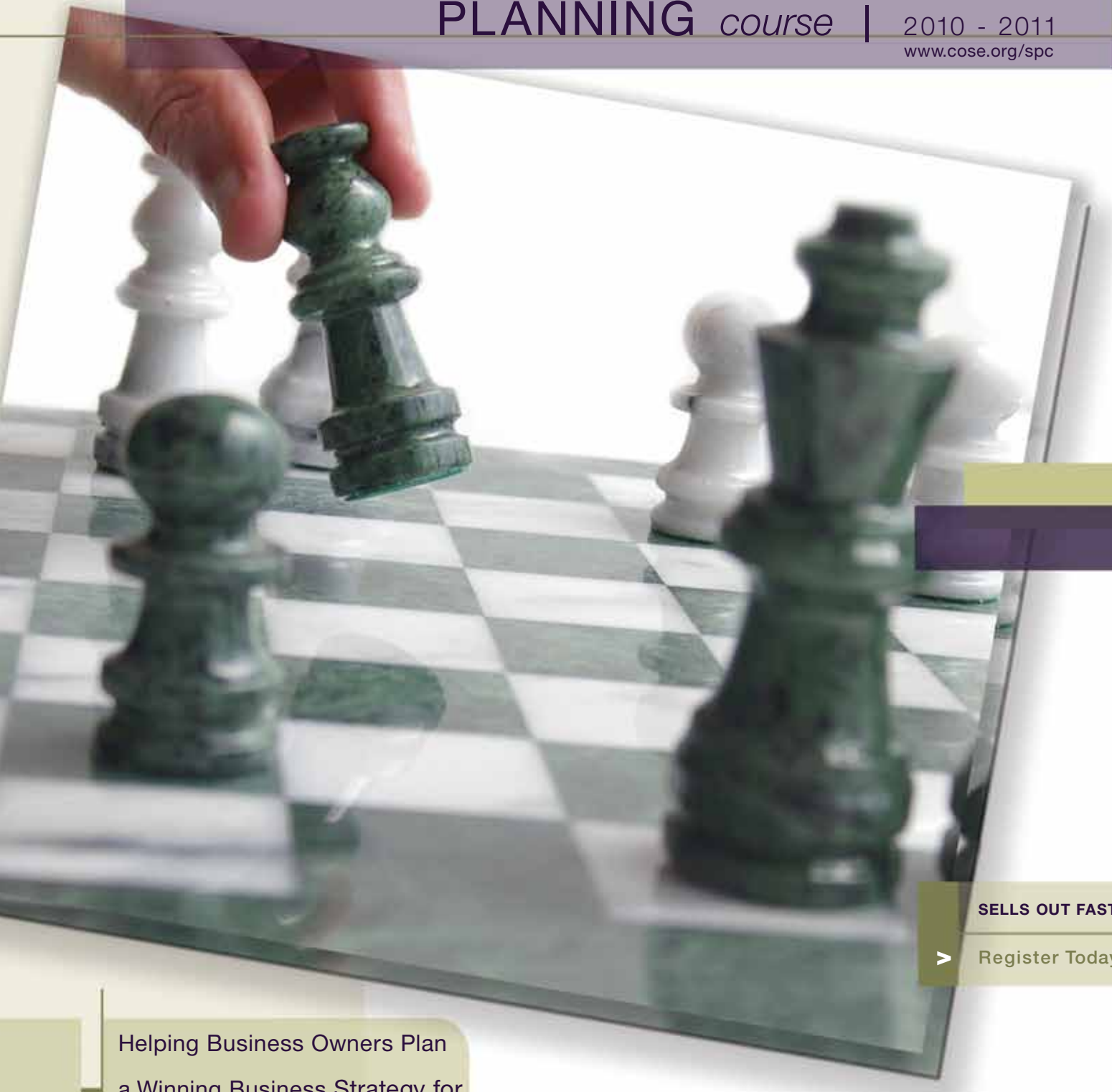


# COSE STRATEGIC PLANNING *course*

2010 - 2011  
[www.cose.org/spc](http://www.cose.org/spc)



**SELLS OUT FAST**

> **Register Today!**

Helping Business Owners Plan  
a Winning Business Strategy for

**31** *Years*

**COSE**  
Join your cause.

## STRATEGIC PLANNING COURSE AGENDA

### Session 1

September 25, 2010

- Introductory preparation
- Mission and objectives
- SWOT Analysis

### Session 2

October 2, 2010

- Strategic Business Units (SBU)
- Industry structure & performance
- SBU performance analysis

### Session 3

October 16, 2010

- Generic competitive strategies
- Comparative competitive analysis

### Session 4

October 23, 2010

- Work session

### Session 5

November 6, 2010

- Planning techniques & strategies to improve strategic position
- SBU strategic plans

### Session 6

November 20, 2010

- Sales forecast
- SBU customer acquisition plans

### Session 7

December 4, 2010

- Corporate life cycle
- Leadership development and boards

### Session 8

January 8, 2011

- Building effective organizations
- Human Resources function
- Key manager selection

### Session 9

January 22, 2011

- Compensating key executives
- Management systems

### Session 10

February 5, 2011

- Strategic financial performance and financial planning
- Putting the plan together

### Session 11

February 12, 2011

- Personal financial planning for success
- Building value in your company
- Ownership/leadership succession

### Graduation

February 12, 2011



## HOW TO APPLY

Complete the attached application

form and mail it (see address on

application), or fax to 216.621.4617,

Attn: **COSE Strategic Planning**

**Course.** Your application is

strictly confidential. Once your

application is reviewed, we will

contact you with further information.

### DATES

September 2010 through  
February 2011 on alternating  
Saturday mornings

### TIME

8 a.m. – Noon

### LOCATION

Corporate College East  
4400 Richmond Road  
Warrensville Heights, Ohio

### COURSE FEE

Members: \$2,895

Non-members: \$3,395

### CONTACT US

Phone: 216.592.2222

Email: [stratplanning@cose.org](mailto:stratplanning@cose.org)

Upon acceptance of application, enrollees must submit a \$500 deposit to secure a spot in the course, with balance due by the first day of class. Deposit may be refunded if cancellations are made at least 10 business days prior to the beginning of the course. The submission of an application does not guarantee a spot in the course.

## Does This Sound Familiar?

- I work too hard and too long at my business.
- My business is not as profitable as I think it should be.
- I need guidance in positioning my business for the next generation.
- I often feel isolated from the world outside of my business.
- I have opportunities, but don't know how to focus on them or where to take them.

*If you are experiencing some of these problems, the **COSE Strategic Planning Course** can help you take back control of your business and your life!*

## What Can a Strategic Plan Do for You and Your Business?

A strategic plan can improve business performance, increase your profits and focus your efforts. Working with class instructors and your own mentor, you'll examine every element of your business, your competition and goals for the future. You'll determine your goals and objectives, plan of action and expected results.

## The COSE Strategic Planning Course

**COSE's Strategic Planning Course** is a six-month intensive, results-oriented strategic planning process for quality minded companies and organizations that want to grow. This course will enable you to take advantage of the experience of other entrepreneurs who have built successful companies. Based on your business type, you will be matched with a course alumnus who will act as your mentor and attend each class session with you. The business relationships that are forged and the networking that takes place among students and mentors make this course a powerful and valuable tool for your business. One alumnus describes it as a *"business think tank."* With the guidance of your mentor, your goals and direction will come into focus as you consider these issues:

- **Company mission** – Is it realistic, future-oriented and well understood throughout your organization?
- **Strengths and weaknesses** – Organizationally, by product and by market.
- **Your customers** – Do you understand what drives them?
- **Your products and services** – How do they stack up against the competition?
- **Product/service differentiation** – What is your strategy?
- **Your management and compensation systems** – Are they supporting your goals?
- **Quality of life** – Are you getting what you want out of your business?



## Building Relationships

Adding to the strong mentor/student relationship is the support and inspiration you'll gain from your peers – fellow students. It's common for course participants to develop close relationships and you'll find that your peers have a genuine interest in helping you meet your challenges.

## The Results?

The **COSE Strategic Planning Course** is designed to address and relieve the issues you may be experiencing in your business. Previous course participants have reported the following benefits:

- Increased profitability – *first and foremost*
- Sales growth
- Price increases/product repositioning
- Cost reductions
- Growth through acquisitions, diversification, new branches, new ventures
- Strengthened management teams
- Better use of advisors
- More effective financial/marketing information systems
- Development of succession plans
- More comfort in decision making



## Who Should Enroll?

Those who want to take back control of their business and become more profitable, efficient and effective. The course is designed for owners, presidents, potential CEOs and key decision-making executives of established, growth-oriented companies, that are at least five years old. While course participants fit a variety of descriptions, they often face one or more of these challenges:

- Managing growth
- Succession planning
- Securing capital
- Adapting to rapidly changing markets
- Holding their own in the face of stiff competition
- Identifying a “better way” to do things

## About the Instructors

**Robert J. Baker Jr., Ph.D.**, is president of Venture Resources International and co-founder of Business Owners Consulting Group. Dr. Baker is a full-time consultant to closely held businesses throughout the U.S. and serves on the boards of several growth companies. He is a member of the business faculty at Capital University in Columbus, Ohio, and was formerly a technology transfer specialist for the Battelle Memorial Institute.

**Jeffrey C. Susbauer, Ph.D.**, is president of Growth Strategies, Inc. and co-founder of Business Owners Consulting Group. With over 40 years of service, he is associate professor emeritus of management and labor relations at Cleveland State University, and chairman of this department. Dr. Susbauer is an active consultant to closely held firms and their trade associations nationally and serves on the boards of several closely held firms. The 2010-2011 course marks the 31st year Dr. Bob Baker and Dr. Jeff Susbauer will instruct the course they co-founded with COSE.



## What Our Graduates Are Saying

“ The COSE Strategic Planning Course helped me **organize**, quantify, and present our company’s unique value to our customers. Bob Baker & Jeff Susbauer are two instructors who translate the course material to fit any business. ”

**Dave King**, President, *Norm King Construction*

“ Taking the COSE Strategic Planning Course was one of the best things I have done in recent years. It provided an **instant network** to a variety of business resources. And it provided a framework that enables me to step back from my business and figure out what it needs to **grow and be profitable**. ”

**Bill Whittenberger**, President, *Catacel*

“ The COSE Strategic Planning Course is a very **worthwhile investment** of both time and money for anyone interested in taking their business to the next level. This course helped our company look into our business from a **strategic perspective**, which will help drive growth for years to come. ”

**Jeff Stohr**, President, *Conveyer & Caster*

“ It gave me some valuable tools for running the business. For one thing, we learned to start documenting our processes. Once we put them on paper, we started looking at the way we do things more critically. ”

**Tom Morley**, President, *The Lube Stop*

“ The combination of excellent course material and working with many successful business owners cultivates a learning experience that is second to none. ”

**Paul Chaffee**, President, *Software Answers*

### 2010-2011 Strategic Planning Course Sponsors:

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