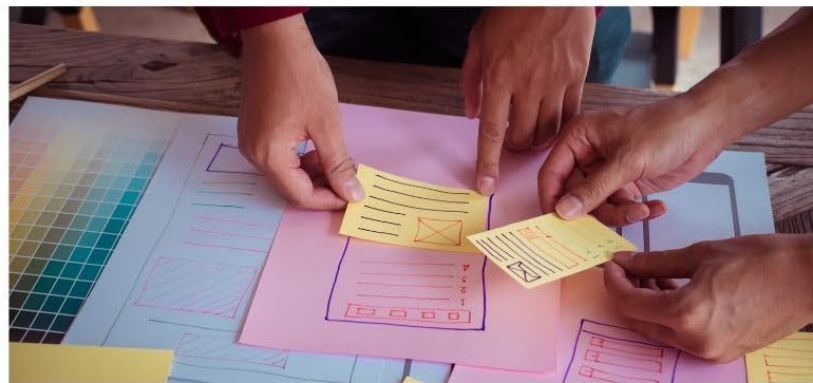

Operations Plan



434-845-5966
300 Lucado Pl
Lynchburg, VA 24504

sbdclynchburgregion.org

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Executive Summary

This document provides information on the operations plan for SBDC Lynchburg Region. The plan will trace the service development from inception to the market environment. Additional components of this document will include the production and planning processes that follow service description, location, cost-effective service methods, logistics, etc.

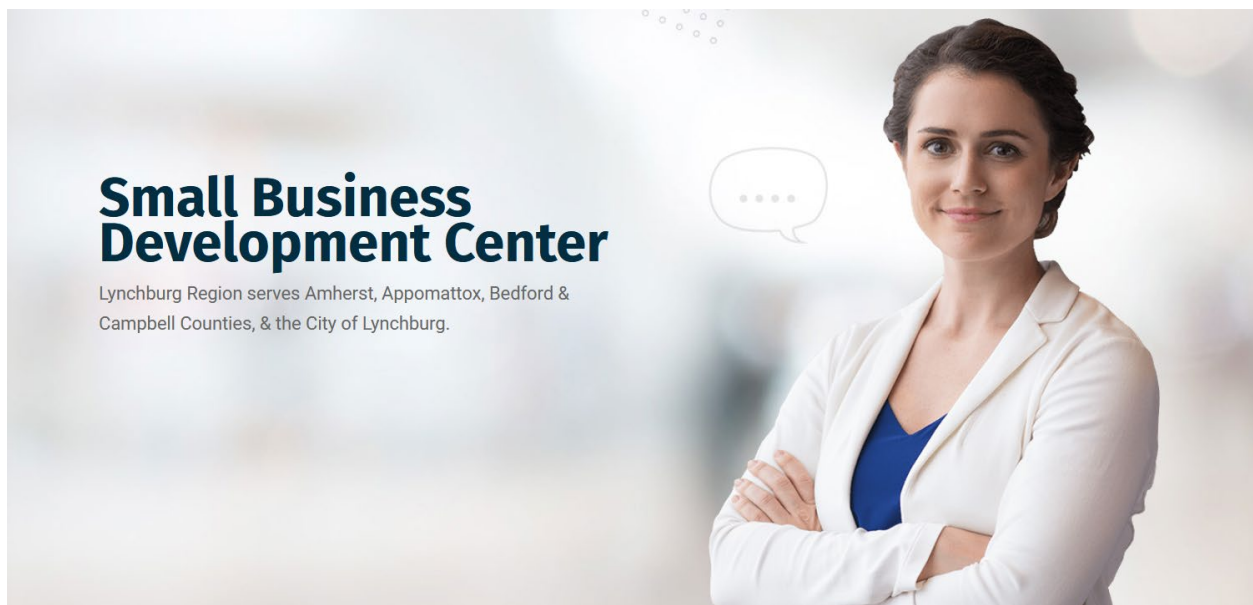
Introduction

Company History, Purpose, Mission, and Vision

The Small Business Development Center – Lynchburg Region’s mission is to promote small business growth, entrepreneurship, and the strengthening economy by providing advising and training to our region’s small businesses (America's SBDC Virginia Lynchburg Region, n.d.).

The SBDC - Lynchburg Region is a free, confidential advising and training service. It is open to any small business in the region – no membership is required. All programs of the Virginia SBDC are open to the public on a non-discriminatory basis (America's SBDC Virginia Lynchburg Region, n.d.).

The purpose of the operations plan is to outline the activities and targets that SBDC – Lynchburg Region will carry out to work towards achieving the goals and objectives in a strategic plan (DIY Committee Guide, n.d.) This will provide a framework for the organization’s operations and support plans towards meeting strategic aims and objectives (DIY Committee Guide, n.d.).



Brief Description of Company's Services

The SBDC - Lynchburg Region Program is designed to deliver up-to-date advising, training, and technical assistance in all aspects of small business management (America's SBDC Virginia Lynchburg Region, n.d.). Topics or Products/Services include:

- Financial Review
- Marketing
- Organizational Management
- Startup Assistance
- Customer Development
- Government Contracting
- Access to Capital and Investment

Training ranges from Start Smart programs which answer the most basic questions for those new to the business to specialized training in industries like healthcare and early childhood education.

Services & Resources

Start Smart

Looking to open a own business? Have an idea for a product or service to bring to market? This program will cover the importance of creating a business plan, figuring out how to determine which licenses and permits are needed, and what other resources are available to launch a new venture.

Register for one of these dates – new dates and locations are added frequently (America's SBDC Virginia Lynchburg Region, n.d.).

Business Game Plan

Business Game Plan is a multi-week seminar designed to help owners and leaders of businesses plan to grow and scale their business. Facilitators will coach participants to help businesses make positive adjustments to a post Covid-19 pandemic economy. Participants will meet with professionals in various fields such as Legal, Marketing, Banking, HR, and Finance, and create relationships with other business owners or leaders and mentors from the SBDC Lynchburg Region. Businesses will come away with a strategic plan.

Craft Beverage Assistance Program

Craft Beverage Assistance (CBA) services are designed to promote resilience and sustainable growth among Virginia-based producers, from start-ups to established and expanding companies (America's SBDC Virginia Lynchburg Region, n.d.).



Services:

Market Analysis

Sales Strategy

Back-of-House Operations

Distribution & Logistics

Marketing & Promotion

Expansion & Exports

Early Education Business Program

Partnering with [Early Education Business Consultants](#), the Virginia SBDC is offers an 8-week, training program that provides childcare businesses with the necessary business tools and management to improve the sustainability and of their childcare business and the long-term relationships needed to support them as business owners. Businesses in childcare will be learning the fundamentals of small business management and given the tools to expand their business (America's SBDC Virginia Lynchburg Region, n.d.).



Services:

Strategic Planning

Using Technology

Financial Management

HR Management

Marketing

Networking

Small Town & Merchant Program (STAMP)

STAMP is a comprehensive collection of webinars, hands-on initiatives, workshops, virtual one-on-one sessions, and resources designed to address the specific needs of

main street retail and restaurant businesses (America's SBDC Virginia Lynchburg Region, n.d.).

Local organizations such as the Virginia Main Street program, retail and restaurant associations, chambers of commerce, and others work with STAMP to sponsor and deliver targeted and relevant guidance that business owners and managers can use immediately (America's SBDC Virginia Lynchburg Region, n.d.).

STAMP offers:

**Individual one-on-one
consulting sessions**

Complete confidentiality

On-site and virtual business visits

Webinars and seminars

Individual, retail business and restaurant check-ups in person and online

Cybersecurity

For retailers or restaurants who are responsible for customer data or a business moving online for the first time the SBDC – Lynchburg Region provides support for small companies to keep the business secure by offering one-on-one counseling, assessments, and webinars to learn how to protect the businesses from cyber threats (America's SBDC Virginia Lynchburg Region, n.d.).

The SBDC – Lynchburg Region team can work directly with very small business owners who do not have a managed IT service provider or who self-manage as well as provide professional suggestions and guidance to IT teams (America's SBDC Virginia Lynchburg Region, n.d.).

Services

Counseling

**Build Your Cyber Risk
Program**

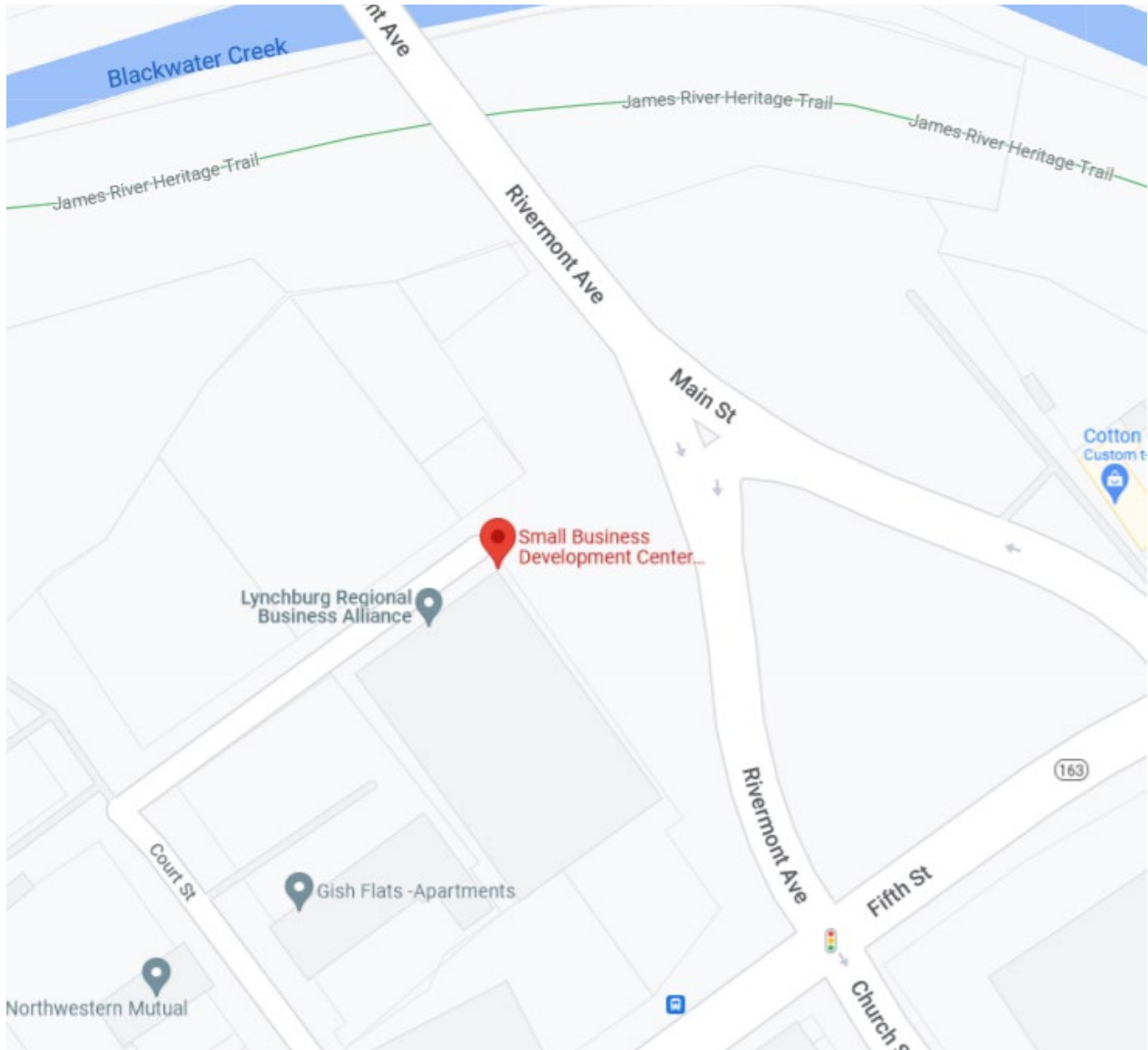
Recorded Webinars

Location

SBDC – Lynchburg Region
300 Lucado Pl
Lynchburg, VA 24504

Figure 1

Google Maps Lynchburg Regional Business Alliance/SBDC – Lynchburg Region Building



Note. From Google Maps, n.d.,
(<https://www.google.com/maps/place/Small+Business+Development+Center++Lynchburg+Region/@37.4184409,-79.1474535,18.69z/data=!4m5!3m4!1s0x89b2da63ddc41df9:0x7b2cb6c99dc4c5d3!8m2!3d37.4183597!4d-79.1469146>)

Proximity to Customers

This site is also a central location for the organization to reach its audience in the surrounding counties. SBDC – Lynchburg Region serves the following areas:

- Amherst
- Bedford Counties
- Campbell Counties
- The City of Lynchburg

By working in the same building with the Lynchburg Regional Business Alliance, SBDC – Lynchburg Region can network and promote its services at events hosted as well as connect with members of the alliance.

Business Climates

The organization rents office space in the Lynchburg Regional Business Alliance's building. This is a prime location because of the two companies' partnership. It is in downtown Lynchburg and easily accessible from the bus line and in the heart of the business district.

Host Community

The host community's interest in having the organization in the central point of the Lynchburg region is part of the evaluation process (Jacobs & Chase, 2018, p. 382). The community looks to invest in the growth of its economy. By having the organization located in the heart of it all is an advantage to both parties.

Total Costs

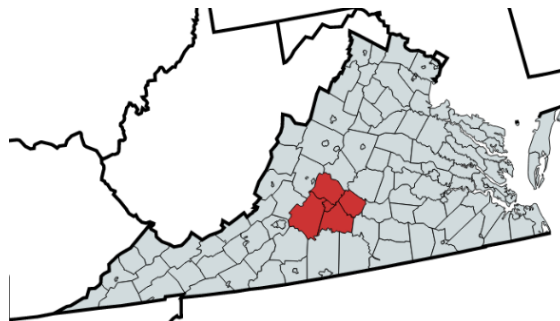
One important objective in selecting this site location was the total cost. The company can reduce regional costs by renting out a space from the organization's host, Lynchburg Regional Business Alliance. This also is beneficial in terms of legal requirements, which are discussed later in this document.

Cost Effective Service Method(s)

Because SBDC – Lynchburg Region does not offer a product but a service, the cost-effective method is the just-in-time (JIT) method. The JIT method is to produce exactly what is needed when it is required (Jacobs & Chase, 2018, p. 359). The

Figure 2

Lynchburg Region Highlighted Area



Note. The graphic was created by Erika Jackson to highlight the Lynchburg Region. From Jackson. 2022.

organization's services can differ depending on the client's needs, while classes and programs are reasonably consistent in their structure. The JIT method streamlines the business processes via digital capabilities to efficiently deliver the services needed without exhausting resources (Iyar, 2021).

Advising services are consistent in the strategy in which the service is delivered. Following a process of collecting client information, analyzing and processing data, and presenting solutions simplify the method to reduce the cost spent on time-wasting tasks.

In addition to meeting clients for advising services, a JIT service delivery for customer questions can be performed digitally. Instead of having 24/7 demand access to the team, using digital channels such as web portals and auto-responses, clients can access services right away (Iyar, 2021). This reduces the costs of having advisors on-call and allows the customer to submit help requests or schedule appointments.

Limiting the number of monthly training services prevents staff time and budget while providing quality classes that improve client satisfaction. The number of attendees helps in the decision process of increasing the number of training programs available to meet clients' needs.

Using the JIT method will allow the organization to expose problems and analyze performance which could be harder to trace with excessive services and staff (Jacobs & Chase, 2018, p.359).

Facility Layout

This site includes a meeting room and conference facility rentals, as shown in Figure 3. In addition to the room space, the parking lot has 300 lined parking spaces and 13 close-up spots for handicap and VIP access (Lynchburg Regional Business Alliance, 2022).

Figure 3

Lynchburg Regional Business Alliance/SBDC - Lynchburg Region Facility Space

Large Conference Room

The perfect room for hosting business meetings, seminars, and functions. This room can seat up to 350 people theater style and 300 banquet style.



Executive Board Room

This room is ideal for hosting mid-sized meeting, business events, and classes. With the ability to host groups ranging from 15 to 50 people, it is equipped with audiovisual capabilities and free Wi-Fi.



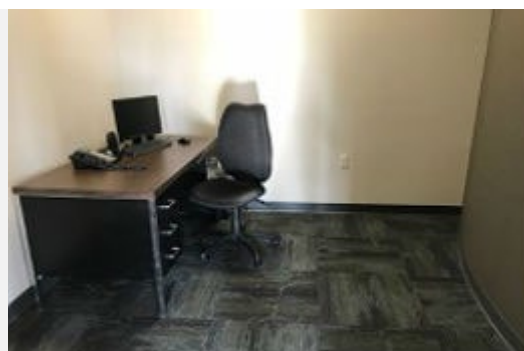
Small Conference Room

The small conference room is great for hosting board meetings, staff meetings, interviews, and presentations to smaller groups. This room includes a conference table that comfortably seats 12, with additional chairs surrounding the table, and free Wi-Fi.



Member Offices

These individual exclusive offices are perfect for confidential meetings, interviews, and offsite meeting with no interruptions.



Note. Images were taken inside of the office. From Lynchburg Regional Business Alliance, 2022. (<https://www.lyncburgregion.org/room-rental/>)

Service Office

Advising and training services are offered both in-person and virtual. The in-person services take place at the home office location. The advising session will be hosted in

the office or virtually. During the advising service, the office space will include a desk/workstation and computer for the client and advisor to work together to find solutions for the client's needs. Following COVID19 and safety regulations, this office provides a comfortable distance for the clients to be presented with information and resources to benefit their growing business.

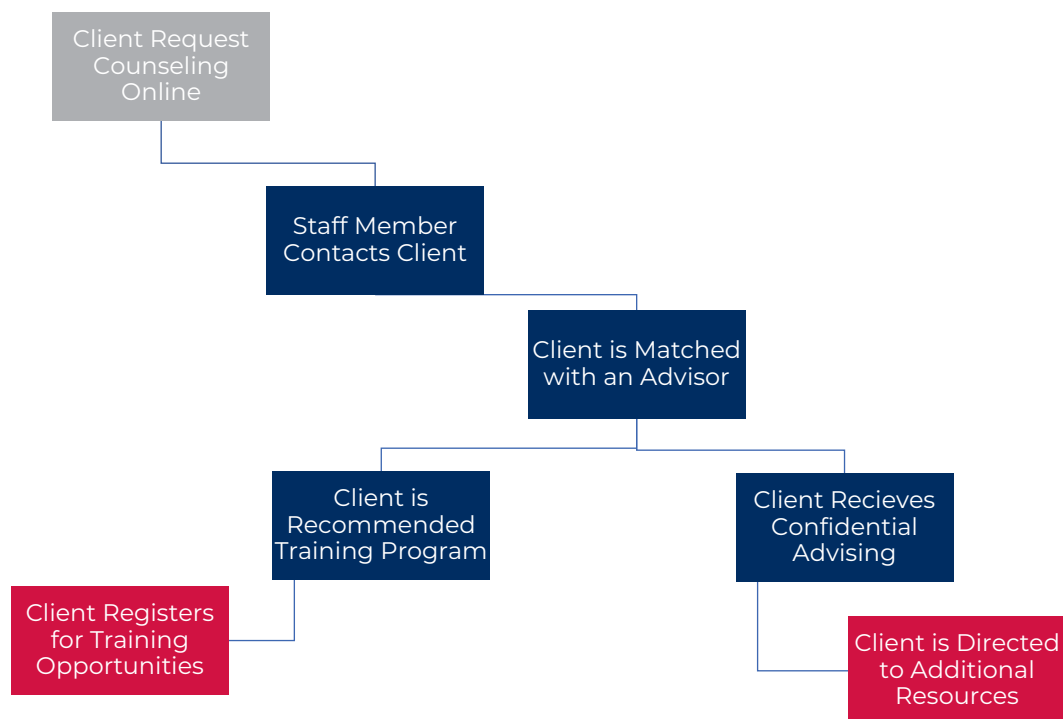
Depending on the number of attendees, training services will take place in either the large conference room, executive board room, or small conference room. The more extensive sessions will be set up with the host at the front, a presentation board, and attendees facing the presenter. Smaller sessions will be set up to allow clients to network and share information with other attendees. A presentation board will be located at the front of the space for clients to be able to follow along.



Flow Chart for Service Delivery

Figure 4

Service Delivery Flow Chart

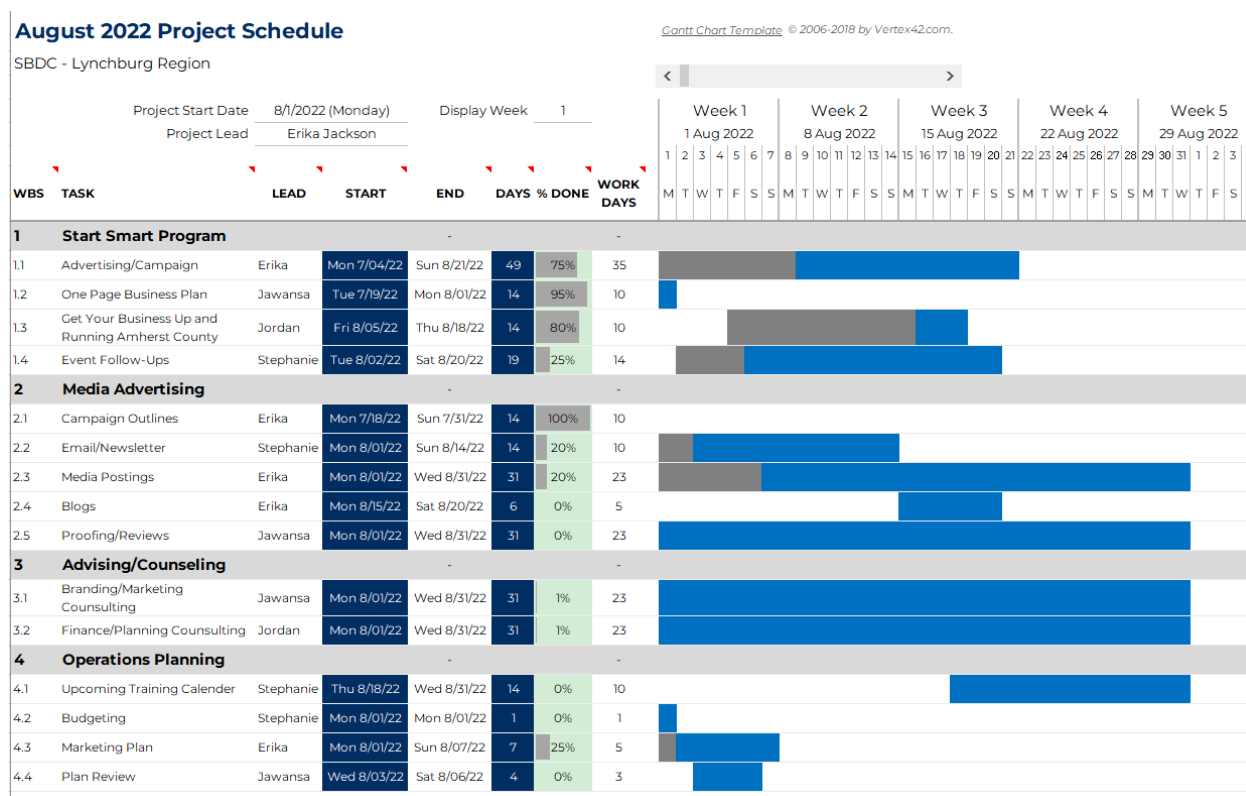


Note. The graphic was created by Erika Jackson to show the flow chart for servicing clients. From Jackson, 2022.

Work Scheduling

The work schedule is shown in Figure 5, following upcoming tasks for August. Because SBDC – Lynchburg Region is a small business, projects and tasks may be assigned a lead but require group efforts. Information on the roles can be found in the Personnel and Organization Chart section. The tasks below follow upcoming programs, marketing plans, and general day-to-day tasks throughout the month. This schedule is an example that gives a general idea of monthly tasks.

Figure 5
August 2022 Project Schedule



Note. The chart shows the upcoming project scheduling for the month of August 2022. From Jackson, 2022.

Logistics and Supply Chain

Figure 6

Supply Chain Diagram



Note. This diagram shows the progression from supplier to customer. From Jackson, 2022.

Suppliers

Various partnerships and sponsors provide the programs & resources. These sponsors offer networking events, training programs, speakers, and additional business resources that are promoted through SBDC – Lynchburg Region. Sponsors and suppliers of these services are Lynchburg Regional Business Alliance, Small Business Administration, and George Mason University (America's SBDC Virginia Lynchburg Region, n.d.). Additional resources for small businesses come from local, regional, state, and federal organizations.

Storage

All resources and training programs are located on the SBDC – Lynchburg Region's website www.sbdclynchburgregion.org. The websites host links to the resources provided by the suppliers. Information will constantly be updated on the website to allow immediate access for clients.

Service

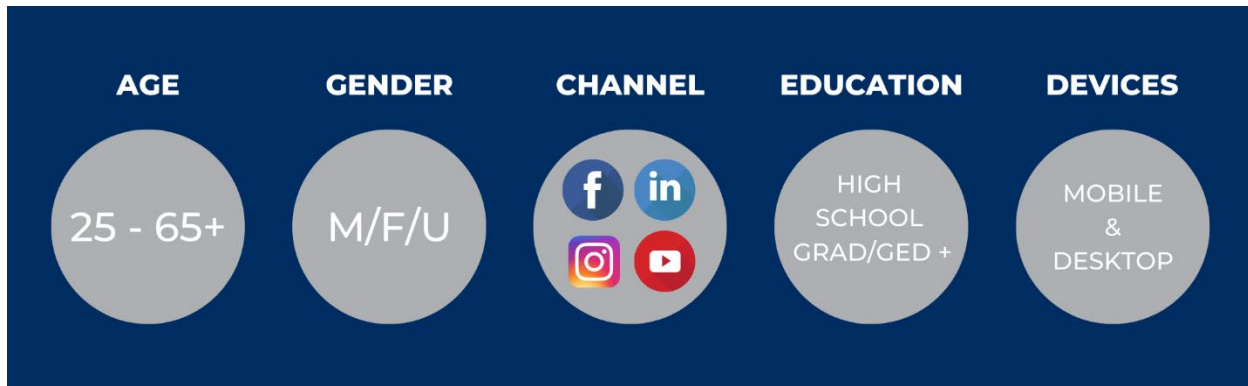
The services and resources are accessible to customers through the website. Through media advertising, entrepreneurs and business owners in the Lynchburg region that may need the services are reached. The following steps would be to fill out the contact form on the website to be paired with an advisor and guided through the next steps in developing their small business. Clients can request assistance with guidance through the website to locate upcoming training, consultations on business development, and resources to growing their business.

Customer

SBDC - Lynchburg Region customers are looking to expand their knowledge in the business world. The demographics of those customers have an age range from 25 to 65+ with minimum high school education. Figure 7 displays the ideal target audience that the organization aims to meet.

Figure 7

Target Audience Demographics



Note. This graphic shows the demographics and broad outline for the target audience for the marketing campaigns. From Jackson, 2022.

When the lead becomes a customer, he/she will be provided with the service to help grow his/her business.

Quality Control

Because SBDC – Lynchburg Region’s services are to help grow local businesses, it can be challenging to measure the quality and value of the services. However, there are several avenues by which the organization measures the quality of the services.

Analyzing Team Data

Data provided by the team can measure the service quality. The advisory team can provide insight into which methods respond better than others when handling clients. From there, these methods can be adjusted to suit the general need of the clients better.

Attendance/Returning Clients

Another way to measure the quality is by analyzing the attendance of the training. As event registrations fill up, it shows that customers are interested in the services provided. Tracking the number of attendees per training allows the organization to see which programs customers are most interested in and which need to be adjusted to increase performance. Clients that return for multiple trainings or consultations show that there have been trust established between the organization and the client.

Testimonials

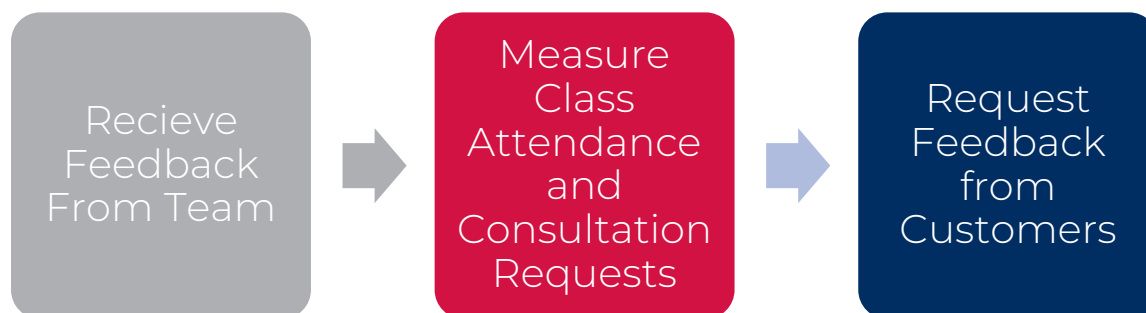
In addition to measuring attendance and analyzing team data, SBDC – Lynchburg Region encourages clients to share their testimonies of the services and how they have helped their small businesses. From attending classes to earning a grant, the knowledge and resources provided give these small businesses opportunities to

grow. By following up with clients, the organization can track what information was most beneficial and how it helped to develop their business. These follow-ups can consist of questionnaires, interviews, or surveys to measure the quality of the resources and training.

By understanding customer satisfaction and expectations by measuring the information above, SBDC – Lynchburg Region can use the quality control method.

Figure 8

Quality Control Chart



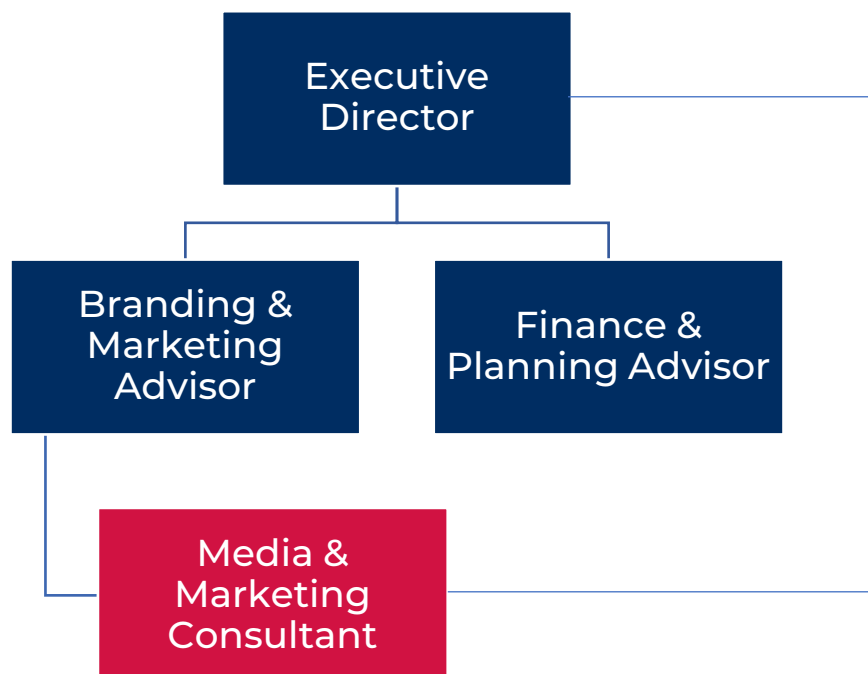
Note. This chart shows the steps for measuring the quality of the services provided. From Jackson, 2022.

Personnel and Organization Chart

The organization chart shows the number of employees and the reporting relationships. It is important to note that because SBDC – Lynchburg Region is a small business operation, there are items that may not be listed in the job description. The general descriptions are listed below. However, additional responsibilities may be required to fulfill the organization's mission.

Figure 9

Organization Chart



Note. The red highlighted position is Erika Jackson's title. From Jackson, 2022.

Executive Director

The Executive Director oversees all activities involving the employees. She is in charge of the organization's financial and budget activities and is responsible for increasing efficiency (O*NET OnLine. n.d.). She assigns and delegates team responsibilities and directs, plans, and implements organization policies (O*NET OnLine. n.d.). She also serves as an advisor to clients. Lastly, she analyzes operations to evaluate the company's and staff's performance to determine areas of growth (O*NET OnLine. n.d.).

Finance & Planning Advisor

The Finance & Planning Advisor connects with individual clients and provides targeted guidance. He interviews clients to determine current income, insurance coverage, tax status, expenses, financial objectives, risk tolerance, and additional information needed to help develop a financial plan (O*NET OnLine. n.d.). He will recommend client strategies to help them achieve their financial goals and provide resources to help with funding. He conducts online and in-person training opportunities to teach clients how to finance and plan their business goals adequately.

Branding & Marketing Advisor

The Branding & Marketing Advisor advises clients on how to properly brand and market their business. He collects and analyzes data on the client's demographics, preferences, branding, and competition to identify potential markets and factors affecting product/service demand (O*NET OnLine. n.d.). He also prepares reports and findings to evaluate methods and procedures for the client to incorporate into his/her marketing plan. Lastly, he holds online and in-person classes to teach businesses owners and individuals about proper branding and marketing strategies.

Media & Marketing Consultant

The Media & Marketing Consultant will work with the Branding & Marketing Advisor to create marketing campaigns to promote SBDC – Lynchburg Region. She will create graphics, schedule media posts, and write blogs. She uses design programs such as the Adobe Suite and Canva to create designs. Also, she organizes the social media calendar and maintains the Facebook, Instagram, and LinkedIn accounts. Lastly, she will develop and implement a marketing strategy to grow SBDC – Lynchburg Region's Brand.

Legal Requirements

Since SBDC – Lynchburg Region is a non-profit, it does not require a business license to function. The organization operates as a program within a host entity. That entity would be the Lynchburg Regional Business Alliance. The Lynchburg Regional Business Alliance is also a non-profit 501(c)(6) organization. By functioning inside the host, SBDC – Lynchburg Region does not have to adhere to zoning and occupancy rules or file articles of incorporation with Virginia. Those rules and filings are the responsibility of Lynchburg Regional Business Alliance.

Future Expansion

SBDC – Lynchburg Region is a small organization with limited funding. Therefore, to receive more funding to expand, the organization looks to create new marketing goals and objectives. Below shows how the organization will expand its reach through marketing.

Promotion

The way the product is presented to increase demand and differentiate it from competitors is promotion (SendPulse, 2022). The difference between promotion and advertising is promotion typically involves an immediate incentive for a customer (Diffen, n.d.). Through promotion the company looks to expand its reach and grow its brand.

By having SMART (specific, measurable, achievable, relevant, and time-bound) goals, SBDC Lynchburg Region will be able to build a successful digital marketing strategy. The marketing goals/objectives are:

- Improve lead quality
- Increase website traffic
- Gain more followers on social media
- Increase engagement on social media
- Improve awareness and demand for new services
- Increase positive reviews of services
- Establish business as an authority with increased brand awareness

Sales/Revenue Targets

To measure the success of the marketing goals sales/revenue targets are set. The “sales” are counted as registrations and attendees to the programs. The targets will be the number of expected registrations for the events. By following the buyers’ journey and nurturing leads through the processes and increase in attendees is expected.

Biblical Principles for Operation Success

The book of Proverbs 29 gives multiple sayings that can be incorporated into the success of SBDC – Lynchburg Region. Proverbs 29:4 states, "By justice a king gives a country stability, but those who are greedy for bribes tear it down" (NIV, 1973). The organization's mission is to help grow small businesses by providing free resources. Giving these business owners these opportunities for free is how SBDC – Lynchburg Region aims to stabilize and grow the economy in the region. Lifting up the local businesses that may be struggling can bring glory to God's kingdom. Proverbs 29:7 says, "The righteous care about justice for the poor, but the wicked have no such concern" (NIV, 1973). Free services allow our customers to educate themselves and be better business owners. Helping the community grow is one way that SBDC – Lynchburg Region can worship the kingdom of God.

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