

# **The Austin Family Business Program College of Business, Oregon State University Family Business 360 – Request for Proposals 2017/2018 Season**

## **1. Introduction**

The Austin Family Business Program (AFBP) at Oregon State University is seeking professional advisors with experience, commitment, and passion working with family businesses to deliver short programs based on topics of interest to the family business community. Professional advisors interested in participating in the 2017/2018 season of Family Business 360 programming should respond to this Request for Proposals. All submitted proposals will be considered, but the selection process is competitive and the strongest proposals, as decided by a committee of family business leaders, will be selected. Selected advisors are required to pay a fee to the Austin Family Business Program (see “Section 5: Costs, Benefits and Responsibilities” for details).

Family Business 360 (FB360), the breakfast education program which launched in 2013, is a core component in our educational portfolio and is featured prominently in AFBP marketing. Promotional materials are sent to roughly 4,000 family business contacts in Oregon, SW Washington and the Seattle area, and are featured in business media publications. Each season the series serves over 100 unique family businesses. The podcast companion series featuring series presenters has been downloaded over 7,000 times, extending the reach of the programming beyond the breakfast events.

Visit <http://business.oregonstate.edu/familybusinessonline> to learn more about the Austin Family Business Program and past program offerings.

For questions about this RFP or the Family Business 360 program, please contact Roger Anderson at [roger.anderson@bus.oregonstate.edu](mailto:roger.anderson@bus.oregonstate.edu) or call 541.737.6017.

## **2. New Items in the 2017 Request for Proposal**

- Added Seattle as event location
- Updated section for webinar presentations
- Updated listing of suggested topics based on attendee feedback

## **3. Family Business 360 Program Description**

Family business owners and stakeholders will gather for presentations on current topics of stewardship of multi-generational enterprises. Family Business 360 currently offers two presentation formats: in-person breakfasts or online webinars.

### **Breakfast Format**

Breakfast sessions may be delivered by a single advisor or a panel of advisors. **All breakfast sessions must include at least one panelist from a family business.** Breakfast sessions are not recorded, but a podcast interview with presenters serves as a resource for families that were not able to attend in person.

### Breakfast Program:

Sessions are scheduled from 7:30am to 9:00am on a weekday.

- 7:30 am – 8:00 am: Attendees arrive, have breakfast, & network with their peers
- 8:00 am – 9:00 am: Presentation delivery, Q&A

- At 9:00 am, the program concludes. Attendees may stay behind with more questions, talk with the presenter, and fill out program evaluation forms
- **Post Session:** 9:15 am to 10:00 am (approx.): Podcast interview recording with presenter

### Webinar Format

Webinars will focus on “hot topics” or timely issues of concern to family businesses. Past experience indicates that webinar presentations are more successful if a story or case study approach is used. Family business panelists are optional for webinar presentations.

### Webinar Program:

Webinars are scheduled from noon to 1:00 pm on a weekday, with the entire hour dedicated to the presentation and Q&A from attendees. Additional details:

- Four separate webinar presentations are tentatively scheduled for the 2017/2018 season
- Webinars will be recorded and will be available for viewing online indefinitely
- Webinar attendance is unrestricted; attendees may include family businesses, professional advisors, or community members

If you are interested in presenting a webinar select the webinar options in Section 4: Session Objectives, Suggested Topics & Dates.

### Past Attendee Information/Demographics

The Family Business 360 program attracts a diverse and highly engaged set of family businesses. Attendees are typically a mix of family business owners, managers, and other family business personnel (may include family members not yet working in the business e.g. successor generation or board members). Metro area sessions average 35 attendees, with attendance as high as 40+ depending on the topic and family business guest panelist. Salem sessions are typically smaller, averaging 20 attendees.

Refer to the table below for a list of industry types and firm size (estimated by employees) represented.

Industry Types	Registered
Agriculture/Forestry	22%
Manufacturing	21%
Retail/Wholesale	11%
Utilities/Telecom	10%
Consulting/Prof. Svcs.	8%
Construction	6%
Tourism	3%
Real Estate	3%
Finance	3%

Firm Size (number of employees)	Estimate
Large (>99)	15%
Medium (25-99)	20%
Small (10-24)	35%
Micro (1-9)	30%

## 4. Session Objectives, Suggested Topics & Dates

The following sections outline the desired outcomes for each FB360 session along with suggested session topics that have been updated based on feedback from past attendees. Dates and locations have also been pre-selected for the 2017/2018 season.

### Desired Session Outcomes

By the end of a Family Business 360 session, attendees should understand:

- The significance of the topic for their family business
- The unique advantages and vulnerabilities of family-owned businesses in addressing this issue
- Examples of actions and outcomes for family business operations relative to the topic
- Recommended actions to prevent or address the problem that families can execute

### Topics of Interest

AFBP's educational focus follows the "Three Pathways" approach that was first developed by Dennis Jaffe, Ph.D. of Saybrook University. These pathways are 1) Nurture the Family, 2) Steward the Family Enterprises and 3) Cultivate Human Capital for the Next Generation. Family businesses seek presentation proposals that address one or more of the topics below.

Ideas for topics that are part of your practice area but not listed below are encouraged if they would be of great interest to the family business community.

#### **Nurture the Family/Family Harmony**

This pathway is concerned with actively building shared vision and purpose over generations, promoting healthy communications and trust among family members, and stewarding the legacy of the family business.

#### Suggested Topic Ideas

- Conflict resolution strategies for family members
- Cultivating better communication among family members, employees, and shareholders
- How to maintain relationships and communicate with family members outside of the business; addressing perception of unfairness or jealousy
- Addressing generational differences; differing goals of senior and junior generations
- Family meetings; how to start and maintain, and best practices
- How to structure employment policies for having family members, spouses & partners work in the family business

#### **Steward the Family Enterprises/Business Renewal**

This pathway is concerned with preserving the family enterprise so that it is viable for future generations. This includes strategic wealth planning for family members, care and cultivation of boards of directors, shareholder agreements, and transparency with financial information and business decisions.

#### Suggested Topic Ideas

- Tax implications of succession plans; how to minimize impact and risk to the business
- How to structure buy-outs, shareholder agreements, buy/sell agreements
- Exit strategies for family members; buying out other family shareholders
- Best practices for timing and logistics of the ownership transfer process; how to get family to plan

- Business structures that aid in transition, e.g. hybrid structures where family business has outside investors or other formats
- Best practices for management transitions to internal or external managers
- The role of non-family key employees and managers in the family business
- Comparison of FB ownership structures; ownership vs. profit sharing for key employees
- Developing governance structures; advisory boards or family councils

**Cultivate Human Capital for the Next Generation/Generational Development**

This pathway is concerned with the personal and professional development of family members to prepare them for either contributing or leadership roles within the enterprise, or as informed shareholders or family members working outside of the business.

Suggested Topic Ideas

- Leadership, educational development opportunities for the next generation of family business leaders; strategies to involve the next generation in the family business
- Issues dealing with multiple potential successors; fair vs. equal considerations, how to make room in the business for talented family members
- How strategic hiring and key employees can aid in ownership transition
- How to incorporate new ideas/opinions from a younger generation into the strategic vision
- Balancing family and work, especially regarding spouses/family members not actively involved in the business

Locations and Dates

The Family Business 360 series is looking to fill sessions with the following locations and dates.

Breakfast Sessions

**Portland Metro Area (8)**

October 12, 2017  
 November 9, 2107  
 December 7, 2017  
 January 11, 2018  
 February 15, 2018  
 March 15, 2018  
 April 12, 2018  
 May 10, 2018

**Salem (2)**

October 19, 2017  
 March 22, 2018

**Seattle (2)**

September 28, 2017  
 November 16, 2017  
 February 22, 2018  
 April 26, 2018

Webinar Sessions (final dates are flexible)

October Week 4  
 December Week 2  
 January Week 4  
 April Week 3

**5. Costs, Benefits & Responsibilities**

**Selected advisors are required to pay a fee to the Austin Family Business Program.** This fee serves two purposes; to help defray the cost of promotion and program preparation, and to help support the AFBP in its mission to serve the family business community. The fee is a per presentation fee, so if an advisor proposes to present more than once, and is selected to do so, a fee for each separate presentation is required. Advisors may split the fee if they are collaborating on a panel presentation.

The AFBP will provide an invoice for the total amount due at the beginning of the season and fees should be paid no later than 30 days prior to your presentation date. The fees are as follows:

Portland Metro locations – \$2,500 per session

Seattle location - \$2,500 per session

Salem location – \$1,500 per session

Webinar presentation - \$500 per session

#### Responsibilities of Presenter

Presentation creation and delivery, consistent with original proposal and selection committee feedback.

Recruitment of family business client to participate in presentation.

Participate in post-session 30-minute podcast interview (immediately after presentation).

Provide business cards and collateral for attendee packets.

In addition to leading a Family Business 360 presentation, advisors will receive:

- Four complimentary event registrations, which may be used to invite family business clients of your choice.
- One complimentary FB 360 event registration which may be used for a colleague.
- Listing in distributed program materials including program schedule mailers and email invitations. Our mailers will reach approximately 4,000 family businesses in Oregon and Washington. Email invitations are more frequent and numbers will vary based on event location.
- Listing in program materials distributed to partner and outside programs, e.g. chambers of commerce, OSU Alumni Association, trade groups, etc.
- Listing in the Family Business 360 program section of the AFBP website and the OSU event calendar, along with other pertinent AFBP and College of Business marketing efforts.
- Feature in a podcast interview that will be distributed on the AFBP website and iTunes University, which is popular and persistent content that will be available to the public indefinitely.
- Listing on the AFBP website “Supporters” page as a Family Business 360 presenter.

#### Responsibilities of AFBP

The AFBP will be responsible for all event planning & logistics, attendee registrations, handouts, and event promotion.

Past program information, and past presentation briefing papers including advisor biographies will be publicly accessible on the AFBP website at <http://business.oregonstate.edu/familybusinessonline> for public reference until the beginning of the following season. Podcast episodes are available indefinitely on OSU MediaSpace and iTunes University.

#### Safe Harbor Environment

Feedback from past attendees is very clear and consistent about the role of advisors in educational programs. In order to foster an atmosphere of openness and allow the family business attendees to feel as comfortable as possible, information presented should be educational only and should not constitute solicitation. You may provide your contact information with your presentation, and you may include business cards and collateral for the attendee packets. Materials should be freely available to attendees at the time of the event or through the Austin Family Business Program after. Please note that attendee

introductions are not made to maintain the privacy of the registrants, and registration lists will not be available to the presenter before or after the session. Colleagues of the presenter that attend will be seated together at a reserved table.

## 6. RFP Timeline & Selection Method

May 23, 2017 – RFP Released

July 24, 2017– Proposals due in AFBP office

July 31 to August 4 – Family Business Selection Committee reviews and selects winning proposals. Respondents are notified of decisions and feedback from the Selection Committee.

September 2017 – First FB360 session conducted.

A group of family business owners and leaders has been selected by AFBP to review proposals. The following criteria will be used for selection from the submitted proposals. Please note that this is a competitive selection process and not all submitted proposals may be selected.

### Criteria for selection:

#### Capacity to Deliver

The selection committee will judge your responses based upon several factors relating to your experience and professional qualifications. Consideration will be given to your prior experience with the topic you are proposing, and your prior experience with family business clients. Past work with the AFBP, if applicable, will be considered as well.

#### Topic Selection

The selection committee will consider the timeliness of the topic and whether or not it covers one or more of our topics of interest listed above. The proposal's applicability to a wide range of family businesses will also be important.

#### Delivery

The selection committee will consider your presentation style and the key takeaways detailed in the RFP response.

#### Overall

The selection committee will look at all the criteria and discuss overall impressions of your proposal. Availability for open dates and locations may also play a role in selection.

## 7. How to respond to this RFP

### General Instructions

Please respond to this RFP no later than the end of business on **Monday, July 24, 2017**. A list of the required questions to answer are provided below to assist with proposal preparation.

### **Online responses (preferred)**

You will first need to complete the "Signup for online access" process at the link below. You will then be able to access your RFP response form from any computer.

Step 1: Signup for online access: <http://bit.ly/AccessRFP>

Step 2: Online response form: [http://bit.ly/360\\_2017](http://bit.ly/360_2017)

## **Alternative response methods**

You may also send responses via email (attached as a Word or PDF file), fax, or hard copy via postal mail. Please note that if you choose to use postal mail, we must have your response in-hand by the due date of Monday, July 24th, 2017. Use the proposal content outline below to structure your responses.

**Email** at [roger.anderson@bus.oregonstate.edu](mailto:roger.anderson@bus.oregonstate.edu)

**Fax** at 541.737.5388, Attn: Roger Anderson

### **Postal Mail:**

Roger Anderson  
Austin Family Business Program  
Oregon State University  
382 Austin Hall  
Corvallis, OR 97331

## **Proposals Content**

Multiple Advisors/Presenters: If you are proposing a panel presentation with additional advisors or presenters, only one RFP response is required. Designate one person as the primary contact to complete and return the RFP response on behalf of the panel. Be sure to include pertinent background information on all of the advisors on your panel in the Professional Information and Proposed Program Content sections.

If you would like to propose more than one unique session, fill out an additional program content section for each one. Proposing multiple sessions does not guarantee you will be selected to deliver all of your proposed programs; the selection committee may select one or more of your proposed sessions for the program year.

We strongly encourage respondents to gain approval and commitment from the family business client that will be part of the presentation at the time you return your proposal.

## **Proposal Questions and Outline**

Answers to the following questions are required for all proposals. Please follow this outline if you decide to submit via email or postal mail. Responses should be clear and concise but convey the necessary information.

### Contact Information

- Name, Title, Organization
- Address, City, State, Zip
- Phone
- Email
- Website
- If you will be presenting with an additional advisor or advisors, please provide their names, titles, and organizations.

### Professional Information

- What is your area of expertise?
- How many years of professional advising experience do you have?

- Approximately what percentage of your client base are multi-generational family businesses?
- Please list any professional credentials you hold, and associations to which you belong.
- Please describe your credentials and experience in working with family companies and presenting educational materials. Please be as specific as possible.
- If applicable, please provide a reference for one of your past presentations.
- Optional: Is there any other information you would like to share about yourself for our consideration?

Proposed Program Content (Up to three unique proposals are allowed)

- Select all the dates and locations for which you would be interested and available to deliver your presentation (see Sections 4 & 5 for a complete listing and associated fees). You will not be considered for any location or date you do not select.
- Which family business topic will your presentation address?
- Provide the overall thesis of your presentation, a brief description of the content, and how you plan to convey the material.
- Which of your family business clients will participate in the program?
  - Have you contacted them to confirm their willingness to participate?
- What actionable tools or information would an attendee gain from your presentation that they could use right away in their own business or family?

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