

The Austin Family Business Program College of Business, Oregon State University Family Business 360 – Request for Proposals 2018/2019 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 2018/19 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), launched in 2013, is a core component in our educational portfolio and features prominently in AFBP marketing. Promotional materials are sent to roughly 4,800 family business contacts in Oregon and SW Washington, and are featured in business media publications. Each season the series serves over 250 unique family business attendees. The webinar and podcast companion series featuring series presenters has been downloaded over 9,500 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 or call 541.737.6017.

2. New Items in the 2018 Request for Proposal

- A challenge/solution-based set of topic suggestions to improve presentation focus and attract more family business attendees.
- A new venue location in Portland in 2019 that leverages OSU’s premier space in the historic Meier & Frank building next to Pioneer Courthouse Square.
- Added an RFP orientation webinar on June 1st.

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 family business owner as a panelist.** Desired breakfast topics are detailed in Section 4. Session Objectives, Suggested Topics & Dates.

Breakfast Program:

Sessions are scheduled from 7:15am to 8:45am on a weekday.

- 7:15 am – 7:45 am: Attendees arrive, have breakfast, & network with their peers
- 7:45 am – 8:45 am: Presentation delivery, Q&A
- At 8:45 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.): After attendees have left, the podcast interview with the presenter will be recorded.

Webinar Format

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.

- Four separate webinar presentations are tentatively scheduled for the 2018/19 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

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 38 attendees, with attendance as high as 40+ depending on the topic and family business guest panelist. Webinars average 36 registrations.

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

Industry Types	Registered
Manufacturing	26%
Agriculture/Forestry	17%
Prof. Services/Trades	14%
Retail/Wholesale	10%
Construction	9%
Real Estate	9%
Food & Beverage	5%
Other	10%

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

4. Session Objectives, Suggested Topics & Dates

The following section outlines the desired outcomes for each FB360 session along with suggested session topics, dates and locations for the 2018/19 season.

Desired Session Outcomes

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

- 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 reduce the problem that families can execute in advance of engaging professional consultation

Topics of Interest

To highlight the presenters' expertise and offer more compelling and engaging material, the 2018/19 series will focus more directly on the problem areas cited by family owners rather than the introductory and overview sessions common in previous seasons. Topics listed below are based on past attendee responses to major challenges over the next 12 to 24 months.

AFBP's educational focus supports the "Three Pathways" benchmark of successful multigenerational family enterprises identified by Dennis Jaffe, Ph.D. These pathways are 1) Nurture the Family, 2) Steward the Family Enterprises and 3) Cultivate Human Capital for the Next Generation.

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. You can submit your own "Biggest Challenge/Topic" in your RFP response.

Nurture the Family/Family Harmony

Practices that actively build shared vision and purpose over generations, promoting healthy communications and trust among family members, and stewarding the legacy of the family business.

Biggest Challenges

- Effective family communication about business matters; reducing conflict and avoiding situations where reaching agreement on business decisions is difficult or impossible.
- Communication and collaboration with family members and employees from different generations; working effectively with multigenerational boards or advisors.
- How family members manage their relationships when business roles change (some next generation members will become business leaders while others do not, or financial disparity increases between family members).
- Fair vs. equal issues with potential successors and heirs.

Steward the Family Enterprises/Business Renewal

Practices that preserve 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.

Biggest Challenges

- Lack of readiness or interest from current generation in planning for the transition of the business;

how to get owners to make decisions and start the process.

- Family members understand planning is important but no one makes the effort to start or facilitate planning within the family; potential failure due to lack of preparation and time investment.
- Financing ownership transition to next generation of family in a way that allows successors to buy into business and owners to retire comfortably.
- Gifting vs. selling the business to the next generation and tax implications of succession; how to best transfer stock or shares of the business from a financial standpoint.
- Managing post-succession issues; financial instability, new governance structures, graceful exit of long-time owners, etc.
- Implementing an advisory board; recruiting board members, compensation, best practices for board structures, meetings and oversight

Cultivate Human Capital for the Next Generation/Generational Development

Practices to improve 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.

Biggest Challenges

- Leadership development of successors; how to maximize development with a short timeline for transition.
- How to progressively transition business roles to next generation of family members; how to define organizational structures and manage business decisions during and after the transition.
- How to structure ownership to protect family interests and the legacy of the business when transition will result in changing from one or two active owners to multiple active and non-active owners.
- How to manage family member expectations about working in the business. What to do for family members that may not have the necessary skills and talents to contribute, or how to make room for talented family members.

Locations and Dates

The Family Business 360 series is looking to fill sessions with the following tentative locations and dates. Portland is the primary location for breakfast events, but the selection committee will consider other locations if requested in your proposal.

Breakfast Sessions

Portland Metro Area (8)

October – 11th

November – 8th

December – 5th

January – 17th

February – 14th

March – 14th

April – 11th

May – 16th

Bend

Week of October 22nd (dates flexible)

Webinar Sessions (final dates are flexible)

Week of October 29th

Week of December 10th

Week of February 18th

Week of April 15th

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. Multiple advisors may split the fee if they are collaborating on a presentation.

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

Portland Metro locations – \$2,500 per session

Bend 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 owner 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.
- Invitation to Austin Family Business Program community event on November 15th.
- Listing in distributed program materials including program schedule mailers and email invitations. Direct mailers will reach approximately 4,800 family business contacts in Oregon and Washington, with email messages reaching approximately 1,800 contacts.
- 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 related AFBP and College of Business marketing efforts.
- Feature in a podcast interview that is available on the AFBP website and Apple Podcasts,
- Listing on the AFBP website “Supporters” page as a Family Business 360 presenter.

Responsibilities of AFBP

The AFBP will be responsible for 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 Apple Podcasts.

Safe Harbor Environment

Feedback from past attendees is very clear and consistent about the desired 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 21, 2018 – RFP Released

June 1, 2018 – RFP Orientation Webinar

July 27, 2018– Proposals due in AFBP office

July 30 to August 3 – Family Business Selection Committee reviews and selects winning proposals.

Respondents are notified of decisions and feedback from the Selection Committee.

October 2018 through May 2019 – Family Business 360 season

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 your topic selections and proposal content to determine how the chosen family business challenge would be addressed in your presentation.

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 **Friday, July 27, 2018**. 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/RFPAccess>

Step 2: Online response form: http://bit.ly/360_2018

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 Friday, July 27th, 2018. Use the proposal content outline below to structure your responses.

Email at 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 presentation with additional advisors, only one RFP response is required. Designate one person as the primary contact to complete and return the RFP response on behalf of your group. Include pertinent background information on all of the presenting advisors 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. 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 experience 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 any 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). If selected, the AFBP will work with you to finalize one date for your presentation.
- Which family business challenge 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.
- What actionable tools or information would an attendee gain from your presentation that they could use right away to help prevent or reduce this particular challenge?
- Which of your family business owner clients will participate in the program?
 - Have you contacted them to confirm their willingness to participate?

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