



LEADING  
*Business*

strategically build value  
in your company and create  
a legacy worth sharing



[www.BigSkyWay.biz](http://www.BigSkyWay.biz)



## LEADING BUSINESS CERTIFICATE

### Program Description

**Enormous potential exists when leaders possess strong business acumen.** Unfortunately, as many leaders grow in their organization due to their subject matter expertise, they lack strong fundamentals in business finance, growth, marketing, operations, and strategy. Leaders need to rise above their departments and subject matter expertise and contribute to the overall success of the organization.

This is particularly true for **Small Businesses** and **Established Entrepreneurs**, as they share one thing in common - they are *fiercely independent!* They started the business to have the *freedom* to do things their way, to work with who they wanted, when they wanted, and gain financial freedom. But over the years, they fell into the 'owner's trap', where the business becomes too reliant on their presence. As a result, business slows when they owner is away, revenue plateaus, and most important, the business is never sellable. The goal is to build a business that can stand on its own two feet, less dependent on the owner, and regain your freedom!

Big Sky Way's Leading Business Certificate Program is designed to provide research-based strategies and skills for developing business savvy leaders. Our goal is to help leaders and leadership teams bring greater value and freedom to their organization.

### Who is this program designed for?

**SENIOR LEADERSHIP \* BUSINESS OWNERS \* FUTURE LEADERS \* ESTABLISHED ENTREPRENEURS**

#### Looking to:

- ★ Gain business strategy skills and common sensed Main Street business acumen
- ★ Improve overall business acumen in Finance, Strategy, Operations, Growth, & Marketing
- ★ Overcome business owner personal dependence and escape the ownership trap
- ★ Grow beyond being a Subject Matter Expert and influence organizational effectiveness
- ★ Increase value of the business and future sellability

“  
98% of attendees  
agree our education  
is a valuable  
investment in the  
future of their  
organization  
”

### DELIVERY

- ★ Delivered LIVE online every Friday from 11:00 am to 1:00 pm for 15-weeks (30-hour advanced certificate program)

### PARTICIPANTS RECEIVE THE FOLLOWING:

- ★ **CERTIFICATE:** Upon successful completion, participants will receive a joint Workforce Development Certificate from Big Sky Way and Dawson Community College; A Montana University System.
- ★ **RESOURCE PLATFORM:** LIFETIME ACCESS to the Leading Business resource platform, access to all content covered in class + MORE! Pre-recorded presentations, course manuals, scripts, and exercises.
- ★ **COACHING:** 1 Performance Coaching Session
- ★ **WORKSHEETS:** 16+ Ready to use Worksheets
- ★ **VALUE BUILDER SYSTEM PLATFORM:** 1 YEAR ACCESS including tutorials, activities, and strategy mapping
- ★ **ASSESSMENTS:** Annual Value Builder Score™ (business valuation), PREScore™ (readiness to sell business) and Freedom Score (financial readiness to exit business)
- ★ **EBOOK:** Built to Sell: Creating a Business That Can Thrive Without You
- ★ **CONTENT:** Weekly Built to sell Radio Podcast, Monthly article on building company value, and Quarterly webinar on building company value
- ★ **FINANCIALS:** 1-Years Accrual Financial Statements & Ratios using your most recent financials.

### Introduction Leading Business

This section introduces participants to concepts of company vision, company valuation, overview of the 8 researched key drivers of business valuation, and introduction to the leading business topics of growth, finance, marketing, strategy, and operational dependency.

### Growth: Market & Product/Service Development

This section will review participants product and service mix to maximize for growth potential, and pinpoint those with the highest growth potential and lowest investment risk. Using an Ansoff Matrix, participants will road map products and service that can be offered to grow the business with least amount of risk.

### Growth: Scaling

This section will identify products/services that have the potential to scale up the fastest. Using the TVR model, the road map will help grow the business while minimizing resource dependency.

### Growth: Promoter Customers

This section is dedicated to benchmarking customer satisfaction with participant's business against most successful and fastest growing companies in the world. This includes participant's anonymously deploying a Net Promoter Score (NPS), predictive of a company's growth rate, to gather input from customers. Further, customer service standards are highlighted to help improve overall customer satisfaction.

### Growth: Recurring Revenue

This section will overview different types of recurring revenue models, and their ability to increase business value, smooth out demand for more efficiency, and improve cash flow and profitability. This includes identifying subscription models that best fit participant's business.

### Strategy: Value Discipline of Market Leaders

This section is dedicated to help participants identify a value discipline strategy: operational excellence, product leadership, or customer intimacy. This includes understanding customer value, excelling in a specific dimension, maintaining a standard threshold, and building well-tuned operations models dedicated to market strategy.

### Strategy: Monopoly Control

This section is designed to help participants isolate the attributes and qualities of the business that generate a defensible market position. This includes illustrating which marketing message and branding will give the business and individual products/services the highest degree of differentiation from your competitors based on uniqueness and value to the customer.

### Marketing Principles: Business, Product, & Customer

This section will overview basic marketing principles that relate to product/service, ideal customer, and pricing. This includes deep dive into product understanding, value ladders, fine tune customer characteristics, identification of where customers congregate, offer bundling, and creation of pricing tiers.

### Operating Dependency: Freedom from Business

These sections help leaders create value by removing dependency from key players, especially themselves. This includes organizational charting, work audit to help move from a Rainmaker to Architect, latest trends in standard operating procedures, 4 degrees of delegation, and managing risk as it relates to excessive dependence on employees, customers, and vendors. Further, participants will anonymously deploy an employee Net Promoter Score (eNPS) to gain valuable insight into the needs of your team, thus allowing for greater business freedom.

### Financial: Statements

This section will focus on interpreting the big 3 financial statements This includes interpreting accrual-based income statements, balances sheets, and cash flow statements, as well as how the statements are interconnected. Core focus areas will include balance sheet structure, liquidity, and solvency; income statement accrual adjustments, gross profit, EBDITA, and net profit; cash flow structuring of operating, investment, and financing activities.

Financial: Ratio Analysis

This section is dedicated to translating the financial statements into ratios and metrics useful for profitability, financial condition, and repayment capacity. Several of the top metrics to be covered will include common sized interpretation, trends, Debt/Asset, Current Ratio, Working Capital, Gross Margin, EBIDTA, Profit Margin, Asset Utilization, ROA, ROE, Asset and Liability Turnover, Debt Service Coverage Ratio, and the Cash Conversion Cycle.

Financial: Metrics & Balanced Scorecards

This section is designed to help participants define what success looks like in their organization by creating a scorecard for the most meaningful business indicators. To capture leading metrics, and ensure a balanced perspective, metrics are categorized as financial, operational, customer, and culture/employees.

Financial: Budgeting

This section helps participants understand managing day-to-day finance and what-if-scenarios. This includes developing and managing cash flow budgeting, including operating line calculator, and isolating individual products or enterprises to identify production cost.

Financial: Decision-Making

This section is designed to help participants how to make informed decision using their financial information. Decision making tools include cost-benefit analysis and product or enterprise break-even analysis.

Strategy: Strategic Planning & Execution

This section brings the course to completion with a plan for execution. Participants deliberately determine direction of the organization through strategic planning and execution by following the mantra 'when everything important nothing is important'. This includes highlighting meaningful organizational data, SWOT analysis, TOWS analysis, strategy prioritization (this year, 1-3, year, 3-5 years, 5+ years), and developing a clear and solid plan for execution.

## Instructor

Dr. Eaton holds advanced degrees in business, psychology, and education leadership, and undergraduate degrees in business finance, psychology, and psychotherapy. Growing up on a large corporate farm and ranch gave Dr. Eaton a running start on all things small business management. After leaving, he has spent most of his career working in, or with, small and medium sized businesses. Inspired by his background in agriculture, Dr. Eaton finds great joy in weaving Big Sky principles into the complexities of the 21<sup>st</sup> century organization.



Dr. Chance Eaton

*Our Signature Workforce Development Certificate  
is brought to you in partnership by:*

