

Description of CTC

This section is Milestone #1 of the Development Action Plan. The timeframe for completing this section is one week.

At the end of this section you will have written the:

- ▶ Overview of the IT Training Sector
- ▶ Mission Statement for the Organization
- ▶ Mission Statement for the CTC
- ▶ Relationship of CTC to the Organization
- ▶ CTC Organizational Chart
- ▶ Description of CTC Training Programs



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You will write your Executive Summary last, so move to the section of the Business Plan Template called “Description of CTC” to begin developing your plan.

Before you begin . . .

To begin constructing your plan, consider the important elements of the CTC itself. Build a description of your CTC that fits your available funding and your allocated human resources. In other words, don’t overestimate your projections of how many participants you will be able to attain until you have history with the CTC. History will provide a view of what actually happened (within a year or two) and will also provide trends of busy times versus slower times of the year.

Be clear and concise about what you can offer. Take a long look at others in this sector to determine what seems to be working and what is not working. Learning through someone else’s experience can often save you time, resources and frustration.

In completing this section you will need to consider:

- ▶ What opportunities exist in the IT Training Sector
- ▶ How many other organizations are addressing those training needs
- ▶ The mission of your CTC
- ▶ How the CTC relates to the overall organization
- ▶ How the CTC mission aligns to the mission of the organization
- ▶ How your CTC stands out in the IT Training Sector

⇒ *Let's Begin*

Overview of IT Training Sector

When a new product or service is introduced to a marketplace, it is critical to understand the trends and potential within that marketplace. Whether non-profit or for-profit, identifying your “competitive advantage” provides insights on which you can base both internal and external strategies and essentially creates a foundation for good decision making.

As a non-profit organization, your biggest goal is not to “make money” but rather to fulfill your organization’s mission. Still you do not want to be in the position of being unable to sustain the CTC if it does not generate enough revenue to meet expenses.

By understanding the IT Training Sector you can see more clearly:

- ▶ Trends that drive participation in your CTC
- ▶ Numbers of participants who may be interested in your CTC services
- ▶ Numbers of IT Training Centers already serving your target population
- ▶ What sets your CTC apart from others providing the service
- ▶ How you can better serve the participants you seek

Analyze the Issues

To prepare to write this section, you will need information. Begin by researching companies or other organizations in your region who are offering the same or similar services. In your research be sure to identify:

- ▶ The services being offered
- ▶ The target populations being served
- ▶ How successful they are with their service
- ▶ Any unique technology or innovation they provide



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Throughout the business planning process remember that you can search for information by using resources available through the Internet, libraries, other organizations in your sector, universities and colleges who have successfully implemented a business plan.

√	In addition to your research answer the following questions:
1.	How long (period of time) have IT centers been offering services in this region?
2.	What populations (target markets) have been the major focus of the other organizations?
3.	Are the other organizations providing exactly the same type of service as your CTC? If no, how do they differ?
4.	What are some of the major issues the other organizations experience when delivering this service?
5.	Is the need for similar services growing or slowing?

Move to Action

After you have gathered information from various sources and answered the questions above, turn to your Business Plan Template and write the **Overview of the IT Training Sector** portion of your plan.

Describe the current state of the IT Training Sector, and give as much detail as you can with regard to other organizations providing these services, what trends exist for providing these services, and what you identified as the real opportunity for IT training.

Mission of the Organization

A Mission Statement, by definition, reflects the purpose of any organization. It guides your day to day activities and provides a rudder from which to sail the ship. Those reading your Mission Statement should be able to grasp the nature of your organization and what products and or services you provide. It may even include a reference to the values that the organization holds.

Mission statements allow organizations to stay on track and to remember ***not*** to be all things to all people.

Analyze the Issues

If your overall organization does not have a formal “Mission” statement, now is the time to stop and develop one. Though this curriculum is not designed to walk you through that process, a good organization consultant can help you achieve a solid Mission statement from which to work. You will need a Mission Statement focused on the overall organization before you can develop an effective one for your CTC.

Move to Action

Once you have identified the formal Mission Statement for your organization, turn to your Business Plan Template and write the ***Mission Statement of the Organization*** portion of your plan. State the mission as it reads in an official capacity for your organization.

Mission of the CTC

With an organization Mission Statement in place, you can proceed to develop the Mission Statement of the CTC. To get to a precise statement for your CTC, you want to craft a statement that is:

- ▶ Brief yet describes the purpose of the CTC
- ▶ Connected to the overall organization’s mission
- ▶ Inspiring to those who work in the CTC and to participants who seek your service
- ▶ No more than 4 sentences in length
- ▶ Easy to understand and speak by employees and participants

Analyze the Issues

The best Mission Statement evolves when everyone in the organization participates in the process of developing it. Gather the CTC team. Ask the team to brainstorm ideas for the CTC Mission. Allow ideas to flow and write down every idea on a white board or flip chart. Even if the idea doesn’t seem to fit, write it down because sometimes two “OK” ideas come together to form one good one.

✓	To get ideas started answer the following questions:
1.	What is the purpose of our CTC?
2.	How do we achieve our purpose? What do we do?
3.	What are our values? What do we stand for?

Research Mission Statements of organizations that you admire or who are successful to understand their approach. The Internet is a great resource because organizations typically have Mission Statements posted on their websites.

Move to Action

Once you have drafted the statement that everyone, or most everyone can agree on, turn to your Business Plan Template and write the ***Mission Statement of the CTC*** portion of your plan. State the mission as it reads in an official capacity for your CTC. Include in this portion of the plan any additional content that fully describes the values and goals you have for your CTC.

Relationship of CTC to Organization

Having an IT Center housed within an umbrella organization is almost like having two organizations in one. There are specific services available from each entity, but in the case of the CTC, it must proactively sustain itself, while being guided by the overall organization.

On one hand, this is a positive thing. The CTC provides access to new channels of service opportunities and allows the organization to reach more people with broader offerings. It diversifies what you can bring to participants and who you can serve. From the standpoint of making positive contributions to the lives of the participants it has great potential.

On the other hand, there may be a tendency for the CTC to rely on the overall organization for its life. After all it is a service within a service. It is at this point one must pay special attention to the relationship of the CTC to the organization and make sure that the day-to-day goals, outcomes and expectations of each entity remains separate.

It is also here that the Cost Recovery Model comes to the forefront of planning.

Analyze the Issues

As you define the services of the CTC, remain clear on the objectives of what the CTC can accomplish and what is beyond its scope to do. Be wary of the temptation to borrow resources from the greater organization to make up for any lack of CTC activity. You will need to consider this “relationship” carefully. Focus on the Mission Statement for each entity in order to keep operations separated.



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Organizations have a tendency to believe they can be all things to all people, but in reality there is neither financial nor human resource enough to deliver on this promise.

Be targeted and specific about your goals. By continually going back to the CTC Mission, you better insure that the goals you make in your plan are realistic and attainable.

✓	Consider these questions:
1.	What is the organizational structure of the CTC with regard to personnel? Who will oversee the day-to-day operations of the CTC and how many employees will be needed to support the services?
2.	How will you define the CTC so that its daily business remains separate from the overall organization?
3.	How do you expand services through the CTC without draining resources (financial or human) from the overall organization?
4.	What systems, tools and/or applications do you need to have in place to allow the CTC to run as its own entity?

Move to Action

Once you have drafted an organizational structure and defined the role of each entity clearly, turn to your Business Plan Template and write the ***Relationship of the CTC to the Organization*** portion of your plan. State how the CTC will be structured, what resources will be utilized, how you will find those resources and by when. Include in this

portion of the plan any additional content or comments that clarify the objectives of the CTC as it relates to the overall organization.

CTC Organizational Chart

Using the content structure defined above, create a graphic depiction of the proposed organizational chart for the CTC. Be sure to show how the CTC is related to the overall organization in your chart.



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If you need additional input on what an organizational chart looks like, try searching the Internet for possible formats to use. Microsoft tools such as MS Word, MS Visio, and MS Excel are excellent tools in which to build your chart.

Description of CTC Training Program

To further define the CTC scope, it's time to provide a detailed understanding of the programs to be offered. Hopefully from the information you gained in your research on the IT Training Sector, you were able to determine programs that the market is responding to and where current trends of employment are leaning.



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Remember to:

- ▶ Blend that information with the knowledge you now have about the CTC structure
- ▶ Observe the personnel capacities you have for your CTC
- ▶ Determine what programs your CTC can realistically offer

Keep in mind that your initial offerings may not be as robust as you would like, but you can always add to your menu of services as your CTC grows. Once again, it is easy to over commit where service offerings are concerned so be careful not to add too much too soon. An important rule is that it's always easier to grow slowly than to try to reduce rapidly.

In the for-profit business world, there's an old adage that says, "Don't grow too fast." Many organizations don't really understand the message. Even though it seems clear and simple, what does this really mean?

In essence, the advice is saying it is better to do a few things really well than many things in a mediocre way. Every business, whether non-profit or for-profit, has limited amounts of time, financial and human resources. This makes it impossible to provide too many services simultaneously. In trying to do too much, your results will be less than a quality experience for the participants and may lead to a team of employees who are over extended.

By realistically identifying the appropriate number of programs you can initially support, you focus what resources you do have, provide better service to the participants and begin to develop a “good name” for your CTC. Your focus on a few good programs will benefit both the CTC and the participants you serve.

Analyze the Issues

✓	To determine the programs your CTC can initially offer, consider these questions:
1.	What are the current trends for IT Training Centers?
2.	What programs do you have that are the least expensive to offer and most appropriate for your participants?
3.	What programs are ready to launch today?
4.	What programs need time to develop before you can offer them to participants?
5.	How many programs can you effectively offer and support in the initial menu of services?
6.	What will that initial offering be?

Move to Action

Once you have answered these questions and defined the initial menu of programs to offer, turn to your Business Plan Template and write the **Description of CTC Training Programs** portion of your plan. Program objectives and outcomes should be stated clearly in order for potential participants to understand their commitment.