



Tuck School of Business at Dartmouth, *in partnership with*
Office of Indian Energy and Economic Development, U.S. Dept of the Interior
Minority Business Development Agency, U.S. Dept of Commerce

Native Americans in Business Today...and Tomorrow

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Looking forward, Native American businesses face a bigger challenge:

- **The economy will remain tepid, at best**
- **Globalization has closed off opportunities**
- **Supply-base consolidation closes off other opportunities**
- **Federal policy has become less favorable to Native Americans and minorities**
- **A basic requirement for survival is for NABEs to be strategically integrated, customer-focused, and larger-scale**

*Research shows a consistent
pattern of weaknesses*

--Here are the top eight...

RESEARCH FINDINGS: Weaknesses

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- Not customer-oriented**

RESEARCH FINDINGS: Weaknesses

- Lack of strategic direction
- Not empowering employees effectively
- Poor cash flow management
- Control systems underutilized
- Inefficient processes
- Organizational structure an impediment
- Not customer-oriented
- Narrow portfolio of products / services and customers***

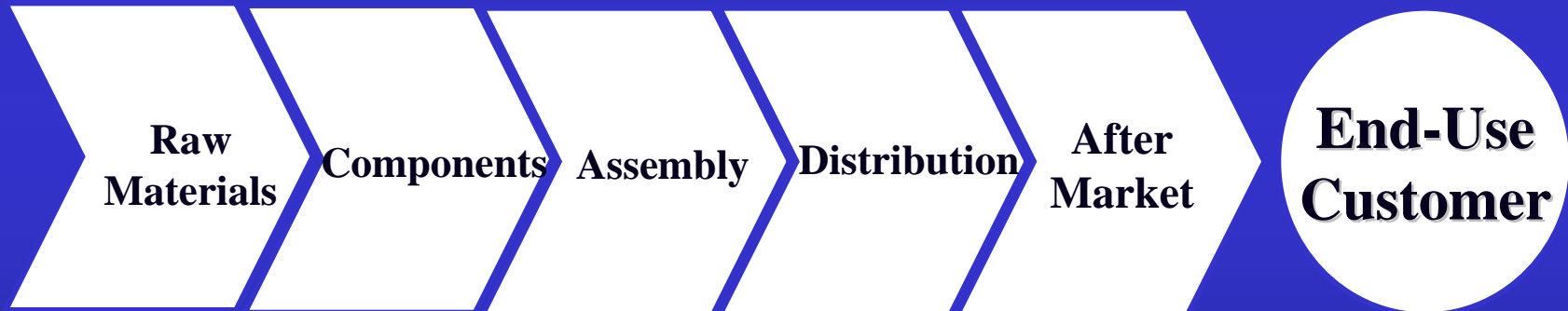
First, “get it right” then you need to *grow to scale*

- Organic growth
- Mergers and acquisitions
- Strategic alliances

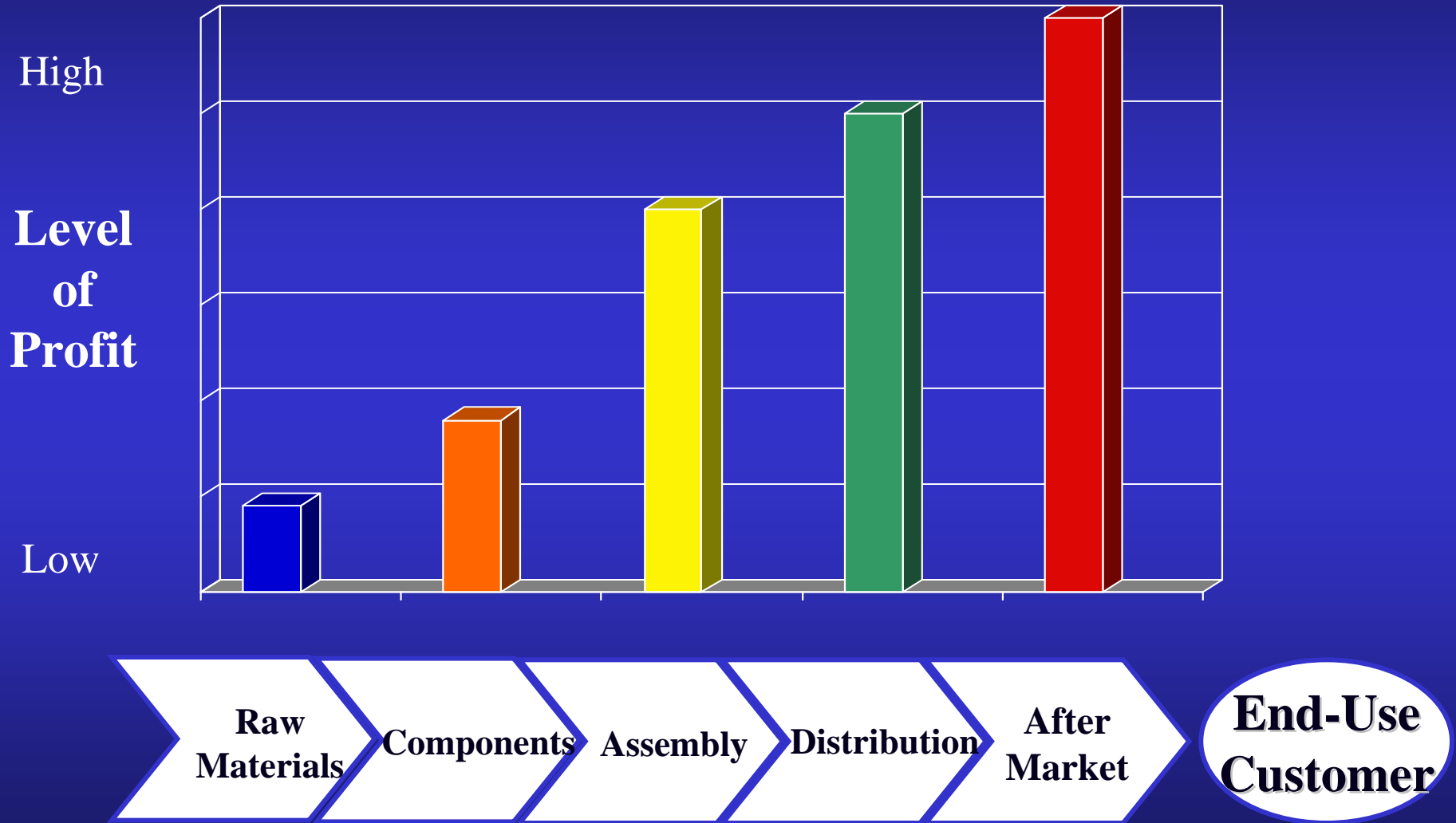
Successful growth requires:

- **Being in the profitable part of the *value chain***
- **Targeting customers you can *really serve***
- **Delivering on the *value proposition***
- **Developing your *business portfolio***
- **Perpetual *adaptation and improvement***

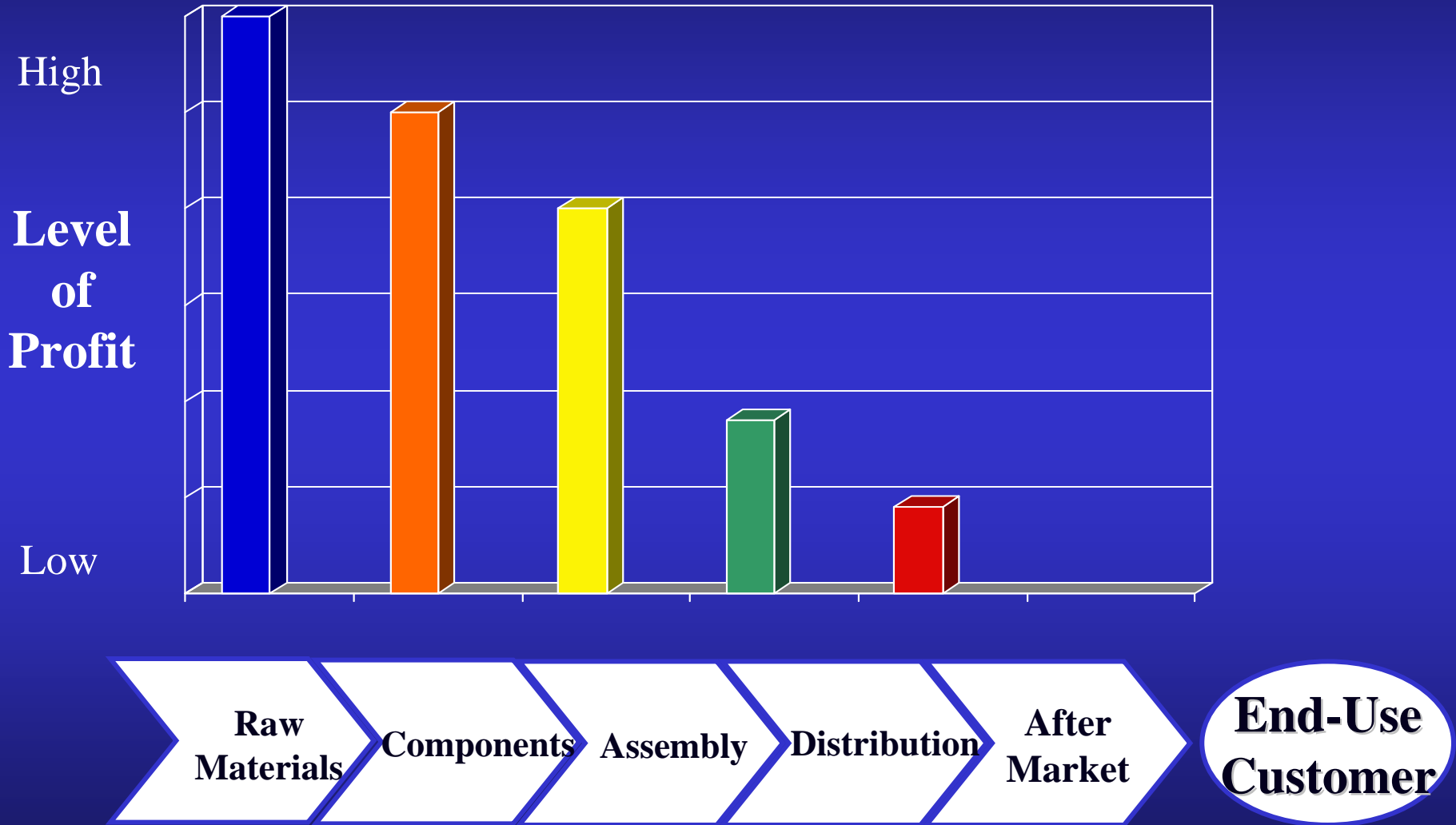
How do you fit into the value chain?



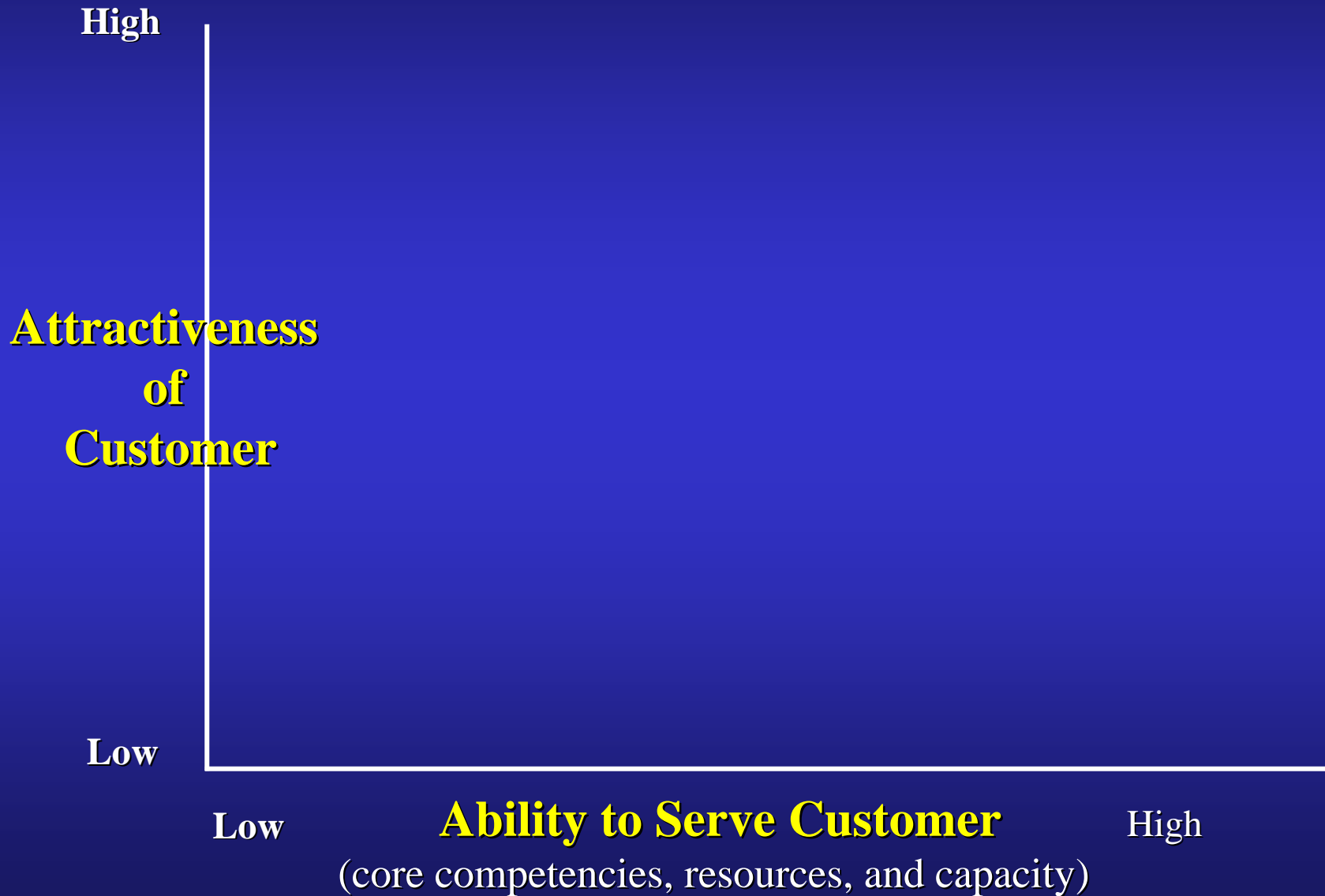
Who is taking the profits in the value chain?



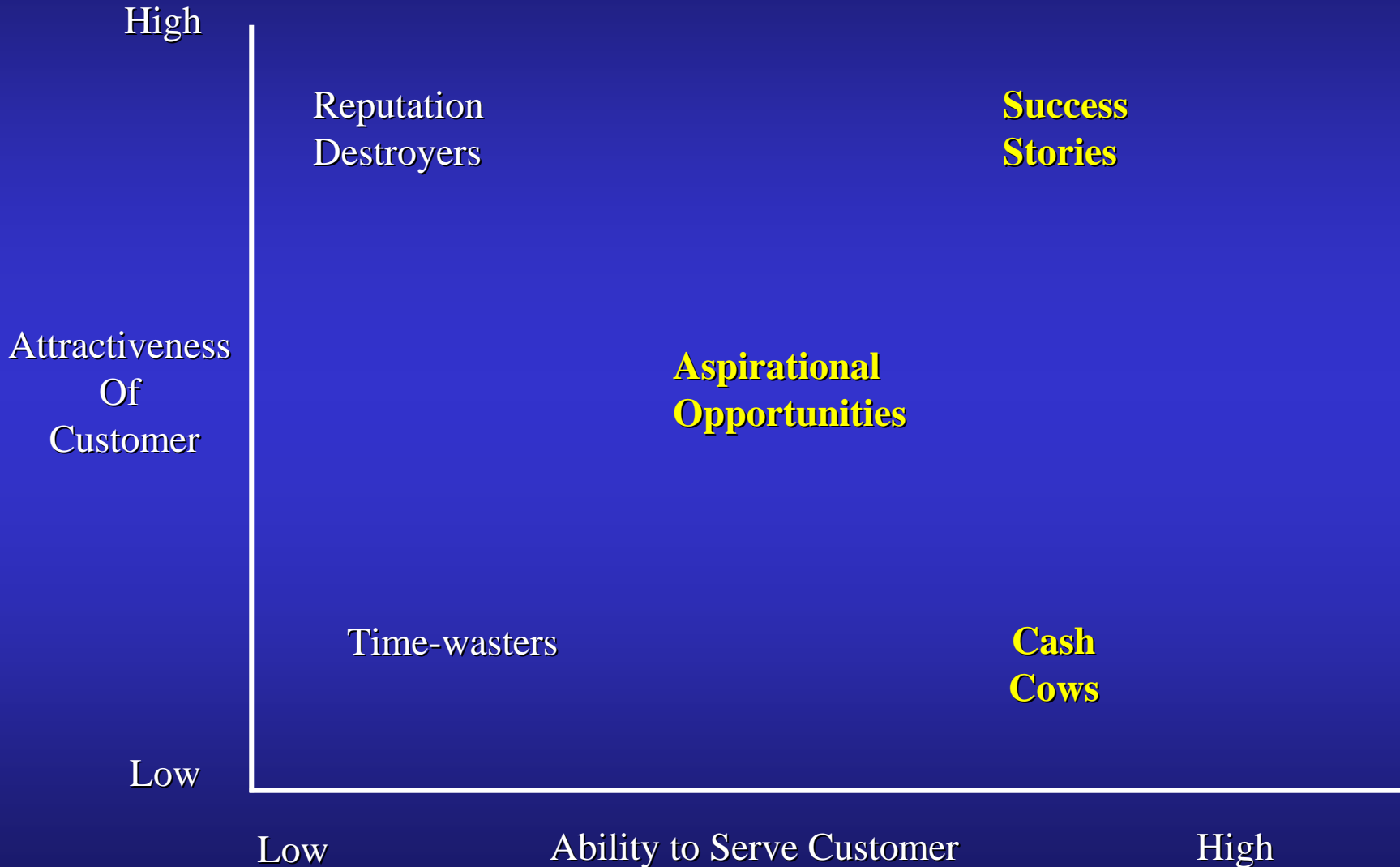
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Customer targeting



Stretch-goals for your business

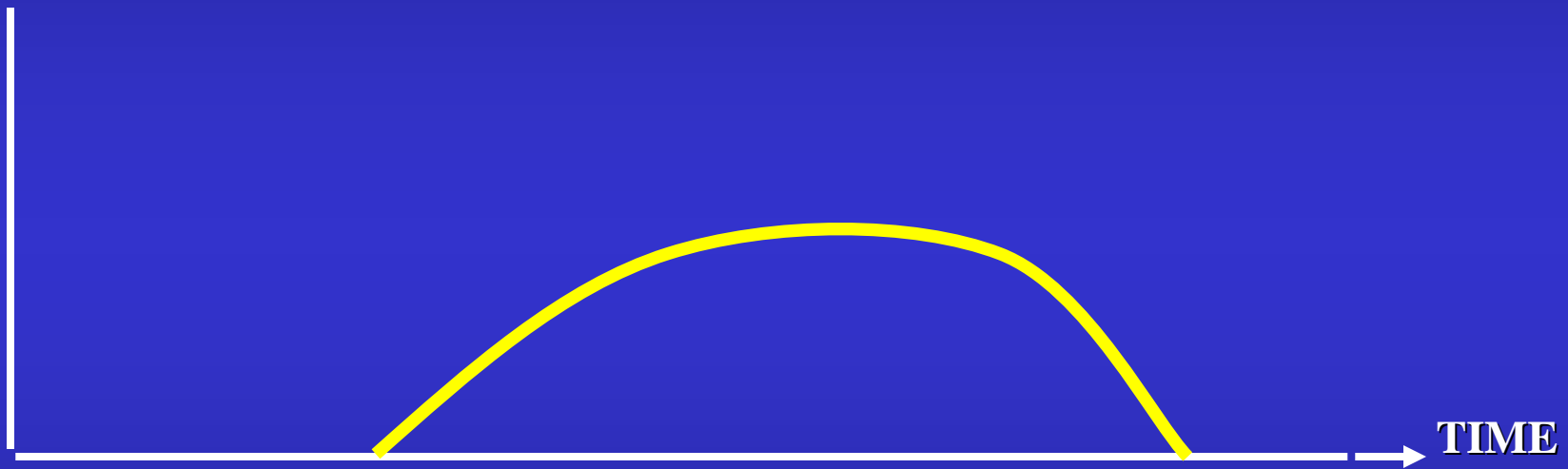


Options for growing business volume

Customers/Market Segments

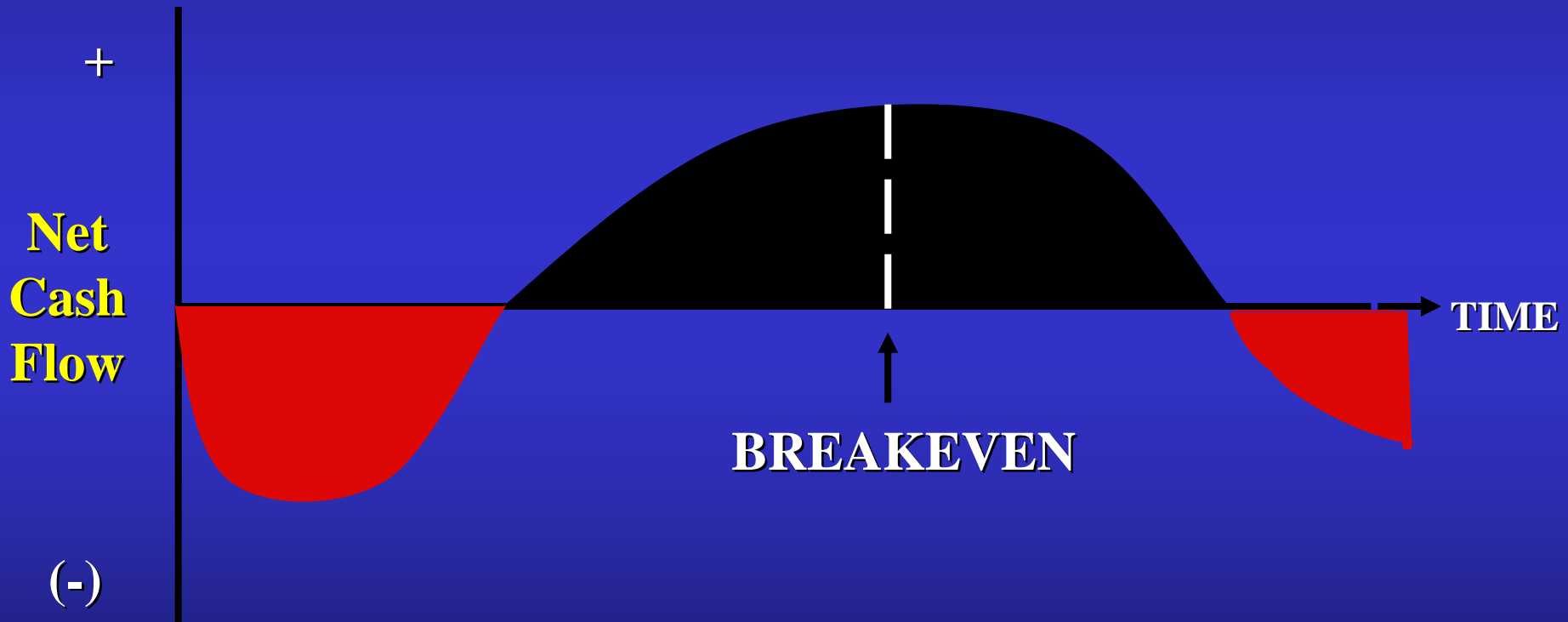
		Current	New
<i>Services/ Products</i>	Current	1 Customer Penetration	2 Market Penetration
	New	3 New “Product” Development	4 Diversification

*Looking Ahead....All products, services
and customers have a life cycle*

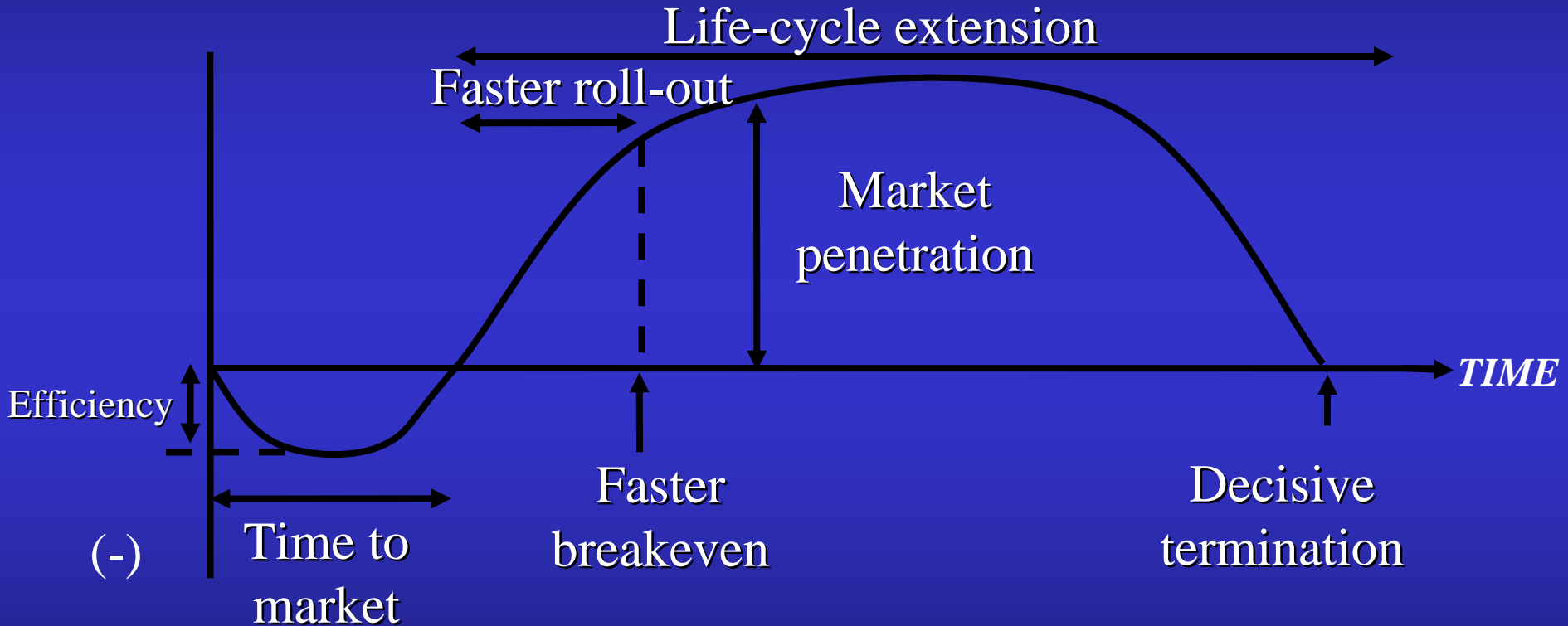


That's why you need a portfolio?

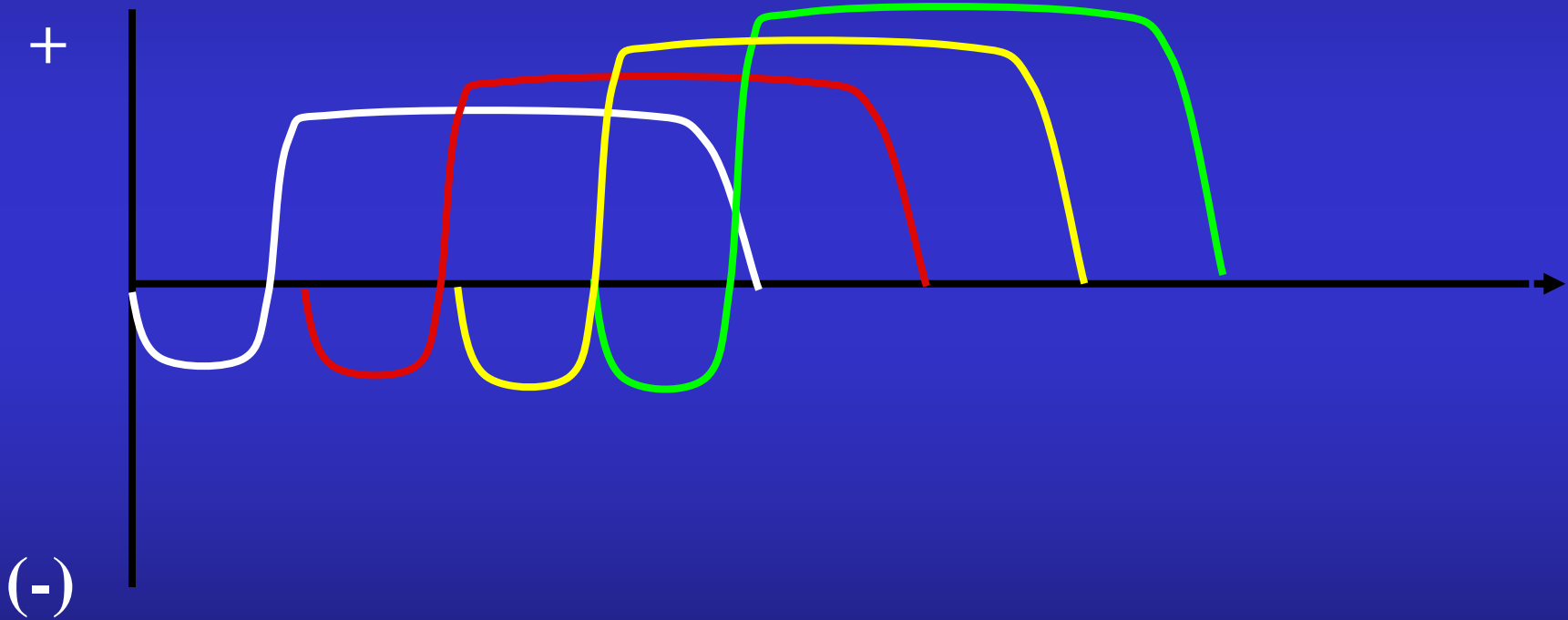
-it's better than a single product/service/customer



*You can only do so much
to optimize a single product/service*



*A portfolio allows you to grow despite
difficult access to capital*



*Finally, **your future** depends on your sources of competitive advantage*

- **Do it better**
 - Lower-cost, higher-quality, superior delivery, more-flexible, etc.
 - *Operational excellence strategy*
- **Do it differently**
 - Segment, target, and position; or innovate
 - *Differentiation strategy*
- **Gain customer loyalty**
 - Repeat vs. conquest purchasers
 - *Customer relationship management strategy*

***Your journey into the future needs
to be supported by
tribal, state, and federal policy***

Help us make it happen!