

**Ohio Department of Transportation
Mentor Protégé Program**

Hello Mentor Protégé Program Applicant:

Someone from ODOT's Office of Contracts will be calling you to tell you when the next group will be starting. Also, to let you know when we will begin to arrange for an appointment time with you; for us to come and perform a need's assessment of your firm. The need's assessment is part of the process to match your firm with a Mentor firm, it is necessary so that you can be provided the best possible Mentor.

Attached is a S.W.O. T. Questionnaire it must be completed and accompany your Mentor Protégé Program Application. Before we attempt to find the appropriate Mentor a team of ODOT Staff and perhaps one of our Consultants will visit your office and review the questionnaire with you. If it is completed, and the other information requested below is available at the time of our visit; less of your time will be needed on the day of our visit. The addition information required is listed below:

Business information

- Mailing address including contact persons, e-mail, & web site if applicable
- Copy of brochure or promotional materials
- Brief statement on what customer groups you now serve or plan to serve in the future

Financial Information

- Business financial statements or tax returns for the last three years
- Interim financial statements e.g., balance sheet & income statement for a one year period.
- A current aging accounts receivable and payable schedule
- Information on all outstanding business loans, leases, lines of credit. Include current balance and status
- Evidence of insurance or bonding if applicable

If you have questions please contact Bill Crockett at (614) 644-8243 or (800) 459-3778 or by e-mail at wcrocket@dot.state.oh.us

SWOC QUALIFICATION PROFILE ANALYSIS

SWOC = Strengths – Weaknesses – Opportunities – Challenges

The following provides an overview of the SWOC Qualification Profile Analysis process:

Strengths

The DBEs strengths are its resources and capabilities that can be used as a basis for developing a competitive advantage.

Weaknesses

The absence of certain strengths as well as areas that need improvement and business processes that are inadequate may be viewed as weaknesses.

Opportunities

An in-depth analysis of the external environment may reveal new opportunities for profit and growth.

Challenges

Careful scrutiny of policy and regulatory issues as well as organization changes in the external environment may reveal present and future challenges to the DBE.

ODOT will use the results of the SWOC analysis to assist DBEs to (1) pursue opportunities that are a good fit to the DBEs strength, (2) overcome weaknesses in order to pursue these opportunities (3) identify ways that the DBE can use its strength to reduce its vulnerability to external challenges and (4) establish business and marketing plans to prevent the firm's weaknesses from making it highly susceptible to external challenges.

SWOC QUALIFICATION PROFILE ANALYSIS INTERVIEW QUESTIONS

Opening Interview Comment

“Please consider these questions from your own point of view and your experiences. Also, consider the point of view of people you deal with and people you trust. Don’t be modest. Be realistic. Please consider the questions from both an internal and external basis. Think about your responses in relation to your request to be included in the Mentor-Protégé programs and to your own goals for success. Honest realistic answers will give us the information we need to be able to assist you more efficiently and more effectively.”

Strengths – Specifics

1. What are your major sources of revenue and profit?
2. What are the main functions of your business?
3. For what types of work are you pre-qualified?
4. What kind of marketing do you do?
5. In the day-to-day operations how is your marketing handled?

6. Where is your pool of skilled employees?

7. What technologies do you use? (i.e.) electronic bidding

8. In your opinion, where are the new trends and opportunities?

9. What types of skills are available to you?

10. How have you demonstrated your ability to adapt and change as required?

11. How are you perceived in relation to your competitors?

12. How are you perceived in relation to your customers?

Weaknesses – Specific

1. What are the least profitable product lines or service areas of your company?

2. In what areas are you losing out to your competitors?

3. In what areas are you not able to recover costs?

4. What has been your biggest unexpected expenditure?

5. Are you able to raise money when you need to?

6. How well do you withstand price pressure from competitors?

7. Are you able to attract and retain the types of employees you need?

8. Are there any other needs on which you should focus?

Opportunities – Specific

1. What is the competitive position of your company? (Batting average)

2. What new ideas, products and/or services have you brought to the marketplace?

3. Are there opportunities to extend your products or services into related areas?

4. Are there inexpensive business development opportunities available to you?

12. Have you ever considered joining a purchasing cooperative to reduce cost?

13. Have you ever considered a joint venture project?

Challenges – Specific

1. Do you have adequate reserves to sustain your business?

2. Are there opportunities to improve your operations? If so, what?

3. How do you approach your bidding practices and procedures?

4. Do you feel that you are allocating time to the proper areas?

5. Have your sales decreased or declined?

6. Does the level of regulation in the industry impact you in a negative manner?

7. Are you recognized for quality produces and services?

8. Are your employees adequately trained and motivated?

9. Do you see any opportunities to increase sales?

10. Do you use generally accepted accounting practices?

**ODOT & OCA DISADVANTAGED BUSINESS ENTERPRISES
MENTOR-PROTEGE PROGRAM**

APPLICATION FORM

Name of Firm:

Date:

Name of President (CEO):

Firm Address:

(Street, PO Box)

City

County

Phone Number:

Fax Number:

Email and/or Website:

I have read the information on the Mentor-Protege Program and am interested in my firm becoming a Protege Firm in the ODOT - OCA Mentor-Protege Program for the following reasons:

Reasons (Continued)

My immediate plans for business development are:

My long-range goals for developing my company are:

Additional Comments:

Signed & Title _____ Date: _____

Mail to: Bill Crockett, DBE Ombudsman
Ohio Department of Transportation
Office of Contracts
1980 West Broad Street
Columbus, Ohio 43223