

# **Grow to Greatness: Smart Growth for Private Businesses, Part I**

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## **Course Syllabus**

### **Week 1: The “Truth” About Growth**

*Reading #1:* Edward D. Hess, “Growth is the Dynamic Confluence of Strategy, Entrepreneurship, and Values,” Darden Technical Note UVA-S-0196. University of Virginia Darden School Foundation, Charlottesville, 2011.

Please answer the following questions as you read this paper:

1. Why is growth not always a good thing?
2. Is smooth continuous business growth realistic or a viable goal?
3. Why do I assert that biology better models business growth than other disciplines?
4. What are the 6 Keys to Organic Growth?
5. Why do you think growth comes from entrepreneurial learning?
6. How do businesses grow?

*Reading #2:* Gosia Glinska and Edward D. Hess, “Eyebobs Eyeware, Inc.” Case Study UVA-ENT-0139. University of Virginia Darden School Foundation, Charlottesville, 2009.

Please answer the following questions as you read the Eyebobs story about how Julie Allinson built her business:

1. How did Julie control her growth?
2. Why is “profitability king”?
3. How did Julie decide to produce her eyeglasses?
4. What was she offering that was different than the competition?
5. It took her a long time to figure out the right sales-distribution channel. Why?
6. How did she build a team?
7. How did she manage growth?
8. How does Julie get existing customers to buy more of her products?

Please visit the Eyebobs website and think about whether Julie’s vision and customer value proposition connects with you. What do you like about the site? What do you dislike? Why is her website so important to her business? What should Julie do to keep her website “fresh”?

## **Week 2: Workshop: Are you Ready for Growth?**

*Reading:* Edward D. Hess, “3 Fellers Bakery,” Case Study UVA-ENT-0137. University of Virginia Darden School Foundation, Charlottesville, 2009.

Using the Growth Risks Assessment Tool from Week 1, please:

1. List all Susan Feller’s growth opportunities
2. Assess her business strengths and weaknesses?
3. Why should she grow?
4. Is she ready to grow? What does she need to do to prepare to grow?
5. Using the Growth Risks Audit, think about how growth impacts every part of her business. What are her big growth risks?
6. What are 3 Fellers’ growth restraints?
7. What are the pros and cons of each growth alternative?
8. What should she do?

After you prepare your answers to these questions, I encourage you to collaborate with other members of your Course Community, if you joined one. Listening to different perspectives is a good way to learn. Learning how to collaborate and really listen and not just defend one’s position is a good learning skill. Humble inquiry and questioning to understand is more important than strongly advocating that your answer as the right one. It may be, but it may not be. Be open to considering different opinions. Hear everyone’s views. Learn from your classmates. Have fun with this!!

## **Week 3: The 4 Ps: Planning, Prioritization, Pace and Processes**

*Reading:* Edward D. Hess, “Defender Direct, Inc.: A Business of Growing Leaders,” Case Study UVA-ENT-0115. University of Virginia Darden School Foundation, Charlottesville, 2009.

Please answer the following questions as you read the Defender Direct case study:

1. Why did Dave Lindsey want to build a business “that could be McDonaldized”?
2. Why did Dave need to “think big”?
3. Why was Dave’s decision that he was not “so much a security company as a home market and installation company” so important?
4. What role did prioritization play in Defender’s culture, strategy, operations, and growth?
5. What role did process play in Defender’s success?
6. What is the Defender “Circle of Life”? How did Dave use it to manage the business?
7. What is the Defender “Advantage”? Why did Dave create this? What outcome was he seeking?

## **Week 4: The Four Ways to Grow a Business**

*Reading:* Edward D. Hess, Sanju Jacob and Monidipa Mukherjee, “Enchanting Travels” Case Study UVA-ENT-0144. University of Virginia Darden School Foundation, Charlottesville, 2009.

Please answer the following questions as you read the Enchanting Travels case study:

1. Why was process so important to Enchanting Travels?
2. How did it build its business in India?
3. How did it build its business in Africa?
4. How did it build its business in South America?
5. The owners now want to scale or grow (expand) faster into China. What are their alternatives?
6. Understanding the owners business and their customer value proposition, should they expand by franchising? Why?

## **Week 5: Creating A Growth Plan**

### **Part 1**

*Reading #1:* Edward D. Hess, “C.R. Barger & Sons, Inc. (A)” Case Study UVA-ENT-0106. University of Virginia Darden School Foundation, Charlottesville, 2008.

Eric Barger faces a big growth challenge. His primary product is concrete septic tanks. His product does not differ from his competitor’s products. His business is not well known. He does not sell to the end user. His customers buy based primarily on price. His business has stopped growing and is not that profitable. His father has said the business must grow or it will be closed.

Your assignment is to use the concepts you learned in Week 4 and create a growth plan for this business. For this Assignment, please list all the growth ideas you can create for him to consider. Do not narrow his choices, but be realistic with your ideas.

It will help you to think about growth options using the four ways to grow a business: improvements, innovation, scaling, and strategic acquisitions. A second way to think about his growth options is in functional business terms: product design; supply of raw materials; product manufacturing; product pricing and terms; product sales; delivery; customer service; technology; and marketing.

Your end work should be a list of realistic growth ideas.

## Part 2:

*Reading #2:* Edward D. Hess, “C.R. Barger & Sons, Inc. (B)” Case Study UVA-ENT-0107. University of Virginia Darden School Foundation, Charlottesville, 2008.

Now you will “grade” yourself and compare the list of good growth ideas you created in Part 1 to what Eric actually did. How many of Eric’s growth actions did you have on your list? Outline Eric’s actions using the two methods described in Part 1.

After you have read what Eric did in Case Study (B) and compared it to the list you created in Part 1, please answer the following questions:

1. What was the coolest thing Eric did?
2. What area did Eric focus on that you overlooked?
3. How did Eric’s education and background influence his choice of actions?
4. What good idea did you have that Eric did not do?
5. What restraints or constraints do you think Eric had in deciding what to do?
6. What did you learn? Can you create a growth idea checklist from this Week’s work?

Have fun with this.