Enterprise Growth Strategy
Envisioning, Planning and Executing Business Growth
(This programme is designed for corporates clients and retreats only)
Business growth is not an accident or something of an automatic occurrence once the entity is in existence. Even during economic downturns, businesses have to grow to survive and compete in domestic and international markets. There is always that sacrosanct need to plan for future growth. One thing is to have the zeal to start a new business successfully and another is to be able to nurture the business and grow it successfully. Generally, it is easier to start a business successfully than to grow it through its life cycle and like individuals, businesses only grow when time and concerted efforts are taken to nurture them.

Enterprise Growth Strategy is a holistic model for leading business organisations through total excellence and focusing on the needs of the customer, shareholders and other stakeholders in dealing with the market realities of competition, uncertainties, risks and returns.

This concept is a model for the efficient utilisation of business resources and opportunities. It stresses excellence in all aspects of the enterprise: organizational, product and operational, service, and people. To achieve growth strategy in an emerging economy, all business aspects must work collaboratively.

This course involves the creation of a visionary growth plan that incorporates people, product, processes, resources and technology. The focus of this model is on growing the capacity of the firm and expanding the satisfaction of the customers, who are usually very demanding – expecting on-time delivery of quality products/services at low prices - yet they have alternatives and substitutes.
Some of the key elements of growth strategy are:

- Support for markets and products growth
- Acquiring new or expand current business
- Improving business margins
- Increasing revenue and profitability
- Reducing business cycle time

Many examples of failed and successful businesses exist all over the world but the reality is that businesses often fail or succeed for a myriad of reasons. Although, the concept of Business Growth is not a new phenomenon; however, it still appears new or perhaps unusual for some owners and managers of businesses in different industries. Many people despite daunting competition are not in perfect sync with the need to make deliberate plan for and execute such a complex and multi-disciplinary problem area called business growth.

In order to envision, plan and execute growth, business owners and managers must find a balance between passion, people, and patience by studying their facts and figures so as to fully grasp the situation. It is very important for businesses to understand their place as either within a state of sustainability or on-going growth.

Several business texts and management programs teach a lot about setting up businesses and making them profitable but many of the business ideas and management theories may just deliver on the short or the medium terms at best if the growth strategies are not known or pursued by owners and managers.

This programme addresses the seven (7) most critical business areas where owners and managers have to take initiative and reconcile their ideas and decisions to support the successful and sustainable growth of their enterprises.
Examples of successful businesses that didn’t stand the test of time are pointers to the fact that it is possible for some businesses to have succeeded without the owners and managers doing the right things all the time. Therefore, a truly successful business is the one which has succeeded over a long time through different owners and managers who follow known laid down rules of business growth.

Many of these rules or strategies show the complex nature of business management due to the nature of changing environment and of individuals who make up the organization.

**GOALS OF THE COURSE**

1. To introduce the theoretical fundamentals and the key practical elements of making and executing the strategies that are relevant to growth aspirations;
2. To provide a sound general framework for considering enterprise growth situations and critical issues, and for making strategic and tactical business plans and policies;
3. To provide students with a broad understanding of what drives growth activities, processes and practices within their organisations and ‘businesses’, including emerging issues, such as the evolution and impacts of Information and Communication Technologies (ICT), where their impacts on business growth are not yet fully understood, and are constantly changing, making them tricky.
LEARNING OUTCOMES

To start with, Enterprise Growth Strategy will inevitably be the biggest single internal program that any business organisation will undertake. It might disrupt existing business models that do not align. There are several questions that have to be answered during development and execution of enterprise growth, such as

• What must enterprise do to grow?
• What do leaders transform?
• What product, market, and/or service do they need to grow?
• What are the vital signs that growth is underway?

At the end of the programme, students or delegates would have first of all imbibed the skills to question both their own individual and organisational assumptions about the growth of their business organisations. By the end of this course, students should be able to amongst other things;

Select and use appropriate decision or support tools, models and frameworks to assess business situations and market information/ opportunities available for the growth or positioning of their practices.

Identify, locate and evaluate information relevant to business decisions in the context of creating and delivering values that will ensure enterprise growth through different forms of creative innovations and delivery;

Apply sound business principles to effectively develop appropriate growth initiatives and programmes that position their business proactively ahead of competition

Select and use appropriate growth metrics for determining the impact of smart and valuable moves and their advantages on the overall firm performance;

Understand the structural relationship and interconnectivity of strategy to the other key functional areas of the organisation (e.g. HR, operations, supply chain and finance), and the implications of that relationship for the enterprise growth and sustainability.

Discuss the issues to do with planning and executing deliberate growth strategy efficiently and effectively in the face of changing market and other external pressures such as technology, regulation and the environment.
This course deals with the mechanisms by which businesses can gain market share; develop, modify, or upgrade products; acquire new or expand existing businesses; transform resources to increase revenue and profitability; reduce cycle time; and empower business associates.

Quality concepts – market growth, financial and core competency – are outlined and a variety of growth strategy tools presented. The relationship between continuous improvement metrics and business growth metrics is explained and their relevance to financial performance examined. Examples and case studies are presented to illustrate how different business areas such as Sales and Marketing; Product Development; Operations; Support Services; and the Finance function, contribute to the overall Leadership of organisations.

The following outlines are some of the minimum areas to be covered;

1.1.0 Market growth
1.1.1 Market research
1.1.2 Developing and refining products

2.1.0 Financial transformation initiatives
2.1.1 How to implement the financial transformation process
2.1.2 How to make finance transformation work
2.1.3 How to handle negative thinkers
2.1.4 How to minimize risk management

3.1.0 Supply chain management
3.1.1 The supply chain’s strategy
3.1.2 The supply chain’s operational model
3.1.3 The supply chain’s critical elements
3.1.4 The supply chain’s management software

4.1.0 Outsourcing concept
4.1.1 Outsourcing overview
4.1.2 Outsourcing process model
4.1.3 Outsourcing in data processing and information technology (IT)
4.1.4 Differences in government and private sector outsourcing
4.1.5 Outsourcing risk and insourcing

5.1.0 Workforce transformation
5.1.1 Workforce transformation software
5.1.2 Workforce transformation in related/relevant practices

6.1.0 Environmental transformation

7.1.0 Safety and security transformation
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Enterprise Growth Strategy is concerned with how the enterprise plan managers are executing the fundamental changes: whether the enterprises are small or large and private or public. These changes may involve new or changed relationships in existing or new markets/customers or constituencies or different/new product and service offerings, and competitive pressures to reduce prices, increase quality, and improve services.

Business leaders, managers and consultants, academics and teachers, as well as higher level students on business-related courses will find enormous value in this programme. Enterprise growth calls for more than superficial changes. These changes can be in response to marketplace events or to address underperformance, but enterprise growth is quite different from a company’s turnaround in financial difficulties.

Enterprise growth is a C-level (CEO, CFO, business president, etc.) leadership initiative towards corporate growth and/or renewal, constituting a range of competitive strategies impacting the key elements of an enterprise thus resulting in a sustainable competitive advantage.

IMPORTANT NOTICE

It is important to note that successful enterprise growth is likely to require significant investments in skills, processes, organization, and technology. Enterprise growth initiatives may be driven by external opportunities which will force the development of strategies such as targeted market (emerging markets or pursuing vertical market), value proposition (providing integrated solution), product/service offerings (changing the products and services provided).

Therefore, the need for enterprise growth entails a fundamental change in the way enterprises are started every day; some flourish but many fail. Those that succeed eventually must face the challenges of change; some more should succeed through effective enterprise growth strategy.

Enterprise Growth Strategy is designed to significantly differentiate initiatives. The approach, and the resources utilized for business growth, relates to both the goal pursued and the nature and competencies of the enterprise.

The achievements in enterprise growth can range from greater cost efficiencies, improved market perceptions, fundamental changes to markets, to new product and service offerings. There may also be significant upgrades in skills, technology, and in business strategies. The scope of enterprise growth can also range from operations activities, to business functions, to overall organization, to the enterprise as a whole. For example, KFC outlets in Nigeria sell fried/jollof rice, coleslaw et cetera which are very alien to their traditional menu and concept of a chicken only food company, which was the strategy that made the company successful globally. Another example of a complex but evolutionary growth strategy is the merger of Standard Bank South Africa and IBTC Nigeria, which created the Stanbic-IBTC brand.
Programme subject to client’s unique needs and specifications.
Please call for consultation.

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