



MBA 590 – Strategic Leadership & Management Capstone

Growth Plan Template

Address each part and each question included in this Growth Plan Template. From the research your team has conducted about the company, list the top aspects that tackle the most critical organizational elements in each part of the Template. You can use bullet points throughout the entire Growth Plan to convey your points.

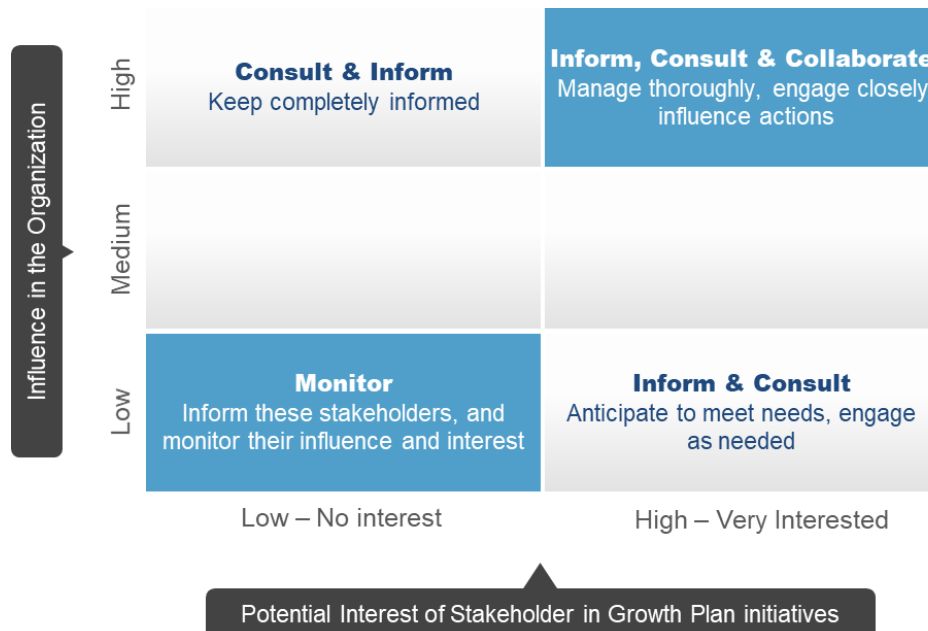
Growth Plan Template – Part 1: Where are you?

Company's Name:

Mission Statement:

Key Stakeholders

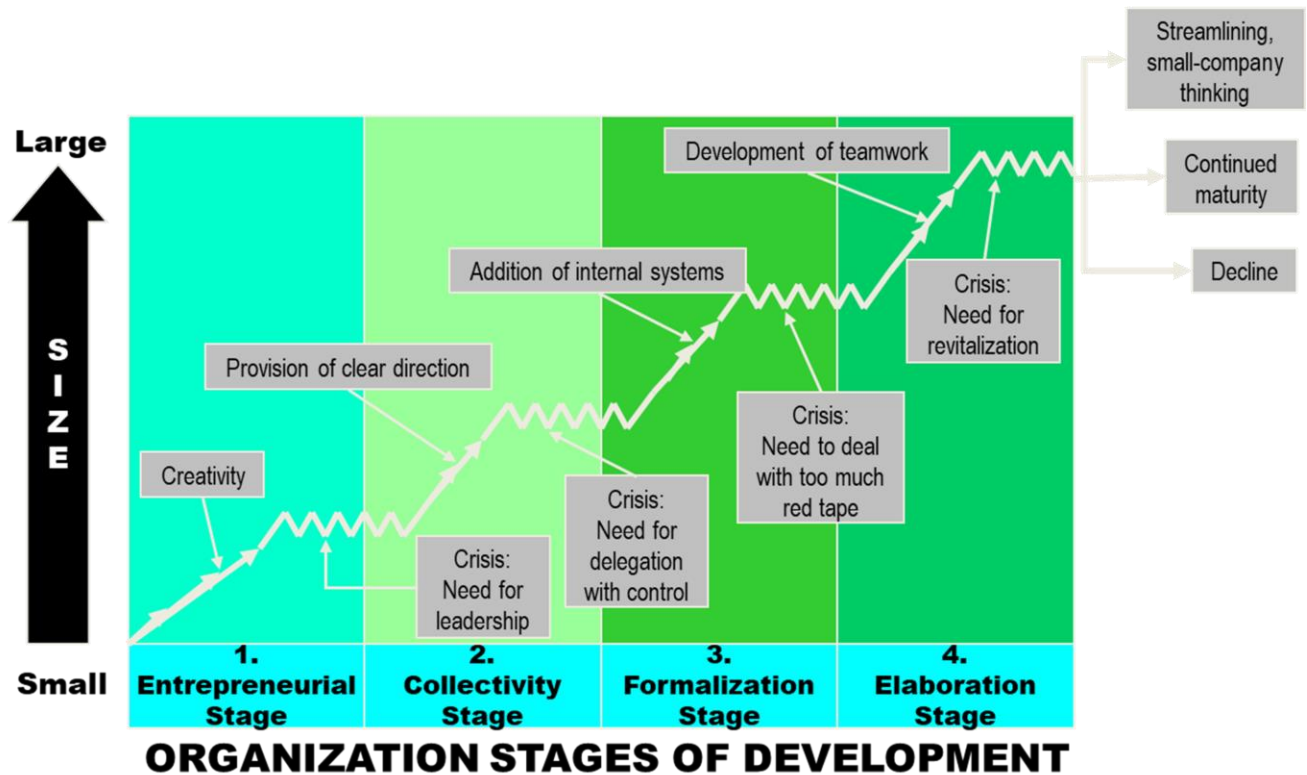
- **Examples of External Stakeholders:** customers, suppliers, alliance partners, creditors, unions, communities, governments, and media.
- **Examples of Internal Stakeholders:** employees, stockholders, board members.





Company's History and Organization's Life Cycle

Describe key aspects (events) of your organization's life cycle, and explain the current or potential crisis they might be facing when considering their current stage of development. How would the proposed potential solutions in this model be applied to your company?

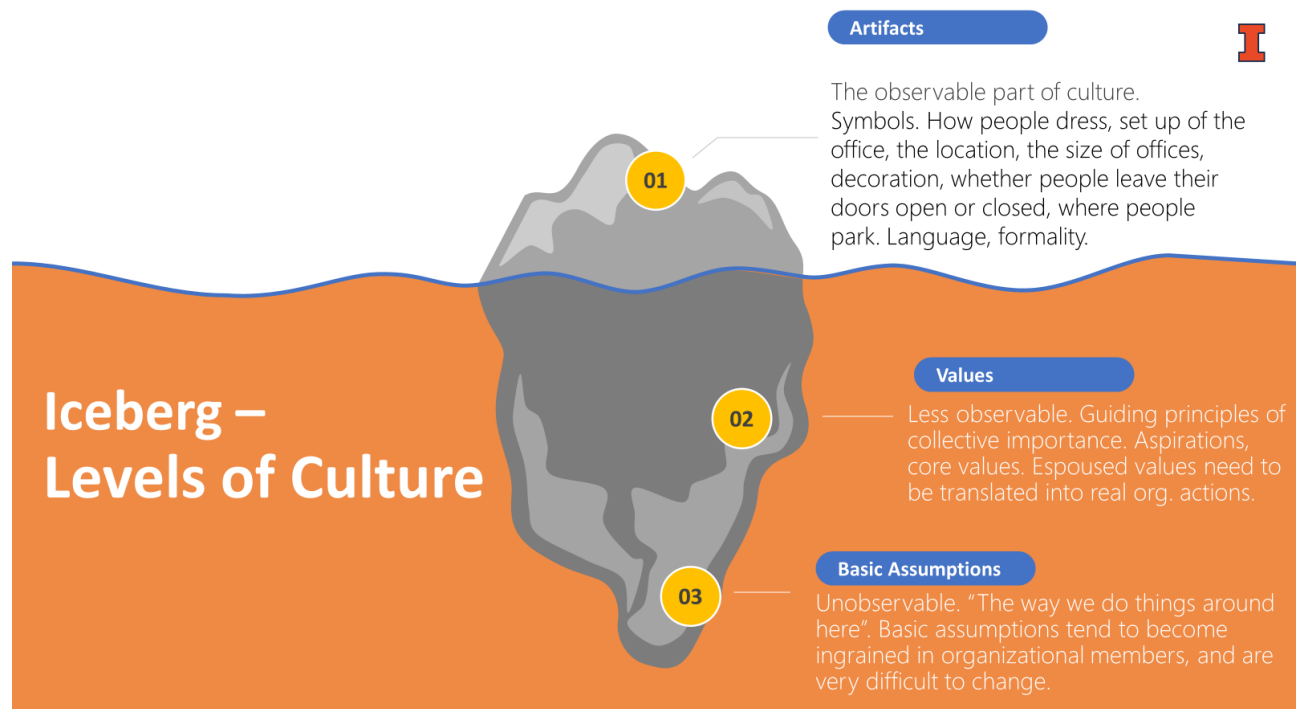


Sources: Adapted from Robert E. Quinn and Kim Cameron, "Organizational Life Cycles and Shifting Criteria of Effectiveness: Some Preliminary Evidence," *Management Science* 29 (1983): 33-51; and Larry E. Greiner, "Evolution and Revolution as Organizations Grow," *Harvard Business Review* 50 (July-August 1972): 37-46.



Culture

“A pattern of basic assumptions invented discovered or developed by a given group. As it learns to cope with its problems of external adaptation and internal integration. That has worked well enough to be considered valid, and therefore is to be taught to new members of the group, as the correct way to perceive think and feel concerning those problems.” ([Ed Schein, link here](#))



Sources of Culture



Some guiding questions –depending on the sources you can find—:

- What stories do the organization tells about work?
- What happens when people make mistakes at work?
- How well do new people integrate into the organization?
- If you ask employees about the organization's values, what would they say? would it be consistent with the employees' behaviors?
- What behaviors and assumptions do the organization's leaders model?

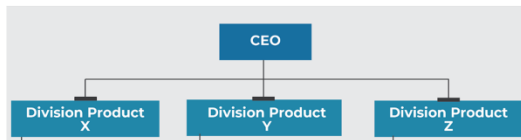


Organizational Design (add organization chart if available)

Typical Functional Structure

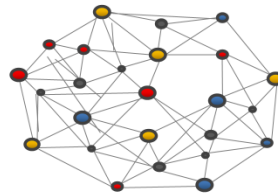


Typical Divisional Structure

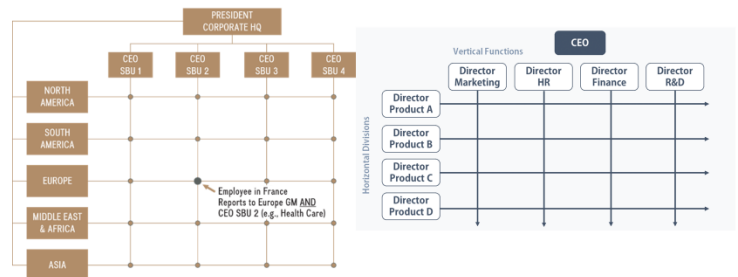


Typical Network Structure

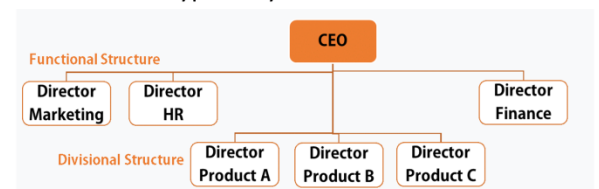
Companies focus on the activities from the value chain (e.g., design, marketing) that they know how to do best, and outsource the rest



Typical Matrix Structures



Typical Hybrid Structure



Some guiding questions –depending on the sources you can find—:

- Would you estimate the company has a high or low power distance? i.e., the distribution of power in the organization. For example, at the organizational level, is the power concentrated in a few managers/teams? You can also take a more objective look at the resource allocation to each division, are the resources (number of people, investment levels of each division, division manager pay) evenly distributed throughout the organization, or are they concentrated?
- The concept at the Team Level: “High power distance teams are ones in which the leader has clear authority and a low power distance team is one in which the power is more equally distributed among the team members. In this study, the researchers found that teams from a high power distance culture were more likely to reach the top of the mountain, but we're also more likely to have people die along the way” (Leading Teams, Coursera Lectures).

Current Leadership:

Profiles of current top managers, Status & Power, Style, and DEI (Diversity, Equity & Inclusion) leadership efforts. Sources: You can try to find profiles in media and the shareholders' reports, or interviews the managers have given.



Growth Plan Template – Part 2: What do we do best?

Think about the current company's sources of competitive advantage (VRI).



Value



Rarity



Imitability

Step 1. Select three or four resources and/or capabilities that are important for your company.

- Key Resource/Capability #1:
- Key Resource/Capability #2:
- Key Resource/Capability #3:
- Key Resource/Capability #4:

Step 2. For each of those resources and capabilities, indicate whether they are Valuable (Y/N), Rare (Y/N), and Inimitable (Y/N).

Resource / Capability	Valuable	Rare	Costly to Imitate
Key Resource/Capability #1	Y/N	Y/N	Y/N
Key Resource/Capability #2	Y/N	Y/N	Y/N
Key Resource/Capability #3	Y/N	Y/N	Y/N
Key Resource/Capability #4	Y/N	Y/N	Y/N

Step 3. Please share your table's logic/data/support for each quadrant.

- **Key Resource/Capability #1:**
 - Why is it valuable? What types of customers value this resource/capability?
 - Why is it rare? Show us (with numbers and real market/competitive information) that other competitors do not have (or have access to) this resource/capability.



- *Why is it costly to imitate? How many years has the company been developing this resource? What type of isolating mechanism (causal ambiguity, complexity, tacit knowledge) has the company built (or can build) so that each of the resources/capabilities you are analyzing are difficult/costly to imitate?*
- **Key Resource/Capability #2:**
 - *Why is it valuable? What types of customers value this resource/capability?*
 - *Why is it rare? Show us (with numbers and real market/competitive information) that other competitors do not have (or have access to) this resource/capability.*
 - *Why is it costly to imitate? How many years has the company been developing this resource? What type of isolating mechanism (causal ambiguity, complexity, tacit knowledge) has the company built (or can build) so that each of the resources/capabilities you are analyzing are difficult/costly to imitate?*
- **Key Resource/Capability #3:**
 - *Why is it valuable? What types of customers value this resource/capability?*
 - *Why is it rare? Show us (with numbers and real market/competitive information) that other competitors do not have (or have access to) this resource/capability.*
 - *Why is it costly to imitate? How many years has the company been developing this resource? What type of isolating mechanism (causal ambiguity, complexity, tacit knowledge) has the company built (or can build) so that each of the resources/capabilities you are analyzing are difficult/costly to imitate?*
- **Key Resource/Capability #4:**
 - *Why is it valuable? What types of customers value this resource/capability?*
 - *Why is it rare? Show us (with numbers and real market/competitive information) that other competitors do not have (or have access to) this resource/capability.*
 - *Why is it costly to imitate? How many years has the company been developing this resource? What type of isolating mechanism (causal ambiguity, complexity, tacit knowledge) has the company built (or can build) so that each of the resources/capabilities you are analyzing are difficult/costly to imitate?*



Step 4. Determine which resources/capabilities can be a source of competitive advantage. Only those resources/capabilities that check all three boxes **Valuable (Yes) + Rare (Yes) + Costly to Imitate (Yes)** can be a source of competitive advantage. If your company does not (currently) have a clear source of competitive advantage, please discuss what can be done to create one. For example, how can you build a better value proposition, create or access rare resources, and what isolation mechanisms can you build?

Discuss some threats to the sustainability of the company's current sources of competitive advantage (the resource you identified in **Step 4).**

Threats to value creation: durability, relevance

Threats to rarity: imitation, replication



Growth Plan Template – Part 3: Why are you here now?

You may add pages/modify this template as needed. As long as the final product reflects Specialization concepts and other relevant models from your experience and sources.

Part 3 is the Executive Summary of the Growth Initiative/s you are recommending to address a 4% growth gap. You can have one or more (non-incremental) Growth Initiatives that add up to at least 4% in additional annual revenue. Here it is important to explain your estimation of the potential for revenue generation. This estimation does not need to (necessarily) be the result of a discounted cash flow analysis. You can be creative: build your case using comparable companies, multiples relevant to the (growth initiative/s') industry, and estimated market share, among others. What is a non-incremental Growth Initiative?

- **Opportunity 1:**

- Executive Summary:
- Potential for Revenue generation (\$, and as % of annual revenues):
 - Market size, profit pool

- **Opportunity 2:**

- Executive Summary:
- Potential for Revenue generation (\$, and as % of annual revenues):
 - Market size, profit pool



Porter's Five Forces Analysis for the Growth Initiative/s industry

Assess industry attractiveness: build a Five Forces Analysis for your Growth Initiative/s.

Highly recommended source: **IBIS World**. Can be accessed from the University Library:

- [Industry Information](#)

	Threat of new entrants
	Bargaining Power of Buyers
	Threat of Substitute Products/Services
	Bargaining Power of Suppliers
	Rivalry among existing Competitors



Explain whether your Growth initiative/s industry had (or not) a Pivotal Force

Reminder: What is a "pivotal" force?—A Pivotal Force presents the greatest threat to the industry's ability to capture profits. Increasing or mitigating this threat has a direct impact on industry profitability.



Growth Plan Template – Part 5: What do you need to do?

a. Define your Growth Initiative/s business model (VARs).

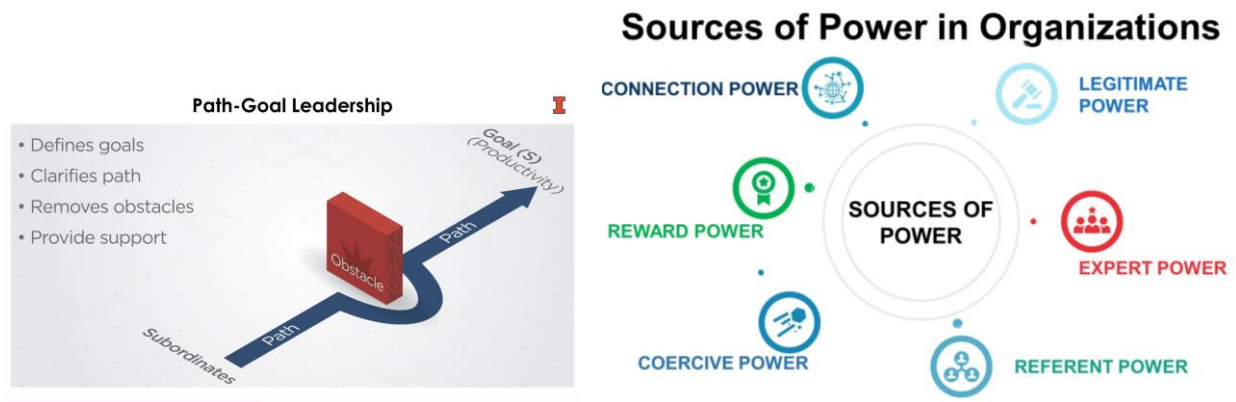
V Value Proposition	<ul style="list-style-type: none">• What serious customer problems can be solved for the consumer? Why now? – evolution of product/service category.• Sources of value: newness, performance, customization, design, brand, status, cost-effective, risk reduction accessibility, convenience, trust, price, etc.• Jobs to be done: the mechanisms and reasons that cause your customer to buy your products/services. E.g., cosmetics companies are not selling a product, they are selling a “new me”
A Activities, Resources, Capabilities	<ul style="list-style-type: none">• Identify key Activities, Resources and Capabilities to move forward with your Growth Initiative/s.• Resources: financial, physical, technology, relational, human capital.• Capabilities: organizational and managerial skills.
R Revenue Model/s	<ul style="list-style-type: none">• Unit sales, advertising fees, transaction fees, complements, subscription fees, franchise fees, professional fees, agency fees, license fees, freemium, etc.
S Scope of the Enterprise	<ul style="list-style-type: none">• Product/Service mix (diversification): current product mix, what is in the pipeline.• Customer scope (segments)• Vertical scope (integration vs. outsourcing for the company’s value chain activities)



b. Create the Conditions for Growth

Some relevant questions for creating the conditions for Growth include: What changes are required in policies, procedures, culture, and behaviors to help your Growth Plan? For each of the questions explained in this part, think about the top 2-3 action items.

Some ideas:



8 Step Kotter Model of Change



Prioritize your stakeholders: three levels of stakeholder engagement - inform, consult and collaborate – to support your Growth Plan.



Growth Initiatives: Communication and Engagement Opportunities

List potential communication and engagement actions that can be taken to communicate the Growth Initiative/s: goal status, expectations, and achievement within the Organization and its Divisions.

What are the most immediate needs for enhanced/new HR services and support?

List the most immediate requests for HR services/support for your Growth Initiative/s.

What are the related implications and suggestions for organizational structural design needed to implement your growth initiative/s?

Where will your Growth Initiative/s be placed within your company? Who is going to monitor the Growth Plan implementation? Who will have (realistic) oversight?

Developing an Ethical Culture for your Growth Initiative

How would these [components of Ethical Cultures \(Coursera link\)](#) apply to your Growth Initiative/s:

- Clarity
- Congruency of supervisors
- Congruency of management
- Feasibility
- Supportability
- Transparency
- Discussability
- Sanctionability

Fostering Psychological Safety

- How would you make sure you are fostering psychological safety for your Growth Initiative/s team? [Coursera link on this topic here.](#)
- How would you mitigate burnout in your Growth Initiative/s team? [Coursera link here.](#)



Priorities for creating the conditions for Growth— Leadership, Change Management, and Implementation, Engagement for Stakeholders. What things do we need to **START** doing in order to translate our Growth Plan into action? What things do we need to **STOP** doing in order to translate our Growth Plan into action? Finally, what things do we need to **KEEP** doing in order to translate our Growth Plan into action?

Start	Stop	Keep Doing
<div>Action item.</div> <div>Action item</div> <div>Action item.</div> <div>Action item</div>	<div>Action item</div> <div>Action item</div> <div>Action item</div> <div>Action item</div>	<div>Action item</div> <div>Action item.</div> <div>Insert your desired text here.</div>



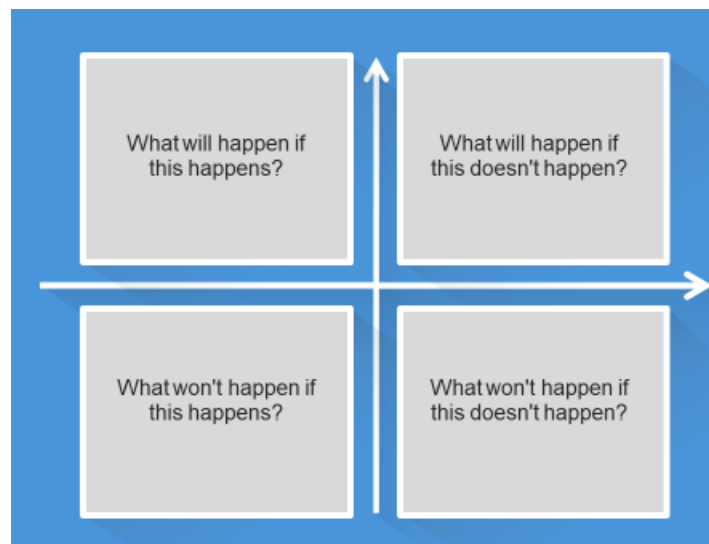
c. Leverage the Core Business

The core businesses of your company have probably much to offer to your Growth Initiative/s. First, think about your company's current resources and how you can apply them to enhance your growth initiative's value creation and operations. Examples include R&D capabilities, relational resources, market research expertise, legal talent, payroll and overhead systems, distribution channels, etc. If appropriately applied, your organization's existing resources and capabilities can dramatically reduce the risk of building a growth initiative and the time needed for it to generate positive cash flow. Further, consider how the capabilities of the core businesses need to be adapted to serve the needs of your growth initiative/s.

- How would your company's current capabilities (your VRI analysis) be leveraged to support your Growth Initiative/s? How would these capabilities need to be adapted for Growth?

What do we need to build (learn/develop/acquire) to be effective in this new terrain? Think about your aspirational VRI.

- Are there risks associated with leveraging and/or building (internally or acquiring) these resources and capabilities? Keep in mind that the Descartes Square can be a useful Decision Tool to assess risks:



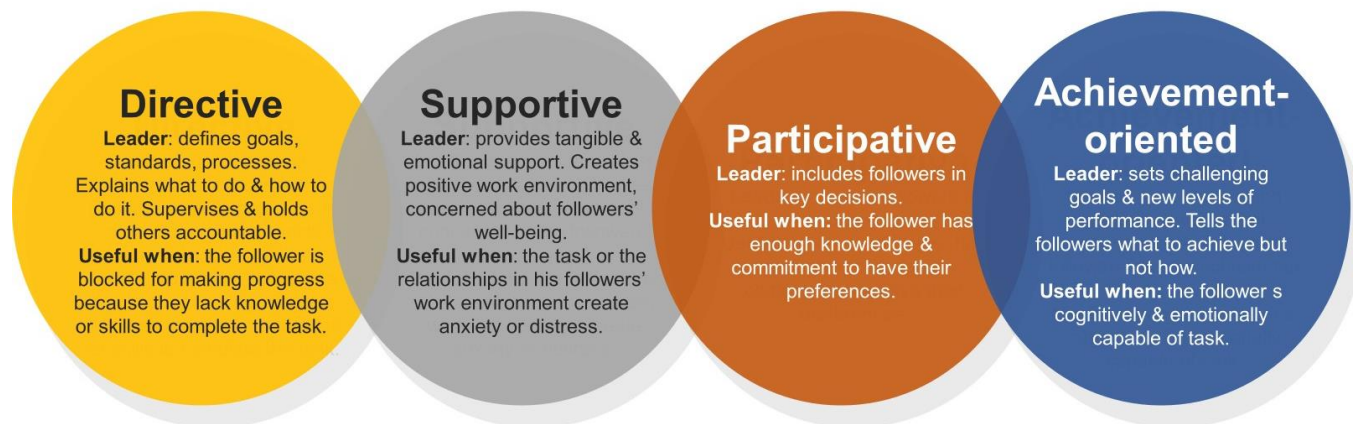
d. Choose the right leaders for Growth

You will consider leadership needs to support the Growth Initiative/s you have identified. We ask that you consider what you have learned about [leadership competencies](#), and leadership roles (coaches, mentors, sponsors), among other concepts, to develop a profile for your Growth

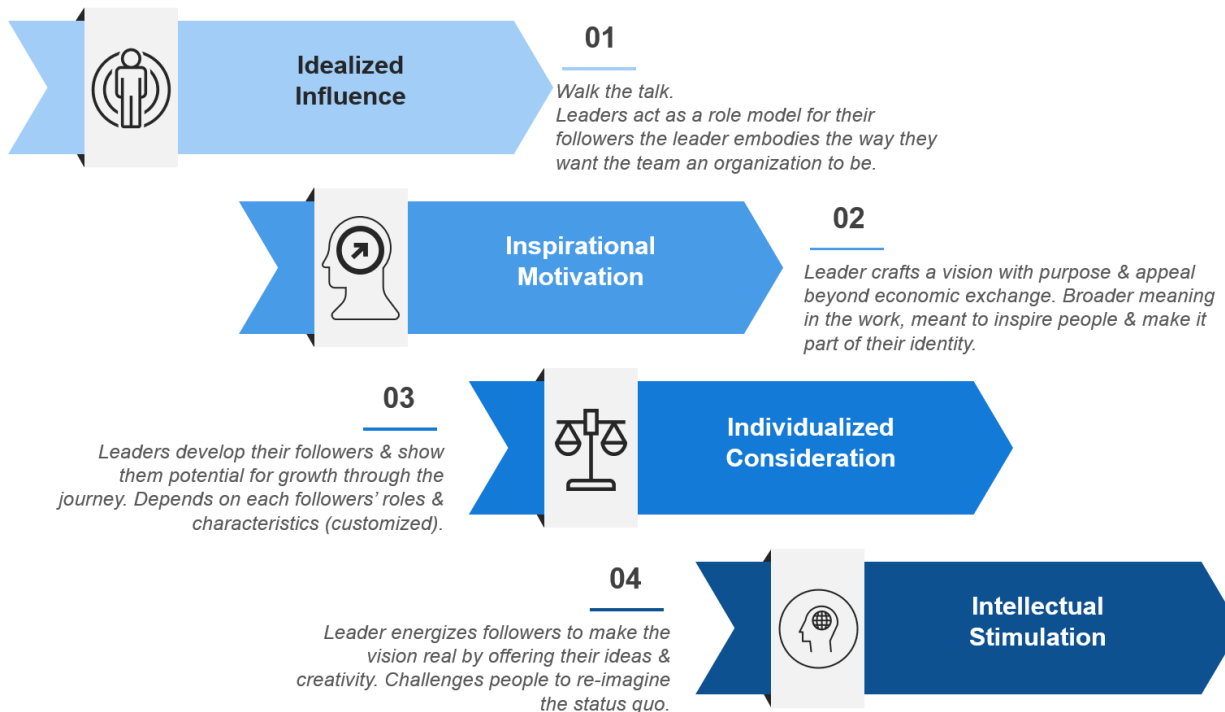


Initiative/s Leader. Keep in mind that your organization will need a way to measure or assess these profile characteristics, so try to be as concrete as possible.

Leadership Styles



Transformational Leadership





List of desirable attributes to select the leaders of your growth initiative/s.

Think about the attributes to select the leader for your Growth Plan. Focus on leaders' (desirable) capabilities, not on the company's immediately available people.

Initiative Leader's Attributes	External Support Resources Initiative Leaders might need
➤ Experience in... operating, industry, domain expertise, etc.	
➤ Understanding of...	Needs for relational resources, channel capabilities...
➤ Expertise in...	Support needs from other managers in the company
➤ Knowledge of...	Needs for consultants...
➤ Leadership traits...	
➤ Emotional Intelligence awareness	
➤ How would your leader rank (and how would you assess) the Three C's: curiosity, courage, commitment.	
➤	Training needs for change leaders

e. Establish the right metrics and milestones to track the growth progress

Create a balanced scorecard with specific metrics and milestones to track your Growth Plan's progress. You should include expectations for margins, revenue requirements, and practices, among other indicators. Develop four goals (as it refers to your proposed growth initiative/s) in each category: Engaged Customers, Financial Performance, Internal Processes (Operational Excellence), and Learning & Innovation. What are the critical milestones?

Consider that companies often apply the same metrics and milestones to their current and Growth businesses. After taking this specialization, you know this would be a mistake.



Financial

Objectives	Target	Current
...	+..%	-...%
...	+...k	-...k
...
...	... days	... days

How we maintain a healthy financial strategy for growth

How we maintain a healthy learning and innovation approach

Current	Target	Objectives
... new	... new	New... Regions
...	...	New... Partners
...	...	New... Products
...	...	New...

Learning and Innovation

Customer

Objectives	Target	Current
...
...
...
...

How we increase our success and maintain our customer strategies

Internal initiatives and strategies designed to increase internal performance

Current	Target	Objectives
...%	...%	...
...%	...%	...
...
...

Internal Process

Vision,
Goals
Strategy