

# Growth<sup>500</sup>

A blueprint for accelerated business improvement



## What will I learn?

A content guide to Growth<sup>500</sup>



Centre for Engineering  
Education & Development



## Day 1, Morning: Marketing

We begin with Marketing. It is, after all, where it all starts - the very first stage in your business process. Every business starts with an idea that connects something you have to sell with people willing to buy – it's about as fundamental to business as it comes. Why then is marketing so neglected subsequently? This module will provide the key insights into marketing as a strategic business function, demonstrate how to set clear objectives and show how those objectives connect marketing into your business plan.

### Content

- The role of marketing in your business
- The 7Ps explained
- The critical difference between products and services
- FAB analysis
- The augmented product
- Marketing communications and where it fits
- The marketing process
- Plugging marketing into the business plan
- SMART objectives
- Segmentation, targeting and positioning
- Buyer Behaviour – how people decide to buy
- The Business Decision Making Unit

## Day 1, Afternoon: Strategic Planning

It's an old axiom that if you fail to plan then you plan to fail. Without setting clear objectives, how will you ever recognise progress, success or failure? This module looks at the relationship between your vision for the business – yes, even SMEs should have a business vision! - your business plan objectives, your strategy and your operational plans.

### Content

- The definition of and differences between a vision, a mission and why every SME has a vision - even if it not's widely known.
- Stop mixing up strategy with objectives!
- How business objectives are translated to tactics
- An introduction to Ansoff's growth strategies
- The effect of strategic selection on the 7Ps
- An introduction to the Business Model Generation Canvas

## Day 2, Morning: Leadership

Is leadership just getting folks to do stuff they don't want to? Not everyone's born to leadership nor does everyone aspire to it. As a company owner however, your leadership is expected. How can you leverage your own personal qualities to become and be seen to become a leader? How do leaders set the tone and inspire change? What sort of leadership style will sit most comfortably on **your** shoulders and how can you use that to drive growth? This module aims to learn more about the concept of business leadership, to better understand various approaches to business leadership and to begin to develop your own leadership skills to help you put leadership in an SME context

### Content

- What's the difference between management and leadership?
- Who do you recognise as being a great leader – and why?
- Perspectives on leadership: Does the 'born leader' exist or can anyone do it?
- Transformational leadership
- What skills do / should leaders have? And what do we expect them to have?
- So what makes an effective leader?

## Day 2, Afternoon: People

One of the (many) definitions of leadership comes from management guru, Peter Drucker who said, "The only definition of a leader is someone who has followers." You may well disagree however it's hard to deny that once we start to talk about leadership in any context, the topic of people is largely inseparable. This session has a focus on people management and given that salaries often represent the largest source of costs, it makes sense to ensure we're achieving value from our investment in our people - the growth drivers.

### Content

- How does HR deliver value to the organisation and its people?
- Employee engagement
- Attracting new talent
- Key metrics development
- Attrition and absence management
- Training and Development
- Performance management
- Creating a virtuous circle
- Grievance and disciplinary process management
- Conducting fair and thorough investigations
- Employment tribunals
- Policy development

## Day 3, Morning: Operational Excellence

We'd all like to think we're fairly good at what we do and often see words like 'leading manufacturers of', 'high quality', and 'unsurpassed reliability' banded about. But what does that actually mean to you or – more importantly – to your customers and prospects? Just what are the differences between world class and world average companies and why should you bother? You're doing OK, aren't you?

This session will introduce participants to the concept of operational excellence within organisations - or how to be the best you can, or need to be.

### Content

- Why we must change
- High 'Value' Manufacturing
- Competency led strategy
- Case study – an Olympian effort
- Lean and the Toyota Production System
- Measure lots, forget targets
- 2 x case studies
- Building sustainable competitive advantage
- Customer value propositions
- Operational Excellence
- Six Sigma overview and tools
- Concepts are more important than tools
- Systems thinking

## Day 3, Afternoon: Finance

Does anything kill a business more quickly than running out of cash? How about an owner who doesn't see or understand that a business is running out of cash? Or what do to about it? We'll learn to see the warning signs, look at sources of short term funding, how to interpret and construct cash flow statements, look at how to lighten up on our trade creditors and control costs. We'll also look at Balance Sheets and Profit & Loss Statements. Some critical financial ratios will be introduced. For those of a non-finance persuasion, it's not pretty. It's not even much fun. It is however absolutely essential.

### Content

- Managing cash
- Cash operating cycle and its calculation
- Overtrading
- Short term Finance
- Working capital
- Liquidity ratios
- Budgets and Forecasts
- Exercise – constructing a cash flow

We then turn our attention to understanding both the Balance Sheet and Income Statement (or P&L)

- What do Balance Sheets and Income Statements tell us?
- Where do the numbers come from?
- Profitability ratios
- Solvency ratios
- Managing Inventories
- Managing Accounts Payable
- What's the difference?
- How do we use them?
- Additional liquidity ratios
- Using ratios
- Managing Accounts Receivable
- Raising finance for SMEs

## Day 4, Morning: Developing value propositions

So you've had a Eureka! moment. A killer idea. You just know it'll work. World domination is assured. At this stage, the danger is to lock down your thinking in a bubble of your own making and convince yourself the market will buy what you're selling. So before you bet the farm and sell the kids, is it perhaps worth validating your ideas to determine if your prospective customers are thinking the same way?

Does your new or improved product / service actually meet your customers' needs? Will they part with real money to have that need met? What problems are they trying solve or overcome? Put another way, why would they buy what you're trying to sell them?

The value proposition canvas is a framework to methodically think through some of these issues.

### Content

- Identifying what your prospects and customers actually care about
- Barriers experienced and benefits expected
- Matching to customer need

## Day 4, Afternoon: Developing new business models

Traditional views of business growth focus on doing more of the same. Crank the handle faster and more revenue will pour forth. Some companies have ripped up the rule book and are going to very traditional markets with an entirely different business model. Your business model describes how your company creates, delivers and captures value. This is not the same as your company's business plan, a document into which tremendous energy is poured but few subsequently read. We focus on the former. We work together to understand how and why businesses and business models work - on one page.

Whether you're changing strategic direction, introducing a new product or process, pivoting your existing model, thinking about starting up your own business in the future or just want to understand why customers buy from you, this is a session you won't want to miss.

The Business Model Canvas provides "a shared language for describing, visualising, assessing and changing business models". So let's talk.

### Content

- Building on the work done around the Value Proposition Canvas, we build out a business model for a new business using the Business Model Generation Canvas.

## Day 5, Morning: Direct Selling

In an earlier session we outlined the four growth strategies through which an organisation can control its own destiny. We also identified that the vast majority of organisations spend vast amounts of time, energy, effort and cash in the pursuit of only one of these, largely ignoring the other three. However, let's deal with today's reality. The key tool we deploy to make that single strategy happen is direct selling, aka employing Sales people. We can probably all agree that they're an expensive resource - so it makes sense that we'd desire every opportunity is hunted down and the sale closed with a positive result.

### Content

- We take a humorous look at the traditional sales approach i.e. how people sell
- We then examine how buyers buy
- We will outline a very different (yet proven) approach to the direct selling process, one that challenges the norm and systemises sales activity. Prepare to think differently!

## Day 5, Afternoon: Customer Experience Mapping

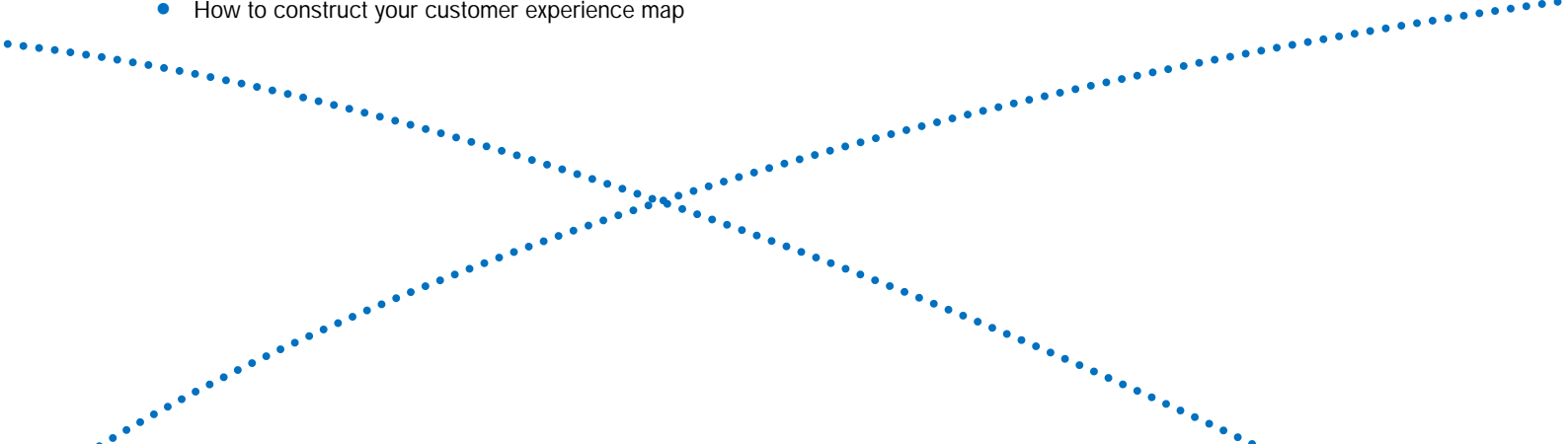
From a real strategic review document comes...

"Strategic Vision: To provide the best customer experience in the market through exceptional quality products and services."

You've probably seen similar statements many times. Admirable. But largely meaningless. No subsequent mention of what 'best customer experience' means or how it will be measured.

Bain and Company recently surveyed 362 firms. It found that 80% believed they delivered a "superior experience" to their customers. But when those same customers were asked about their own perceptions, they said that only 8% of companies were really delivering. This despite the fact more than 95% of management teams surveyed claim to be customer focused. That's quite a startling gap. Let's stop deluding ourselves and start learning how to plug that gap...

### Content

- How we actually make purchase decisions
  - How to construct your customer experience map
- 

## Day 6, Morning: Strategic Planning II

What's your growth strategy? What's your competitive strategy? What's your positioning strategy? We know – almost intuitively – that it must be important stuff. After all, only senior managers can put it together - usually off site - so it must be important. What sort of things do they discuss?

### Content

- How do we start to think strategically?
- The strategic planning process
- Understand the language and intent of strategy
- How strategy connects to vision, purpose and objectives
- Strategic tools, frameworks and options you can use

## Day 6, Afternoon: Leadership II

We've previously looked at the notion of leadership vs. management. The theory is great however once you add the strange brew known as "people" to the mix, then sometimes real life just doesn't work out like the books suggest it should. So in this session, we'll be putting a practical spin on management/leadership. **Or just how do you put the theory into practice?**

### Content

- We'll look at a management system and framework that works.
- We'll look at where and why we spend most of our critical management thinking efforts - then ask if those are the right areas on which to focus.
- We'll look at goal setting. Should you bother and why? Can you set goals that **everyone** in the company can relate to and engage with because - and this may come as a shock - most people aren't really that plugged in to what your company is doing!
- How do you set the culture and keep it real?
- What is the cost of non engaged people in an organisation? We'll look at employee engagement factors and employee life cycle solutions.
- How well do you know your people and what's the best approach to adopt to ensure effective communication?
- Measurement structure - what should you measure and what difference does it make?

## Day 7, Full day: Internationalisation

There can be little doubt that much of the market growth happening around the world is not UK generated. Are those more rapidly growing markets something we might consider? Just how big a leap might going international represent, what are the market entry options and what help is there for businesses wishing to dangle a toe in the water?

### Content

- Exporting: Myth and Fact
- 10 good reasons to export
- Risks
- Finding the right markets for you
- Routes to market
- What does successful exporting look like?
- Technical Aspects of Successful Exporting
- Case studies to illustrate points made



## Day 8, Morning: Marketing II

Technology has dramatically and permanently altered the ways in which we do business. The world is now a global village and most of us will have at least a holding page on the internet - hopefully much, much more. If you are ignoring the power and reach of digital marketing and social media, then you'd best hope your competitors are too.

### Content

- How do you pull visitors to your website?
- Search Engine Optimisation
- Pay per click (PPC)
- The business of social media for business
- Think your business isn't on social media? Think again.

## Day 8, Afternoon: An introduction to Innovation

In this session, we look to another activity which has a critical role to play across **all** of the internally controlled growth strategies - Innovation. Many will think that innovation is performed by technicians in white coats working on new products. Not true. Indeed we've seen during the session on Business Model Generation that financial innovation rather than product development has had (over the past 10 years) the greatest impact on value generation. So how do we go about innovating? How do we begin to transform our organisational thinking and culture to being innovative?

### Content

- Innovation as strategy
- What if questions
- The scientific method
- Motivations for innovation
- The Zombie invasion
- Creating innovation laboratories
- Experiments in differentiation
- Defining innovation in your organisation
- Making the case
- Risk in innovation
- Capture mechanisms
- Frameworks for Innovation

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## Testimonials

I have learned a lot over the last year of CeeD...the sessions have been...a big boost in my breadth of business knowledge! I would fully endorse **Growth<sup>500</sup>** and would encourage others to attend...the same feedback I have given to our organisation.

**Grant Montgomery**

Strategic Procurement | Scotland Excel

I have thoroughly enjoyed **Growth<sup>500</sup>** and have already recommended it to others in my company and beyond. I will miss the monthly sessions as the format generates a good rapport between the participants.

**Barry Fisher**

Business Development Executive | Chemring Energetics UK

The **Growth<sup>500</sup>** sessions are a real eye opener... it's been a very positive experience which has motivated me to look at aspects of my job & challenge myself to see if we can make it better.

**Duncan Kerr**

Project Engineer | Hydroklear Services

(It's) been extremely beneficial for my overall business development...I have personally gained most from the leadership and operational excellence sessions and I have already started to put that...into practice within my day to day roles.

**Greig Millar**

Air Traffic Controller | National Air Traffic Services

My favourites were digital marketing (very rewarding and an eye opener), sales training and operational excellence.

**Mark Stephens**

Manager - Essential Business Solutions | Portakabin Scotland

CeeD is a fusion of business and academia, where know how meets can do

I really enjoyed the CeeD **Growth<sup>500</sup>** course. It encouraged me to look at my job in a different way...and I would have no hesitation in recommending the CeeD course to anyone...regardless of their career background.

**Billy Henderson**  
Addiction Manager | Priory Group

**Logan Collins**  
Operations Director | Wallace McDowall Ltd

I have enjoyed my **Growth<sup>500</sup>** experience...due to the relaxed and friendly learning environment with CeeD. It's also good to meet the other companies people, learning from each other's experience and see how it gets done elsewhere.

I...enjoyed hearing the success stories and opinions of professionals across a wide variety of industries. Great to meet different people within the class also and certainly gives you ideas to bring back to the office.

**Michelle Seymour**  
Manager/PA to Directors | Almond Engineering

**Andrew Morrow**  
HR Manager | Haemonetics (UK) Ltd

...a fantastic opportunity to learn...I would definitely recommend this programme to others.

...an eye opener on subjects which are new to me. The most stimulating part...is the interaction between managers from many companies and how we manage similar problems.

**Jim Wilkinson**  
Director | Hydroklear Services



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Thanks again for running an excellent programme. The sessions ranged from topics that I had no knowledge of, to subjects that I had already received in-depth training, but I didn't leave any session without having learned something. The social media session was not just a very enjoyable learning experience, the facts and figures provided made it easier to justify the effort required to adopt an appropriate social media strategy.

**Stuart Mills**

Lead Software Engineer & Support Manager | STAR-Dundee

I particularly enjoyed participating...as it provided me with time out to reflect on existing workplace practice in the context of the topics being delivered and to consider priority areas for future improvement both at individual, team and organisational level. A number of the areas delivered were particularly topical for our business at the time therefore the opportunity to put plans in place was very helpful.

**Karen Donaldson**

Customer Engagement Manager | Dundee and Angus College

I very much enjoyed attending (**Growth<sup>500</sup>**). It was good to take a break from the daily demands of running a business to step back and hear some business thinking which was generally thought provoking, often encouraging and at times challenging. Meeting with like-minded individuals from other organisations was also encouraging and at times helpful in formulating ideas which we can take back to our own work place. Generally I would recommend it to others and will encourage my team to attend future events.

**Fraser Dunphy**

Managing Director | Finesse Control Systems

**Scott Kelso**

Analytical Development Manager | Calachem Ltd.

The **Growth<sup>500</sup>** course has been very useful and opened my eyes to some of latest thinking in various areas of business. I've found the speakers engaging and very knowledgeable and, in particular, I've taken a lot from the innovation segments which I am now applying to situations within my own workplace.

**Growth<sup>500</sup>** is not only an opportunity build business acumen with thought leaders, it also provides an excellent environment to meet great people and share ideas and challenges with like-minded professionals.

**Robert Craighill**

Site Logistics Manager | Selex ES Ltd



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As an SME, the **Growth<sup>500</sup>** programme became a much looked forward to monthly event where I was able to engage with speakers and experts in their field to further grow and inform every aspect of my own business. Very worthwhile for the micro and SME.

**Nicola Maule**  
Owner | Wild Fig Catering Ltd.

**Patrick McGroarty**  
Quality Enhancement Lecturer | West College Scotland

I found the course highly engaging and can honestly say that every session gave me something to think about and implement even at a college department level. The value of this course was immeasurable and helped me start to think about the business behind the college. I have been encouraged by this experience to further my business studies and am currently looking into this. I would thoroughly recommend this experience to any member of staff with an interest in the behind the scenes aspects of how a business is both run and made a success.

The **Growth<sup>500</sup>** programme has been invaluable in helping to formulate an ongoing strategy for our Sales & Marketing function. I have used several of the tools to evaluate our business strategies and look at ways to improve our planning. I would recommend **Growth<sup>500</sup>** to any SME manager who is looking to broaden their horizons and bring new ideas to their business.

**Greg Miller**  
Sales & Marketing Manager | Highland Galvanizers & Colour Coaters

**Darren Quinn**  
Continuous Improvement Team Leader | Devro plc

I just wanted to drop you a quick line to say I thought today's session (Marketing and Strategic Planning) was excellent.

Thought the topic content was spot on, delivered in a very accomplished and refreshing style. The debate towards the end regarding vision, purpose and direction offers a lot of food for thought and is perhaps a wake up call for many folks in the room today who may be asking themselves similar questions.

Very much looking forward to the next session.



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This event (Marketing and Strategic Planning) was very informative and gives me something to think about in how this relates to my own company. It's not an area where my current role requires much knowledge of but it does give me a better understanding which I may be able to put to use in any future roles I may take up.

" " was first class and presented in a very confident and entertaining manner which really helps the day go by with much ease.

**Stephen Cochrane**

**Manufacturing Planner | Oceaneering International Services**

Unlike many other courses I have attended, " " made this (Marketing and Strategic Planning) the most enjoyable by far.

His passion and enthusiasm throughout the course had a great impact. Really looking forward to learning more from himself & **Growth<sup>500</sup>**.

**Marco Ferrari**

**Sales Manager | Ferrari Packaging**

Good content and very well delivered by " "

**Paul Kyle**

**Sales Manager | Portakabin**

**Lesley Bell**

**Branch Manager | Ferrari Packaging**

It's very refreshing to be in a training programme which actually sparks healthy debate and to challenge the status quo in relation to how and why we do things.

I'm relatively new to management and trying to learn the craft. To discuss openly matters most people would find business sacrilege is very satisfying considering some of the very whacky ideas I've had on the back of our sessions!

I thought the whole (**Growth<sup>500</sup>**) course was fantastic. It gave me a great overall view of each and every part of a business. Although not all of it directly relates to my current role I'm sure as I grow and develop it will all be of use to me.

Thank you for having me and I have already told the brewery that I found the course great.

**David Campbell**

**Business Development Executive | The Inveralmond Brewery Ltd**



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The venue, timing and course content was excellent. One of the biggest advantages of these programmes is that it forces you out of the day to day 'stuff' that we are all absorbed in and allows you to just consider where we are as individuals or companies more strategically. It provided a number of tools that we can all use, either to conduct a specific exercise ourselves or even just to think logically about another area of our organisations and ask the relevant question.

I think that the course would be ideal for someone in the early part of a developing role as it gives a great overview of multiple functions within a business and how they impact each other. However, even the most senior of positions within the organisation would gain something from the content.

**Doug Withers**  
Head of Procurement | Brand-Rex Ltd.

**Alan Scott**  
Planning Manager | Oceaneering

Firstly, thank you to you for all the support provided by Ceed and members in providing this course. I thoroughly enjoyed participating in the programme. Well done!

Taking all things into consideration I feel that the programme is ideal for:

- 1) Entrepreneurs
- 2) Managers with 1-3 yrs.' management experience and no business degree
- 3) Managers to be expected to step up within 12 months

However, it is also beneficial for rising stars and high potentials in general as it draws the mind out from the weeds.

I found the **Growth<sup>500</sup>** programme to be very useful in giving a grounding in the various topics covered. The variety of topics ensure that regardless of the discipline you currently work within, you are exposed to all disciplines within your organisation allowing a better understanding of how they work and importantly interact. The Business Model Generation module I found to be very good at this as it forces you to look at all aspects of the business from sales to delivery ensuring all key factors are accounted for.

I believe the programme to be ideal for those individuals newly exposed to management or are being coached to become future managers, this is especially true when you look at the leadership, people and continuous improvement modules as these definitely will aid new and future managers.

Overall a very good and useful programme.

**Kevin McGee**  
Lean Implementation Specialist | Oceaneering



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