

A blue-tinted photograph of a train tunnel. A train is approaching from the distance, its headlights illuminating the tracks. A person wearing a white hard hat and a dark jacket stands on the platform to the left, looking towards the train. The tunnel's structure, including the ceiling and walls, is visible, creating a sense of depth and perspective.

# Growth Framework

## Strategic Venture Consulting

The SVC Growth Framework has been developed and validated in software and IP-based industries, but the driving principles are relevant for any industry.

Thanks for visiting. We welcome your feedback and comments.

# ROI

- Growth is about ROI – magnitude and timing. Growth other than profit growth can reduce company value.
- Risk/return profile of shareholders and investors determines growth goal and strategy boundaries. Discuss early & often.

Growth is risky, but no growth is riskier.

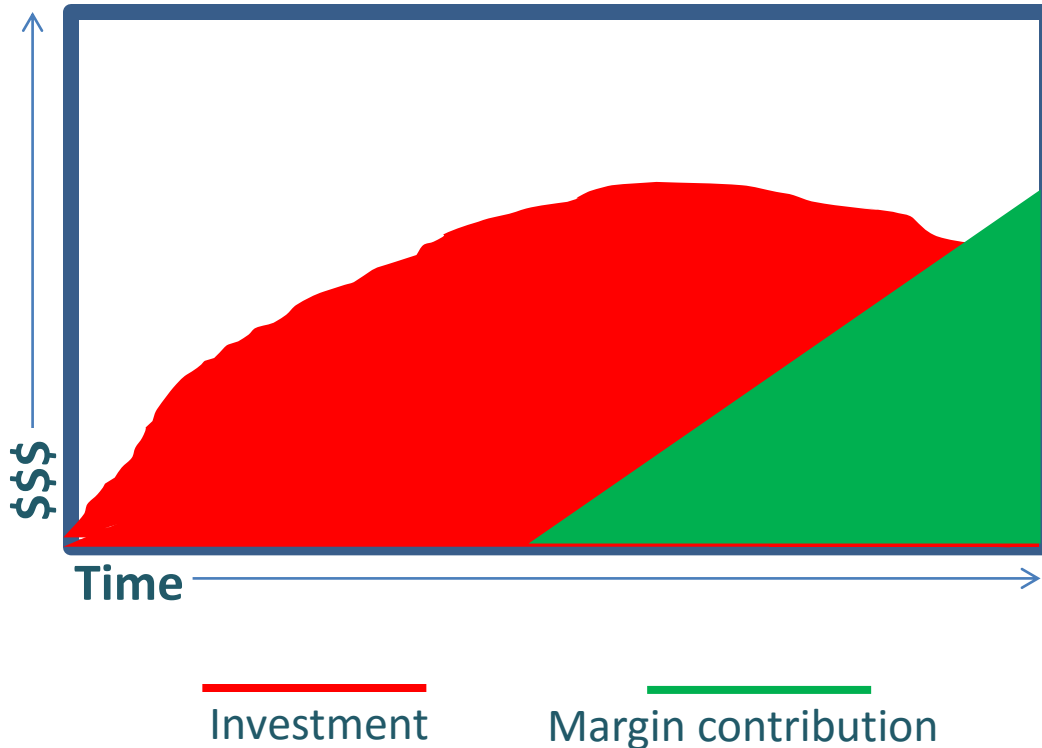


# GROWTH FRAMEWORK



# SET GROWTH TARGET

The "I" in ROI Comes First



- How much growth can you afford?
- What is your risk/reward profile?
- What are the opportunity costs?



# ASSESS PRODUCT MARKET FIT

- Lean Canvas assessment
- Review “Lessons Learned.”
- Develop possible alternative growth initiative scenarios.
- Get close/r to target customers and explore detail assumptions.
  - ❖ Validate and iterate

Lean Canvas Business Model

Problem	Solution	Unique Value Proposition	Unfair Advantage	Customer Segments
	Key Metrics		Channels	
Cost Structure			Revenue Streams	

How “close” or “different” a new customer profile is from your current customer profile drives costs of understanding and delivering to their needs.



# Assess Internal Assets and Liabilities

- Agree on industry/market KPIs and benchmarks
  - ❖ Product Development and Delivery
  - ❖ Marketing and Sales Enablement
  - ❖ Customer Success
  - ❖ Finance and Operations
- Review each function in context of Strength, Weakness, Opportunity, Threat



# DETERMINE GROWTH STRATEGY

- Use discussion guides such as Lean Canvas business model to assess ROI of alternative strategies. Optimize based on ROI and Risk.

The heart of your growth strategy is the set of Offers you will make to selected customer segments and the Promises you will make to back those offers up.

The longer you have been in market, the more your customers will base their assessments of your promises, and promises fulfilled, on experience with your product and service. It is imperative that you align those customer assessments and your strategy and progress them in tandem.



# FOCUSED BUSINESS PLANS

- Model each initiative over three investment phases: preparatory, delivery, sustaining
  - ❖ Itemize value deliverables, model investment
  - ❖ Itemize market offers, model investment
  - ❖ Itemize requirements on team including competencies and opportunity costs with current profit-producing initiatives
  - ❖ Establish success criteria, metrics and milestones
  - ❖ Qualify and quantify critical risks





# EXECUTE TOP GROWTH INITIATIVE

- Compare risk/return profiles of alternative initiatives.
- Choose initiative and set go/no-go risk criteria.
- Periodically track and re-plan vs. goals and criteria.

Growth = Change Management. Change requires a high level of concentrated attention across the organization. Focus is key. Better to have the whole team well coordinated to understand, drive and support a good initiative than have a disjointed team working multiple initiatives.



# GROWTH FAILURES



# REDUCE GROWTH RISK

- Systematic process integrating assessment, strategy, team development and execution to reach goals within company guidelines
- Sharp/er focus
- Simple/r plan
- Test, iterate and scale investments, especially fixed costs



# SVC CAN HELP

- Systematic approach to planning and executing growth initiatives for higher ROI at lower risk
  - ❖ Market
  - ❖ Product/Technology
  - ❖ Team/Skills
- Been-there, done-that experience base to anticipate problems instead of clean up after
- Hands-on capability to jumpstart, bridge and help fill key team roles



# About SVC



Bob Kimball is SVC's principal. Bob developed SVC's Growth Framework and Conversation Driven Business™ practices during his career as a software/internet, IP-based and Engineered Products executive. Bob's interests in marketing and software are based on conviction that well-conceived and marketed software has the power to greatly improve the effectiveness of business and the quality of our daily lives.

Bob received a wonderful educational gift in the late 1980s that expanded his world of possibilities, grounding and motivating his ongoing work. Russell Redenbaugh purposed work of Dr. Fernando Flores for businesspeople through his educational organization Kairos. Based on the towering intellectual work of Dr. Flores that explores human life as biological, linguistic and social-historical, Russell's teachings exposed Bob to a DNA of language and conversation – how it creates the possibility of new possibilities and provides for the mutual commitments that power our work together. Conversation Driven Business strives to apply and honor those teachings.

Bob's experience and perspective on keys to business growth derive from OJT in roles including product manager, product line manager, marketing director, business director, VP Marketing, VP Sales and Marketing, VP Business Development, Chief Technology Officer, President and CEO in companies ranging from early-stage venture-backed to F1000 including Hewlett-Packard. Bob received his undergraduate degree in Solid-state physics and electronic design from UC Berkeley and an MBA in Marketing from the Anderson School of Business at UCLA. Bob is an avid life-long student of human behavior and software's role. Bob lives at the eastern edge of California's Central Valley with his wife Kelly, three big dogs and a couple of cats.



# CONTACT

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