

# GROWING AN ENTREPRENEURIAL BUSINESS

Concepts & Cases



EDWARD D. HESS

# Growing An Entrepreneurial Business Concepts Cases

**Dafna Kariv**



## **Growing An Entrepreneurial Business Concepts Cases:**

**Growing an Entrepreneurial Business** Edward Hess, 2011-02-01 Growing an Entrepreneurial Business Concepts and Cases is a textbook designed for courses that focus on managing small to medium sized enterprises. It focuses on the major management challenges that successful start-ups encounter when leaders decide to grow and scale their businesses. The book is divided into two parts: text and cases, to provide professors with maximum flexibility in organizing their courses. The thirty-five cases can be used in conjunction with the text or independently. Twelve cases are written as narratives with multiple teaching points, but without a focus on a particular business decision; the remaining twenty-three cases were written around specific conundrums related to strategy, operations, finance, marketing, leadership, culture, human resources, organizational design, business model, and growth. Discussion questions are provided for each case. The text portion of the book discusses key issues derived from the author's research and consulting and is meant to complement the case method of teaching, raising issues for conversation. In addition to the real-world knowledge that students will derive from the cases, readers will take away research-based templates and models that they can use in developing or consulting with small businesses.

*Growing an Entrepreneurial Business* Edward Hess, 2011-02-01 Growing an Entrepreneurial Business Concepts and Cases is a textbook designed for courses that focus on managing small to medium sized enterprises. It focuses on the major management challenges that successful start-ups encounter when leaders decide to grow and scale their businesses. The book is divided into two parts: text and cases, to provide professors with maximum flexibility in organizing their courses. The thirty-five cases can be used in conjunction with the text or independently. Twelve cases are written as narratives with multiple teaching points, but without a focus on a particular business decision; the remaining twenty-three cases were written around specific conundrums related to strategy, operations, finance, marketing, leadership, culture, human resources, organizational design, business model, and growth. Discussion questions are provided for each case. The text portion of the book discusses key issues derived from the author's research and consulting and is meant to complement the case method of teaching, raising issues for conversation. In addition to the real-world knowledge that students will derive from the cases, readers will take away research-based templates and models that they can use in developing or consulting with small businesses.

**Grow to Greatness** Edward Hess, 2012-04-25 Simply put, most entrepreneurial start-ups fail. Those fortunate enough to succeed then face a second major challenge: how to grow. This book focuses on the key questions an entrepreneur must answer in order to grow a business. Based on extensive research of more than fifty successful growth companies, *Grow to Greatness* discusses the top ten growth challenges and how to overcome them. Author Edward D. Hess dispels the myth that businesses must grow or die. Growth can create value, but too much growth, too fast, outstrips effective processes, controls, or management capacity. Viewing growth as recurring change, *Grow to Greatness* lays out a framework for how to approach business development and how to manage its risks and pace. The book then takes readers through chapters that explore

whether the time is right to grow how to do it and how to manage the vital reality that growth requires the right leadership culture and people Uniquely this book aims to prepare readers for the day to day reality of growth offering up the lived experiences of eleven entrepreneurs Six workshops to assess where readers stand now and a suite of templates that will prove to be useful over time help bring the book s teachings to life After reading this book entrepreneurs will have a real understanding of their readiness to grow and place in the growth cycle as well as a concrete action plan for where to take their businesses next Many books address how to start a business but this is a unique go to resource for readers who want to learn how to thrive beyond the start up phase      *The Physics of Business Growth* Edward Hess, Jeanne Liedtka, 2023-05-25 Captures the basic laws of growth companies and creates a new formula for success Richard A D Aveni Tuck School of Business Dartmouth College Organic business growth is governed by its own natural laws underlying truths that set the stage for growth and innovation much in the way that Einstein s theory of relativity accounts for the movement of objects in the space time continuum The most fundamental law is that uncertainty is the only certainty Dominating forces are ambiguity and change the processes at work involve exploration invention and experimentation Unfortunately these truths run counter to the principles of stability predictability and linearity that have long informed the design of our firms The Physics of Business Growth explains how to create growth in today s business environment providing a roadmap and a set of practical tools to navigate its challenges The book lays out a three step formula that will prove invaluable to professionals who have the opportunity to influence growth now as well as to tomorrow s growth leaders guiding them in 1 creating the right employee and organizational mindsets to enable growth 2 building an internal corporate growth system and 3 putting in place processes that result in identifying opportunities launching growth experiments and managing a growth portfolio Avoids the trap of magical thinking which glosses over the messiness and complexity involved in growing a business Rather they offer a robust toolkit that growth leaders can adapt to their own circumstances J M Ryan Senior Fellow Wharton Executive Education      African story of new ,small to big business giants. Dr agape kapasa, 2018-02-16 Africa has seen the emergence of new key players in the game of economics and business small entities have grown into large entities and countries once seen as low competitors with a lack of an competitive edge have now become key figures on the market and global front as a whole This book Looks at the African prespective of small beginnings to big ending      The Future of Digital Work: The Challenge of Inequality Rajendra K. Bandi, Ranjini C. R., Stefan Klein, Shirin Madon, Eric Monteiro, 2020-12-03 This book constitutes the refereed proceedings of the IFIP WG 8 2 9 1 9 4 Joint Working Conference on the Future of Digital Work The Challenge of Inequality IFIPJWC 2020 which was supposed to be held in Hyderabad India in December 2020 but was held virtually due to the COVID 19 pandemic This conference was organized for IFIP s 60th anniversary and to commemorate its mission to achieve worldwide professional and socially responsible development and application of ICTs The 22 full papers presented together with an introduction and two keynotes were carefully reviewed and selected from 29 submissions They

are organized in topics on innovation and entrepreneurship the social significance of digital platforms transforming healthcare and the dark side of digitalization Comparative Case Studies on Entrepreneurship in Developed and Developing Countries Ofori-Dankwa, Joseph, Omane-Antwi, Kwame Boasiako, 2015-01-31 Lauded as a driver of economic growth entrepreneurship and small business ventures have become increasingly attractive to countries looking to boost employment rates productivity and innovation The manifestation of entrepreneurship varies from country to country and what works for one may not work for the next Comparative Case Studies on Entrepreneurship in Developed and Developing Countries presents the challenges and opportunities that entrepreneurs in different countries face at various developmental stages Through in depth studies this premier reference work seeks to provide examples of successful applications of an elusive concept that has helped many countries move up the developmental ladder a topic relevant to researchers and academicians working in social and behavioral sciences economists and business professionals **Governing**

**Knowledge-Processes** Volker Mahnke, Torben Pedersen, 2012-12-06 lication Key criteria for inclusion included a sound combination of conceptualization and empirical grounding in response to the questions above Peter J Buckley and Martin J Carter in their paper Governing Knowledge Sharing in Multinational Enterprises examines knowledge sharing processes in four UK MNCs A key challenge is to design governance architectures so that application strategy uses of a given portfolio of knowledge and discovery strategy new combinations of knowledge can be supported through knowledge sharing A key trade off obtains here between integration and partitioning of knowledge assets whereby increased partitioning facilitates local knowledge sharing but complicates global integration In addition coordination mechanisms employed in the governance of knowledge sharing may be organized centrally or decentrally whereby central organization may lead to knowledge loss and managerial overload while decentral organization may lead to loss of control An important contingency in resolving these governance problems is the extent to which firms follow application and discovery strategies In addition the authors recommend to closely integrate incentive systems with attempts for knowledge sharing including individual incentives and rewards Julian Birkinshaw and Carl F Fey examine the Organization of Research and Development in Large Multinational Firms in a sample of 107 firms based in the UK and Sweden The key challenge addressed in this paper is how knowledge creation is governed and how this impacts R D performance Several trade offs obtain First headquarter centred vs

**Understanding Enterprise** Simon Bridge, Ken O'Neill, 2017-10-17 Now in its fifth edition Understanding Enterprise has established itself as one of the most widely respected guides to the discipline providing a refreshingly perceptive approach to understanding and applying theory It offers a critical introduction to enterprise in its broadest context with particular emphasis on its application to entrepreneurs and small business Divided into three parts the course examines traditional approaches new perspectives on the subject and the success or otherwise of government policy Written by leading experts with a combined wealth of research teaching and consulting experience this textbook will be an essential companion for

undergraduate and postgraduate students of enterprise and small business Policy makers and practitioners will also benefit from this comprehensive guide New to this Edition Extensively revised to take into account the latest thinking and research with updated content and examples throughout Updated coverage of the impact and failings of comparative government policies Enhanced pedagogical features to engage students and enliven their learning experience Accompanying online resources for this title can be found at [bloomsburyonlineresources.com](http://bloomsburyonlineresources.com) understanding enterprise These resources are designed to support teaching and learning when using this textbook and are available at no extra cost

*Entrepreneurship*  
Dafna Kariv, 2011-05-03 Entrepreneurship means different things to different people but the entrepreneurial personality is a critical success factor to any new business These traits are also increasingly in great demand at established multinational corporations This groundbreaking textbook differs from its competitors by placing an emphasis both on the core processes and practices of entrepreneurship as well as demonstrating the impact of complex local environments in shaping the processes of entrepreneurship Topics include Main processes of entrepreneurial venture creation innovation and growth Operational steps characterizing processes of entrepreneurship Establishing and realizing entrepreneurial ventures Core processes and practices of entrepreneurship With case studies and interviews with entrepreneurs from across the globe Entrepreneurship's international approach makes it stand out from other titles providing students and practitioners alike with a unique perspective on this subject A companion website featuring a lecturer's guide with extra assignments and links to videos PowerPoint slides for teaching uses and a questionnaire with detailed feedback for students is available at <http://www.cw.routledge.com/textbooks/9780415561204>

*Strategic Insights and Case Studies on Navigating an Entrepreneurial Landscape*  
Alagappar, Ponmalar N., Yanamandra, Ramakrishna, 2025-04-04 Innovation and entrepreneurship drive economic growth create jobs and foster technological advancement making them essential for societal progress Case studies in these fields provide valuable insights into real world challenges and successes equipping emerging entrepreneurs and startup owners with practical knowledge and strategic tools By analyzing diverse scenarios individuals can refine their problem solving skills anticipate market needs and develop innovative solutions This not only strengthens individual ventures but also contributes to building resilient and competitive industries Promoting entrepreneurial learning through case studies empowers future leaders to navigate uncertainty and drive meaningful change in their communities and beyond Strategic Insights and Case Studies on Navigating an Entrepreneurial Landscape discusses the importance of innovation in entrepreneurship by examining how successful entrepreneurs identify opportunities generate creative ideas and bring novel solutions to the market It provides a simulated entrepreneurial experience allowing readers to learn from the consequences of decisions and gain insights into the dynamic nature of business Covering topics such as market opportunities cultural diversity and leadership trust deficit this book is an excellent resource for stakeholders lecturers educators academicians researchers scholars industry practitioners corporate executives entrepreneurs and more

*Historical Foundations of*

*Entrepreneurial Research* Hans Landström, Franz Lohrke, 2010-01-01 The authors present an historical perspective on the development of empirical research into entrepreneurship

**Global Considerations in Entrepreneurship Education and Training** Carvalho, Luísa Cagica, Daniel, Ana Dias, 2019-03-29 Entrepreneurship education has gained considerable interest in the last decade both in the political and academic arenas because it fosters innovation and plays a crucial role in developing the business landscape However instructors are faced with challenges related to creating successful learning objectives suitable methodologies and measuring the impact of these programs *Global Considerations in Entrepreneurship Education and Training* provides an interdisciplinary approach to foster and support entrepreneurship and the development of entrepreneurial competences in students Providing insights from developed and developing countries it features coverage on a broad range of topics such as learning environments blended learning approaches learning methodologies and teacher education This book is ideally designed for academics university teachers researchers post graduate students and developers and researchers

*Nurturing Science-based Ventures* Ralf W. Seifert, Benoît F. Leleux, Christopher L. Tucci, 2008-01-25 Few would deny that small entrepreneurial firms play an important economic and social role Not only do they generate a significant number of jobs but they also contribute a large proportion of gross national product GNP Not all small firms qualify as entrepreneurial entities however While small refers mostly to size entrepreneurial refers to growth and a value creation orientation The vast majority of small firms have no growth aspirations nor do they have the means and skills to grow As such they may still provide employment and local value but would not embrace the high potential aspirations of entrepreneurial ventures This book clearly addresses those entrepreneurs who are interested in leading hi growth potential companies

| Table 1        | Table 1 | Growth Typology of Small Firms | 1 Type of venture       | Desired sales range | Future employees               | Lifestyle    |
|----------------|---------|--------------------------------|-------------------------|---------------------|--------------------------------|--------------|
| 0 to 1 million | 0 to 4  | Smaller high potential         | 1 million to 20 million | 5 to 50             | High potential over 20 million | Over 50 High |

innovation technology based startups assume a very special role in hi growth entrepreneurship Although these startups constitute a comparatively low number of small businesses they produce proportionately far more jobs than their low and medium innovation counterparts The aim of achieving rapid growth is typically referred to as high expectation entrepreneurship An area of major concern to us is a fact revealed in the latest GEM report The rate of European hi expectation entrepreneurial activity is among the lowest in the world

*Proceedings of the 1998 Academy of Marketing Science (AMS) Annual Conference* John B. Ford, Earl D. Honeycutt, Jr., 2015-02-05 This volume includes the full proceedings from the 1998 Academy of Marketing Science AMS Annual Conference held in Norfolk Virginia The research and presentations offered in this volume cover many aspects of marketing science including marketing strategy consumer behaviour entrepreneurial marketing international marketing advertising marketing education among others Founded in 1971 the Academy of Marketing Science is an international organization dedicated to promoting timely explorations of phenomena related to the science of marketing in theory research and practice Among its services to members and the

community at large the Academy offers conferences congresses and symposia that attract delegates from around the world Presentations from these events are published in this Proceedings series which offers a comprehensive archive of volumes reflecting the evolution of the field Volumes deliver cutting edge research and insights complimenting the Academy's flagship journals the Journal of the Academy of Marketing Science JAMS and AMS Review Volumes are edited by leading scholars and practitioners across a wide range of subject areas in marketing science

### **Entrepreneurial Imagination** Bjorn

Bjerke, Hans Ramo, 2011-01-01 Entrepreneurial Imagination innovatively focuses on entrepreneurial and economic action in time timing space and place Schedules and places of production working times and working places are no longer fixed due to the effects of the contemporary economy The authors expertly bring together a focused and themed book that deals wholly with the subjects of time and space in a phenomenological understanding of entrepreneurial ventures and related business action They discuss theories and thinking of human action space place timing and time in various entrepreneurial and business arenas including social entrepreneuring environmental and corporate social responsibility network forms of entrepreneuring urban governance and regional development Taking a phenomenological approach to enable readers to understand entrepreneurship and related economic action clearly will prove to be inspiring for students academics and practitioners interested in all areas of entrepreneurship and similar issues

### **Strategic Entrepreneurial Finance** Darek

Klonowski, 2014-11-27 Entrepreneurial finance is a discipline that studies financial resource mobilization resource allocation risk moderation optimization in financial contracting value creation and value monetization within the context of entrepreneurship However without proper strategic consideration the discipline is incomplete This book examines how the activity of entrepreneurial finance can be enhanced via a concentration on value creation and through improved strategic decision making The most unique feature of the book is its focus on value creation For entrepreneurs value creation is not a one off activity but rather a continuous cycle of incremental improvements across a wide range of business activities Entrepreneurial value creation is described in four comprehensive stages value creation value measurement value enhancement and value realization referred to as the C MER model This book focuses on what creates value rather than merely presenting value creation in a straight accounting framework At the same time deliberate and tactical planning and implementation ensure that the firm does not ignore the components necessary for it to survive and flourish Vigorous strategic deliberations maximize the entrepreneurial firm's chances of making the right business decisions for the future enable the firm to manage its available financial and non financial resources in the most optimal manner ensure that the necessary capital is secured to progress the development of the firm to its desired development level and build value While financial considerations are important the field of strategic entrepreneurial finance represents a fusion of three disciplines strategic management financial management and entrepreneurship This orientation represents a natural evolution of scholarship to combine specific domains and paradigms of naturally connected business disciplines and reflects the need to

simultaneously examine business topics from different perspectives which may better encapsulate actual entrepreneurial practices **Concepts, Cases, and Regulations in Financial Fraud and Corruption** Rafay, Abdul, 2023-03-07 During the last few decades financially and technologically corrupt practices such as financial and technological crimes frauds forgeries scandals and money laundering have been monitored in many countries around the globe There is a general lack of awareness regarding these issues among various stakeholders including researchers and practitioners Concepts Cases and Regulations in Financial Fraud and Corruption considers all aspects of financial and technological crimes frauds and corruption in individual organizational and societal experiences The book also discusses the emergence and practices of financial crimes frauds and corruption during the last century and especially in the current technological advancement Covering key topics such as financing ethical leadership tax evasion and insider trading this premier reference source is ideal for computer scientists business owners managers researchers scholars academicians practitioners instructors and students

Growing and Managing an Entrepreneurial Business Kathleen R. Allen, 1999 ToFC cont Ethics and social responsibility Appendix Koidra Tek Asia Business Suite business plan This book introduces the reader the up and coming entrepreneur to the latest perspectives on organizational management It proposes that to compete and grow in this challenging environment companies must put the customer at the center of the business and integrate total quality The concepts present in this book of vision agile webs core values virtual organizations continuous improvement core competencies relationship marketing and mass communication are very much a part of business practices today The key issues in this book revolve around the customer the product service the process the organization and leadership and are considered as interdependent components of an integrated organization The topics discussed in this book have value for small business owners and entrepreneurs alike who need to be proactive and flexible to meet the demands of rapidly changing customer needs in a global marketplace Pref

Entrepreneurship William D. Bygrave, Andrew Zacharakis, Sean Wise, Andrew C. Corbett, 2024-10-07 A balanced and practical combination of entrepreneurial theory and cases from a Canadian perspective In the newly revised second Canadian edition of Entrepreneurship a team of entrepreneurs professors researchers and mentors delivers an accessible and insightful combination of business concepts and cases illustrating contemporary entrepreneurial theory Exploring every stage of the entrepreneurial process this comprehensive textbook covers everything aspiring Canadian founders and future entrepreneurs need to know from ideation to funding launch marketing and more Throughout the introductory text a wealth of engaging case studies and examples demonstrate the real world application of business theory Perfect for students of business administration management and entrepreneurship Entrepreneurship offers a hands on learning experience that will appeal to learners who benefit from an abundance of contemporary real world cases and practical examples

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