DRIVING GROWTH AND CULTURAL TRANSFORMATION
THROUGH EXECUTIVE DEVELOPMENT

DRIVING STRATEGY & GROWTH

Topic Area: Strategic Growth & Business Transformation

Client Industry: Fiber-based packaging and solutions

EMORY GOIZUETA BUSINESS SCHOOL | Emory Executive Education

The Challenge

After years of low investment, several business units were challenged to reignite growth. Leaders had to shift from a managing mindset to a more entrepreneurial approach, identifying new opportunities and creating clear, actionable growth strategies.

The Approach

In collaboration with the client, Emory's Executive Education team co-designed a multi-module learning experience that unfolded in four key phases:

- **Entrepreneurial Mindset Development:** Leaders explored the shift from managing to strategically growing their businesses, with the goal of leading their units to identify untapped opportunities, assess viability, and unlock demand, while becoming comfortable operating with incomplete information.
- **Strategy Sprint (3 Days):** A large-group intensive focused on exploring and developing hypotheses about growth opportunities culminating in crafting a compelling strategic narrative and action plan.
- **Team-Based Work (2 months):** Teams carried out the research and analysis to further develop each strategy. Faculty were available as needed via Office Hours.
- **Strategy Validation (3 Days):** After team-based work, teams returned to Goizueta Business School to refine their strategies with faculty guidance, stress-testing their assumptions and sharpening execution tactics in preparation to presenting their growth strategies to C-suite executives.

The Outcome

Each business unit emerged with:

- A shared "winning aspiration" and strategic vision
- A cohesive, stress-tested growth strategy with clear execution plans
- A structured approach for tracking progress and ensuring alignment

Key Questions

- How do we infuse entrepreneurial thinking and approaches into the way we run our business?
- How do we kickstart growth?
- How do we identify and assess new growth opportunities?
- How do we align teams around a strategic vision and execution plan?
- How do we ensure our strategy is both robust and actionable?