

# **TU-91.2038 Strategies for Growth and Renewal**

Exam December 11, 2010

Please answer all questions. Keep your answers short given the time constraints!

## **Theory Questions**

1. What are the main challenges in managing succession in a mature family firm? What are key considerations you should make and what tools and processes can you draw upon? What are the similarities and differences to management of succession in (1) a growing newly formed start-up and (2) a large corporation? (20 points)
2. Compare the benefits and drawbacks of corporate venture capital investments (CVC) from the perspective of a growth start-up (receiving funding from a CVC unit) and from the perspective of the corporation (making investments) (20 points)

## **Case Questions**

Read the case "3Fellers Bakery" Utilize the concepts from the course in answering the questions below.

3. Is the 3Fellers Bakery a growth venture? Justify your evaluation. Analyze the history of the company. What typical problems of growth companies have they faced? Which issues do you expect to arise next give the stage the company is at? (20 points)
4. The 3 Fellers Bakery has several growth options. Evaluate these options using the concepts we discussed during the course. What would you propose to the Fellers? (20 points)

**GOOD LUCK**