

HELP TO GROW.

MANAGEMENT COURSE



MODULE 12 - IMPLEMENTING GROWTH PLANS CASE STUDY: TEXHELP SYSTEMS LTD WORKBOOK



WELCOME TO THE MODULE 12 WORKBOOK

The materials in the workbook are designed to help you to keep a record of your discussion points during the session and reflect on these as you develop your thoughts into actions to take forward into your Growth Action Plan.

Module 12 focuses on the case study of the company Texthelp. In particular the focus is on Martin McKay's journey, as company leader, over three decades, to bring Texthelp, from humble beginnings to being the world leader in assisted technologies. This case study will help you apply learning, in particular, but not exclusively, from Module 1 Strategy and Innovation, Module 4 Vision, Mission and Values, Module 8 Employee Engagement and Module 11 Finance and Financial Management, as well as other modules, to your business. The session exercises will help you focus on developing and implementing your growth plans for your business.

The activities detailed in the slides have been summarised below for you to make notes to support your learning.

GROUP ACTIVITY 1: CREATING YOUR LONG-TERM MISSION AND VISION

- a. What stood out as characteristics of Texthelp and the way the business was done before 2015?
- b. Growth needs a long-term vision. Thinking about your business:
 - What are your ambitions for the next 10 - 20 years?
 - How will you measure success for your business?

10 - 20 year target

Success measures/KPIs

c. What if you had a magic wand?

...and could achieve anything you like, with no restrictions on time, people, place, resources and finances?

What would you envisage for your company?

GROUP ACTIVITY 2: INNOVATION AND NEW PRODUCT DEVELOPMENT

Compare the three key phases for Texthelp (Phase 1 - 1994 to 2014; Phase 2 – 2015 to 2018 and Phase 3 – 2018 to present day)

- What differentiates each of these phases? (Thinking about their approach to innovation and whether it was organic, strategic, reactive, etc.)
- What are common features across all three phases for Texthelp?
- In what ways did Texthelp change between 1994 to 2024?

INDIVIDUAL ACTIVITY 1: FINANCIAL PERFORMANCE ACROSS THE THREE GROWTH PHASES

Reflecting on the financials from 2014 to 2021:

1. What were the key financial challenges Martin faced during this period?
2. What kinds of discussions would have taken place with external funders?

GROUP ACTIVITY 3: THINKING ABOUT MARKET DEVELOPMENT AND GROWTH

Texhelp identified 3 key phases of growth during their journey to date. What went well in each of these phases and facilitated growth? What were the risk factors that could have jeopardised that growth and achievement?

Phase	Facilitators of Growth	Challenges to Growth
Phase 1		
Phase 2		
Phase 3		

What does growth look like for your company?

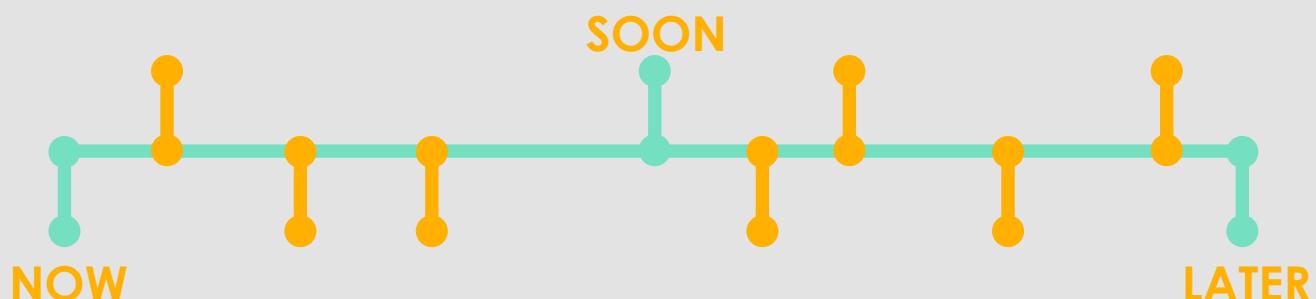
Product	
Staffing	
Finance	
Marketing	
Operations	
Digitisation	
Data Creation/Need	
Other	

What are the challenges to growth in your company?

How can you overcome these challenges?

INDIVIDUAL ACTIVITY 2: GOAL TIMELINE

- Draw a line
- Mark now, soon and later (define when now ends and later begins)
- Draw in your goals and what needs to be done: SMART refinements



Please complete this activity on a separate large piece of paper.

Visioning – Look at your Growth Action Plan on a Page

HELP TO GROW. MANAGEMENT COURSE		GROWTH ACTION PLAN ON A PAGE		BUSINESS NAME	
VISION		MISSION			
GOAL	GOAL	GOAL	GOAL	GOAL	GOAL
DATES					
GOAL	GOAL	GOAL	GOAL	GOAL	GOAL
KEY ACTIONS					

GROUP ACTIVITY 4: SELECTING YOUR AREA OF GROWTH

- What is your key area of growth to make your vision happen?
- Things to consider when reflecting on this include sustainability and the drive for net zero, inclusive workplaces, new ways of working to deliver operational efficiency and digitisation in processes and/or customer engagement.

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