

# Small, businesses should be concentrating on growth strategy

# Rural land encroachment

In the preceding column we discussed preparations the small and medium business managers should now be making to capitalize on economic recovery. We mentioned the need for growth strategies and touched on some of the problems that must be overcome in preparing and implementing them. Finally, we briefly described the CASE program which is available to small and medium businesses through the Federal Business Development Bank.

The CASE program is, quite simply, a business management counselling program. The counselling is done by retired business people who have been selected for their experience in and knowledge of various aspects of management. Some 1,600 counsellors are enrolled in the program and their services are available, for a modest fee, anywhere in Canada.

Let's turn to the example of the retailer who thinks the way to make the business grow is to add new lines of merchandise. The retailer, however, has first to determine how large a market is available for the new merchandise. In this instance, the retailer has never had to do a market survey before and isn't sure how to go about it.

The retailer has sought outside advice from others but still has doubts about whether adding new lines or merchandise is the right strategy. Possibly, the retailer now thinks, the better strategy might be to relocate the store or redesign its layout. Or the investment in new lines of merchandise might be better employed in an advertising campaign. The more the retailer thinks it over, the more choices are opened.

The retailer applies for CASE counselling to help determine what the right growth strategy should be. A CASE counsellor with marketing experience is assigned to the retailer. The counsellor reviews the retailer's situation and concludes the retailer was correct in thinking the best strategy is to add new lines of merchandise. But there is still the problem of a market survey and all it entails.

The counsellor can guide the retailer through the steps needed to do a thorough survey. When the results of the survey are in, the counsellor can then help the retailer analyze them and determine whether there is indeed a market for the new merchandise and, if so, how large. With this information in hand, the retailer is now ready to order the new merchandise and to carry through with the business of moving it over the counter in a profitable way.

Supposing, however, that there isn't now sufficient potential demand for the new merchandise to justify carrying it. Should that growth strategy be abandoned? Not necessarily. A detailed market survey might show instead an unsuspected demand for a different type of merchandise. Or the counsellor may be able to show the retailer where more attractive growth prospects are to be found within the present operation.

The consideration here is that CASE counselling

need not be a one-time contact. It can be as often or as continuing as the applicant wishes. Nor need CASE counselling be confined to one particular area of concern. It can be directed towards the resolution of any type of management problem or to identify new opportunities for the business to pursue.

All that is required to set CASE counselling in motion is for the small and medium business managers to recognize there are management problems or aspects of management which may be beyond their ability to

resolve on their own, and that CASE counselling has been devised to help in precisely these kinds of situations.

For further information

on services available to small business, write to Frank Waiters, c/o Federal Business Development Bank, P.O. Box 1987, Station H, Montreal, Quebec, H3G 2N1.

Only with great difficulty can a young farmer start a farm in Halton because the prices for land are high, says Ontario ministry of agriculture and food rep for Halton, Henry Stanley. Because 53 per cent of the land in Halton is rented,

there is an opportunity for farmers to expand their operations cheaply, Mr. Stanley says.

Mr. Stanley, who completed a Masters degree at Guelph University on land use, sees a continual battle with developers on the topic of urban expansion.

### QUALITY LAND

"There is more class one top quality farm land here than in both Quebec and the Maritimes," he says. There is a vicious circle when politicians say they want industrial expansion to create jobs and then houses have to be built to support the workers, he says.

Many farmers were able to attend discussions and meetings

## POET'S CORNER

## FOR THE LOVE OF THE HEART

As the dry blood flakes off her hands,  
She sits stunned by what she has done.

The carcass makes no sound,  
Except the sound of escaping gases.  
The blood of the body, oozes out  
onto the floor,  
Causing a stain that she cannot

see anymore.  
She reaches down to the decaying body,  
Cutting away the skin to get to the heart.  
She rips the heart free,  
And holds it in her hand.  
She doesn't understand,  
The heart can't hold love.

—By PAUL SMITH,  
AHS student

# HOME OF THE WEEK

## SPACIOUS BRICK HOME HAS SPACE FOR DEVELOPMENT

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This handsome two-story brick home is perfectly suited to the modern fringe residential building lot. The plan provides in excess of 1,200 square feet of well-arranged finished floor space for present use, and allows for nearly 300 square feet of additional space for future use, in the unfinished family room/office to the rear of the floor plan. The design would make an excellent choice for the family which possesses a building lot which has an outstanding view to the rear, as the rooms to the rear of the plan provide excellent exposure in that direction. The Tennessee exterior is finished in raised brick veneer, stone and large board trim, with twin brick chimneys, bay windows and semi-paned upper-story windows. The roof could be finished in either shingles or more conventional shingles, according to regional materials costs and availability.

The elevated, weather-sheltered main entry opens into a spacious reception foyer, which contains a multiple outdoor storage area, a two-piece vanity bathroom, and the stairway to the second level. From the foyer, a wide carpeted hallway leads to the living-dining room combination, or straight forward, to the right and down four steps into the sunken family room. The family room features a raised-hearth masonry fireplace and charming, front-facing bay window. This latter could have a window seat installed in the interior side for those whose decor tastes are traditional in tone. The adjacent dining area is presently open to the kitchen, but could have a pocket door installed for greater separation of dining styles and privacy and hygiene. The dining area connects to the wide rear-facing deck by means of a convenient sliding glass walk-through.

The galley-style kitchen and breakfast area provides abundant cupboard storage area, generous counter-top work surfaces and a step-saving work triangle. The dinette could have either a standard dining table or built-in breakfast-style bench furnishings.

The sunken family room is positioned adjacent to the kitchen-dinette

combination, down four steps from the hallway. Presently unfinished, it features a second raised-hearth masonry fireplace and sliding glass doors which provide easy access to the wide rear balcony. Off the family room lies a convenient laundry-utility area, which also has access from the enclosed two-car garage. It features a side-by-side configuration of washer-dryer and a laundry-loading counter. From the laundry facility, the two-car garage is sunken one step down, the area could also serve as a mud room.

All three bedrooms are positioned on the second level, accessible via stairway from the main entrance foyer. Each of the bedrooms has excellent exposure for view, ventilation and natural light, and each has generous closet storage facilities. The spacious master bedroom has a full wash-in closet and a raised-hearth masonry fireplace.

The upper-level bathroom separates the tub and one vanity sink from the commode and a second vanity sink by means of a space-saving pocket door, greatly increasing the flexibility of the bathroom.

Plans for design No. B2-1812 may be purchased either by the single set, at a cost of \$125.00 for the first set and \$25.00 for each additional set, or by the package. A two-set plan package, including the first set, is economically priced at \$195.00 and an eight-set package, also including the first set, is only \$225.00.

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