



FREE EXCERPT

BUILD THE BUSINESS

BOOK II — BUILD • VOLUME 2 OF 3

Complete book: 101 pages

Author: Toussaint Kadio N'GUESSAN

Publisher: BEXTIO Editions

BECOME. BUILD. AUGMENT.



VOLUME 2 OF 3

BOOK II — BUILD

BUILD THE BUSINESS

Turn Value Creation into an Organised, Viable Enterprise

Toussaint Kadio N'GUESSAN

BEXTIO Editions

ENGLISH MASTER MANUSCRIPT — V1.0 LOCKED

FINAL LOCK • 12 September 2026



BOOK II — BUILD BUILD THE BUSINESS

Turn Value Creation into an Organised, Viable Enterprise

Toussaint Kadio N'GUESSAN

© 2026 Toussaint Kadio N'GUESSAN. All rights reserved.

Published under the BEXTIO Editions imprint.

English edition prepared under the BEXTIO English Editorial Style Guide V1.0.

This English Master V1.0 is the locked historical master. It passed the full-volume cross-chapter audit before locking. Any subsequent editorial content change requires a new version (V1.1 or later); V1.0 must not be altered silently.



CONTENTS

PART IV — CREATING DURABLE VALUE.....4

CHAPTER 11 — GROWTH: FROM A WORKING SOLUTION TO A GROWING ORGANISATION.....4

CHAPTER 12 — STRATEGY: CHOOSING WHERE TO BUILD AND WHERE NOT TO BUILD.....13

CHAPTER 13 — VALUE: UNDERSTANDING WHAT MAKES A CONSTRUCTION USEFUL.....21

CHAPTER 14 — EXECUTION: TURNING A VISION INTO REALITY.....30

PART V — BUILDING AT SCALE.....44

CHAPTER 15 — BUSINESS MODELS: CREATING A VIABLE CONSTRUCTION 44

CHAPTER 16 — PARTNERSHIPS: BUILDING WITH OTHER FORCES.....57

CHAPTER 17 — NETWORKS: DEVELOPING COLLECTIVE POWER.....66

CHAPTER 18 — TECHNOLOGIES: AUGMENTING HUMAN CAPABILITIES.77

CHAPTER 19 — DATA AND KNOWLEDGE: BUILDING ORGANISATIONAL INTELLIGENCE.....89

THE JOURNEY CONTINUES.....101

PART IV — CREATING DURABLE VALUE**CHAPTER 11****GROWTH: FROM A WORKING SOLUTION TO A GROWING ORGANISATION**

Creating a solution that works is a first victory. Making it work for more customers, with more people, across more territories and over a longer period is a different challenge. At the beginning, a business may operate through the founder's energy, a few customers, a small team, rapid decisions and direct relationships.

Then growth arrives. Orders increase. More people join the organisation. Operations become more complex. Distances increase. Financing needs rise. Mistakes become more expensive.

The question is therefore no longer only, "Does our solution work?" It becomes, "Can our organisation handle more volume without losing what makes the solution useful?"

That is the real problem of growth.

11.1 — GROWING DOES NOT SIMPLY MEAN BECOMING BIGGER

A business may report more revenue, more employees, more customers, more outlets or more countries. All of these indicators can show growth. But they do not yet tell us whether that growth is healthy.

A business can increase revenue while losing money, degrading its service, exhausting its teams, taking on dangerous levels of debt or losing its best customers. Sustainable growth must therefore increase two things at the same time:

**VALUE CREATED → ORGANISATIONAL CAPABILITY TO CREATE THAT
VALUE**

Otherwise, expansion eventually grows beyond the foundations that support it.

11.2 — GROWTH CHANGES THE NATURE OF THE PROBLEMS

Serving ten customers and serving ten thousand customers is not simply doing the same thing one thousand times. New problems appear. With ten customers, a leader may know each of them

personally. With ten thousand, the organisation needs a customer relationship system.

With five employees, information may circulate orally. With five hundred, responsibilities, communication and decision-making need structure.

With one site, the founder may observe operations directly. With several locations, the organisation needs indicators, standards, managers, and mechanisms for coordination and control.

Growth therefore changes the level of complexity.

11.3 — THE FIRST TEST OF GROWTH IS REPEATABILITY

Before trying to multiply an activity, the builder must understand what is actually working. Suppose a restaurant succeeds because of one exceptional chef. Opening ten restaurants without knowing how to reproduce the quality will probably multiply the problems.

The same logic applies to a school, a technology company, a professional practice, a factory or a digital platform. Before multiplying volume, the builder identifies the mechanism that actually creates value. Then the organisation builds the skills, processes, resources and controls needed to reproduce that mechanism.

11.4 — GROWTH REQUIRES BUILDING BEFORE SATURATION

A common mistake is to wait until a capability is saturated before building the next one. The business wins more customers and accepts everything. Then come delays, mistakes, complaints, stockouts and exhausted teams.

The builder learns to anticipate the next bottleneck. If sales double, can production keep up? What about logistics, customer service, cash flow, suppliers or information systems?

Growth therefore requires some capabilities to be built before they become urgent.

11.5 — GROWTH CONSUMES RESOURCES

Growing may require more inventory, equipment, recruitment, premises, technology and working capital. A company can therefore be growing commercially while coming under financial pressure.

This is an essential paradox: selling more can create greater cash requirements before it creates greater available cash. Imagine a company that must invest approximately USD 100,000 to expand production capacity before it can fulfil additional orders.

Growth may be commercially desirable, but the organisation must be able to finance the transition. The builder therefore monitors sales, margins, cash, financing needs and working capital. Revenue alone is not enough to measure the health of growth.

11.6 — GROWTH MUST PROTECT THE CORE OF THE VALUE

As the organisation grows, some things must change. Others must remain recognisable. The question becomes, “What is actually at the core of our value?”

Is it quality, speed, proximity, price, trust, expertise or accessibility? If growth destroys the very reason customers chose the organisation, it becomes counterproductive.

The builder must therefore distinguish between:

WHAT MUST BE MULTIPLIED → WHAT MUST BE PROTECTED

SINGLE CASE STUDY — SENEGAL / LA LAITERIE DU BERGER

11.7 — LA LAITERIE DU BERGER: GROWING BY BUILDING AN ENTIRE CHAIN OF CAPABILITIES

In Senegal, an economic contradiction was visible. The country had herders, livestock and local milk production, yet the dairy market remained heavily dependent on imported products, especially milk powder. Institutional and development sources document this structural dependence and the limited industrial use of locally produced fresh milk.

Senegalese veterinarian Bagoré Bathily saw both a problem and an opportunity. La Laiterie du Berger began operating in 2007 with the ambition of increasing the value of locally produced milk through a viable agri-food business. The challenge was much more complex than making yoghurt.

The company had to collect milk from dispersed herders, transport it, control quality, process it, build brands, distribute products and develop demand. Growth was therefore built into the architecture of

the problem itself: selling more would eventually require collecting more, processing more and distributing more.

11.8 — THE FIRST CONSTRAINT LIES UPSTREAM OF THE FACTORY

A factory cannot produce more local-milk products if it cannot obtain enough milk, at acceptable quality and with sufficient regularity. Herders in northern Senegal are geographically dispersed, while pastoral livestock production is affected by seasons, feed availability, herd movements and variations in output.

La Laiterie du Berger therefore developed a collection network around Richard-Toll. Routes, regular collection, relationships with producers and the handling of fresh milk had to be organised.

The company's growth thus depended on a capability that existed before industrial processing: collection.

11.9 — A COMPANY'S GROWTH CAN DEPEND ON THE CAPABILITY OF ITS SUPPLIERS

Milk is perishable. Available volumes vary and quality must be controlled. Producers themselves face feed constraints, animal-health issues, lean-season pressures and seasonal variation.

If herders cannot improve production, regularity and quality, the company eventually reaches a limit. The relationship therefore cannot be reduced to, "We buy your milk."

Development of the value chain also involves services for producers, animal feed, animal health, collection organisation and improvements in production conditions. A fundamental rule emerges: a company's capability can depend directly on the capability of its ecosystem. An organisation may reach the limit of its suppliers before it reaches the limit of its market.

11.10 — FROM A FEW HUNDRED HERDERS TO SEVERAL THOUSAND

The trajectory shows what a change of scale means. The company began operations in 2007 with roughly 200 partner herders. A May 2026 communication from the Presidency of Senegal reported an upstream ecosystem of about 8,000 herders for the 2025 period.

That change is not merely statistical. Every additional producer can add relationships, transactions, volumes, information, travel and coordination. Commercial growth therefore requires parallel growth in organisational capability.

11.11 — DISTRIBUTION MUST GROW WITH PRODUCTION

Collecting more and producing more are not enough. Products must reach consumers. For the 2025 period, the Presidency of Senegal reported a downstream network of about 35,000 outlets.

This illustrates another fundamental rule: distribution capability must advance with production capability. Otherwise, the organisation creates inventory, losses and financial pressure.

SUPPLY → PRODUCTION → DISTRIBUTION → DEMAND

If one part of the chain becomes too small, it can become the bottleneck for the whole system.

11.12 — ECONOMIC GROWTH CAN BE SPECTACULAR WITHOUT EXPLAINING SUCCESS ON ITS OWN

Reported figures indicate revenue of approximately USD 445,000 in 2007 and approximately USD 51.6 million in 2025, or roughly a 116-fold increase over eighteen years.

The increase is striking, but revenue alone hides the construction that made it possible. Supply, collection, processing, brands, skills, teams, distribution, partnerships and management capability all had to develop. Revenue is a visible result. The capabilities that make it possible are the invisible construction.

11.13 — GROWTH CAN ALSO DISTRIBUTE VALUE ACROSS THE ECOSYSTEM

For the 2025 period, reported annual purchases from herders were approximately USD 3.6 million, while retailer margins across the distribution network were approximately USD 8.9 million. The same institutional communication reported close to 1,000 direct jobs.

These figures reveal an important dimension of growth. When an organisation builds a genuine value chain, its development can carry other actors with it: producers, employees, transporters, distributors, retailers and service providers.

Growth then becomes an ecosystem phenomenon.

11.14 — PARTNERSHIPS CAN ACCELERATE CAPABILITY BUILDING

La Laiterie du Berger did not grow only through internal resources. Danone Communities became involved from 2008, providing patient financing and business support. Danone documents support in brand development, industrial management, management control, human resources and operations.

The mechanism illustrates an important rule: a company does not need to own every capability it will eventually require from the beginning. It can learn, obtain capabilities through partnerships, recruit and develop them progressively. It must then be able to integrate those capabilities into its own operating system.

11.15 — GROWING ALSO MEANS KNOWING HOW TO FINANCE THE NEXT STAGE

Bagoré Bathily's account of the early years highlights another limit. Having a sound operating project does not automatically mean knowing how to finance it. The organisation must understand capital needs, risks, investments, financing mechanisms and its economic structure.

A company may know how to produce without yet knowing how to finance growth. It may know how to sell without knowing how to manage working capital. It may know how to innovate without knowing how to mobilise the resources needed to scale. Growth therefore also requires financial capability.

11.16 — GROWTH DOES NOT REMOVE THE ORIGINAL PROBLEM

The success of La Laiterie du Berger does not mean Senegal's dairy challenge has disappeared. Import competition remains. Local production still faces constraints. Seasonality remains real, and livestock productivity continues to matter.

Growth does not automatically eliminate the original problem. It gives the organisation more capability to contribute to solving it. A company must not confuse becoming larger with definitively solving the problem that justified its creation.

11.17 — THE CASE REVEALS THE REAL NATURE OF GROWTH

The trajectory can be represented as follows:

**PROBLEM → FIRST SOLUTION → FIRST CAPABILITY → MARKET
DEVELOPMENT → NEW CONSTRAINTS → NEW CAPABILITIES → CHANGE
OF SCALE**

The organisation becomes capable of creating more value. That is what growth actually means: not simply becoming bigger, but becoming capable of addressing the same problem at a greater scale.

TOOL — THE BOTTLENECK TEST

Analyse the point that currently limits growth.

- Result to increase:
- First stage to become saturated:
- Verified cause:
- Additional capability required:
- Test to run before investing:
- Indicator showing that the bottleneck has eased:

TOOL — THE GROWTH MAP

Describe the move from the current level to the next one.

- Current volume and target volume:
- Value to protect:
- Process to strengthen:
- People to prepare:
- Financing required in USD:
- Main risk and response:

THE MISTAKE TO AVOID

Do not confuse ACCELERATION with SUSTAINABLE GROWTH. A business can accelerate sales through a campaign, a promotion, new financing or an exceptional contract. But if its capabilities do not keep up, it can quickly encounter delays, quality problems, cash pressure, exhausted teams and dissatisfied customers.

Before accelerating, ask: "What must become stronger to support this new volume?"

KEY TAKEAWAY

Sustainable growth is not simply about selling more. It is about developing the capability to create more value without destroying the quality, mission or viability of the construction. It requires systems, people, resources, financing, suppliers, infrastructure and coordination mechanisms.

La Laiterie du Berger illustrates this transformation across almost two decades. The visible figures show a dramatic increase in scale, but the main lesson is not the final size. It lies in the capabilities that had to be built to make that scale possible.

Sustainable growth is a construction of capabilities before it is a multiplication of numbers.

REFLECT

If my activity received three times as many customers tomorrow, would I be delighted or would I be in difficulty?

If the answer is “in difficulty”, growth may not yet be your first problem. Your first problem is capability.

ACT

Identify your main bottleneck today. Then choose one capability to strengthen over the next thirty days. Do not try to multiply everything immediately.

First build what will allow the next phase of growth not to destroy you. The builder does not pursue growth at any price. The builder pursues growth that the organisation progressively becomes capable of carrying.

REFERENCES

1. Churchill, Neil C., and Virginia L. Lewis. “The Five Stages of Small Business Growth.” *Harvard Business Review*, 1983.
2. Danone Communities. “La Laiterie du Berger: A Success Story at the Heart of the Danone Communities Model.” Institutional documentation, accessed 30 August 2026.
3. Food and Agriculture Organization of the United Nations. *Rebuilding West Africa’s Food Potential: Policies and Market Incentives for Smallholder-Inclusive Food Value Chains*. Rome: FAO, 2013. Case material on La Laiterie du Berger.
4. Greiner, Larry E. “Evolution and Revolution as Organizations Grow.” *Harvard Business Review*, 1972.

5. Investisseurs & Partenaires. "Conversation avec Bagoré Bathily, Fondateur de La Laiterie du Berger au Sénégal." 3 February 2021.
6. Penrose, Edith T. *The Theory of the Growth of the Firm*. Oxford: Basil Blackwell, 1959.
7. Presidency of the Republic of Senegal. "Le Président Bassirou Diomaye Faye reçoit le DG de Danone et le PDG de la Laiterie du Berger." Institutional communication, 12 May 2026.

TRANSITION

Growth raises one question: how do we become capable of creating more value? But it immediately reveals another: where should we concentrate that capability? No organisation can do everything, serve everyone, enter every market or pursue every opportunity.

Growth therefore requires choices. And choosing also means giving things up. That is the role of strategy.

END OF CHAPTER 11