

## Interview Assessment #4

**Name of Professional:** Steve Grimshaw

**Profession/Title:** Chief Executive Officer

**Business/Company Name:** Caliber Collision

**Date of Interview:** October 19, 2017

My fourth interview was conducted with Steve Grimshaw who is the Chief Executive Officer of Caliber Collision. He joined the company in 2009 when they had 68 stores and has now grown the company to over 500 stores around the country. Mr. Grimshaw saw an opportunity to grow and he took it without looking back.

A successful company has the right strategy combined with strong people/culture. With strategy, a company has a platform to grow on and can know what it needs to do in order to strengthen the brand. In the future, I must figure out what I want to base my company on and how I will make it happen. Secondly, people and culture are what makes the company truly thrive. The employees and consumers need to speak highly of the company and the way to do this is by giving everyone a reason behind their tasks. It is about leaving individuals with an unforgettable experience which would incline them to promote the company.

In terms of advertising, Mr. Grimshaw does not spend any money in this. He instead convinces the insurance company to support them and bring people over to them whenever they get into car crashes. He takes his advertising money and invests it into operations. This is a prime example of thinking outside of the box. Reaching out to insurance companies is not the normal approach to advertising, but it has proved to be immensely effective. I must utilize this method of thinking in the future so I can find ways to improve my business that may be more effective. People want uniqueness and it is my job to find a way to bring it to them.

One thing Mr. Grimshaw would do differently is that he would not have waited as long to make changes such as removing the Chief Financial Officer and other positions. In a company, it is essential to hire new skillsets in advance of needing them and get rid of the ones who cannot add to the company anymore. In the beginning stages, an individual may be perfectly fit for the job but as the company grows, there could be an individual who is better fit to be in that position. I must keep this in mind as employees should be adding to the company in an influential manner, or else why would their services be needed. Also, it is the Chief Executive Officer's job in providing the employee all the items needed to succeed in one's position. If they are not prospering, it is important to never feel bad about letting people go. At the end of the day, it will be better for the company and the individual as a whole.

For funding, Mr. Grimshaw prefers to build organically by funding new stores out of the cash flow that the company generates. Caliber Collision builds their own facilities and this is a smart way to grow since there is no debt involved. In the future, I should fund my company with the resources I already have so I do not have to worry about paying banks and other people back.