Frustrated by corporate training that went in one ear and out the other, Carter McNamara started looking for a better way.

The expert says:

"I was in the trenches being responsible to do a budget and fire somebody," Carter McNamara said. "That's one of the reasons we hire clients - we can talk business."

"The export case: David Deeds, the Schulze profes-
sor of entrepreneurship at the University of St. Thomas Open College of Business, said the McNamaras' slow-growth strategy has both pluses and minuses, and raises issues that most entrepreneurs must ad-
dress at some point.

"From the perspective of cash flow, cash flow manage-
ment and keeping the business pure, this type of growth that they're planning makes a lot of sense," Deeds said. "But if they're able to sell enough, they won't take on a lot of debt and they're not losing the risk of bankruptcy."

However, the approach also run-
s the risk that a com-
pany might never try to in-
troduce the growth opportunity, Deeds said.

"There is a business arbitrage here, but it's not obvious because it's not obvious whether or not you have the capability to make it work," Deeds said.