

We work on your unique challenges in an innovative, peer learning environment—not only do you receive one on one advice from experienced practitioners and prestigious university faculty, you also benefit from the experience of other CEOs and C-Suite Teams.

## HOUSTON CURRICULUM & SCHEDULE

A flexible six-week program designed around your unique challenges and schedule. **Online learning with traditional face to face workshops.**

**WEEK ONE** Online: (4/6 & 4/9 6-7PM CST) Moving from Founder to CEO | Growing Leaders not Managers

**WEEK TWO** Online: (4/13 & 4/17 6-7PM CST) Customer and Sales Strategy | Pre Work for Face to Face Program

### **WEEK THREE 3 Day Face to Face Program**

**FACE-TO-FACE (4/20 - 4/22 PROGRAM)**

- Transition from Founder to CEO
- Optimizing Customers
- Millennials as Leaders
- Scaling Operation Growth
- Amplify your Valuation
- Disruptive Models as Strategies
- Competition: Keeping Your Competitive Advantage
- Develop an Action Plan for Growth for your Largest Challenge

**WEEK FOUR** Work on your *Action Plan*

**WEEK FIVE** Online: One on One Consulting with your Advisory Team

**WEEK SIX** Online: Small Groups present their *Action Plan*

## FACULTY



**VICTORIA SASSINE**  
*DIRECTOR, PRIVATE EQUITY INVESTOR*

Her expertise is creating scalable operational processes for growth across industries. Victoria is a private equity investor and advisor for CEOs. She serves as a Board Director on numerous NYSE public and private boards. She earned her MBA from the University of Chicago and is a CPA.



**MICHAEL FETERS**  
*BOARD ADVISOR*

He advises entrepreneurial ventures worldwide, with a focus on sustainable industry growth and innovative financial strategies. National Launch Faculty for GS10KSB. Former Provost of Babson College. Mike earned his Ph.d., MBA at the University of WI, and is a CPA.



**CYD TETRO**  
*SERIAL ENTREPRENEUR*

As the creator of digital visualizations for companies like Verizon, Cisco, Citrix, Adobe and others, and the founder of digital experience company ForgeDX, and previously a founder of a 3D printing platform, 3DPlusMe, Cyd Tetro lives in the technology world. A former Disney Imagineering Executive, Cyd consults nationally with industries that struggle to optimize their clients' experience and retain value.



**LESLIE CHARM**  
*FORMER CEO, DIRECTOR*

Les has successfully operated and sold three multi-million dollar retail and tech businesses. His firm currently specializes in assisting troubled companies with financial and operating issues. Les is an award-winning lecturer at Babson College, with an MBA from Harvard.



**IBRAHIM FIRAT**  
*INTERNATIONAL CEO & CONSULTANT*

Ibrahim is an international consultant and founder of the Firat Group. He has founded innovative technology and consumer product companies that operate worldwide. To gain a competitive edge, Ibrahim engages business owners world wide through the Goldman Sachs 10,000 Small Business Program.



**TIM MARKEN**  
*FORMER CEO AND DIRECTOR*

Tim Marken is the former CEO of the BostonGlobe.com He currently is the CEO Of Leonidas Strategy Group, with a focus on Sales Management, and Value-based Selling, clients include Maquis Jet, and Gillette. Tim holds an MBA from Harvard .



**ANNE DONNELLON**  
*AUTHOR & CONSULTANT*

Dr. Donnellon is a nationally recognized author and consultant in Business Leadership and Negotiation. A prolific author, her work on team dynamics is used worldwide as a corporate training guide for optimal leadership development.

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## FOUR SIGNS YOUR BUSINESS IS GROWING

By Dr. Michael Feters and Victoria Sassine  
Babson College, Olin Graduate School  
Estimated reading time: 3 minutes

### KEYS TAKEAWAYS

- Growing businesses often face common challenges, but the most effective solutions are those that are tailor-made to a particular business.
- Managing and controlling the growth of your business also includes a shift for you as a leader, transitioning from startup founder to small business CEO. Your growth as a leader plays an integral role in the growth of your business.
- Four of the most common growing pains, sourced from hundreds of interviews with small business owners are bridging the transition from founder to CEO, hiring the right talent into your growing company, harnessing processes that help scale the business, and nurturing a pipeline of the right customers.

Business growth can be exhilarating and rewarding, but it can rapidly tax an already severely constrained system. Without a tactical plan to manage growth, business owners can be caught unprepared or out of control. Through our work with the Goldman Sachs *10,000 Small Businesses* Program and Babson College, we have not only identified the growth challenges scaling businesses face, but we help anticipate and proactively develop action plans to overcome these challenges at crucial phases in your business' life cycle.

Here are four of the most common hurdles we see from owners of growing businesses. Do you recognize any of these scenarios?

### CARRYING IT ALL

Individuals frequently start businesses because they excel at what they do. The business grows through the sheer force and talent of this lone individual. Founders grow revenues by taking the responsibility and action on themselves, while CEOs commonly lead a team and create even more value.

### HIRING TALENT

George Washington had Alexander Hamilton; Steve Jobs had Tim Cook. Who are the key right-hand people in your growing business? Does your current team include anyone who thrived in startup mode but lacks the skill set to help you get to the next level? As your business grows, hiring strong talent who can help steer your business into its next chapter is imperative. Look for leaders, not managers, and be prepared to evaluate and motivate them differently than you would your original team.

### REVAMP YOUR OPERATIONS

Most founders can keep small, single-digit growth rates by just turning up the volume on process. This strategy eventually hits a bottleneck and breaks down. To scale, make your processes air tight, standardized, and repeatable, thus freeing up your people so they can get back to creating real value. This requires delegation and investments in purchasing support systems such as IT and training.

### NURTURING A CUSTOMER PIPELINE

Not all customers are created equal. One of the keys to growth is to attract more of your good customers, and fewer of the challenging ones. As you grow, you need to develop customer acquisition programs that target the right customer attributes and truly help your business connect with its target audience.

If these scenarios sound familiar, your business is likely in a growth stage. In our experience interviewing and working intensely with thousands of CEOs, these four growth challenges are quite common. However, the most effective solutions are those that are tailor-made to your specific business, authored by you and your team.

These challenges are complex and interconnected. Join us at [SURGE & GROW](#) in Salty Lake City, Utah this Spring to create action plans that overcome these challenges. Along the way you may see your business from a different perspective, alter your mindset a bit, improve your use of networks, make data-driven decisions, and have fun on the path to growth.

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