



THE AMERICAN
UNIVERSITY IN CAIRO

SCHOOL OF
BUSINESS

EXECUTIVE EDUCATION



Startup to Scale-up: Leading your Venture to the Next Level

Executive Development Program

Startup to Scale-up: Leading your Venture to the Next Level

Program Overview

Taking an innovative idea or technology and starting a new company is challenging and risky; most startups fail in the early stage. Those who succeed in passing the challenges of the first customer, employer and revenue face tougher challenges as they scale their startup through a period of rapid growth. Building growth in the business model, creating a scalable organization and operation, sustaining the cash flows and securing new funding are typical challenges that a "scale-up" faces. Moreover, entrepreneurs need to grow quickly as leaders to match the growth of their organizations.

This program works with leaders of high growth scale-ups to help them face these challenges through a dynamic and interactive learning experience. The five-day program, delivered at AUC New Cairo, builds on case studies and role play games, as well as the knowledge of industry speakers and experts, to transform entrepreneurs who started a successful startup to leaders who will lead an exciting period of rapid growth in their scale-ups.

Sessions will capitalize on the expertise of participants and encourage the sharing of experiences, challenges, and stories of success and failure. The program will be delivered by AUC faculty members with extensive industry expertise, as well as professionals and industry leaders. Participants will be able to network and build quality relationships with a diverse group of peers, guest speakers and experts, providing access to ideas, opportunities and information.

Target Participants

This program is designed for entrepreneurs and leaders of fast-growth, high-impact ventures selected by Endeavor, with a focus on Endeavor entrepreneurs from the Middle East, Africa and the Mediterranean region. This includes Egypt, Morocco, Jordan, Lebanon, United Arab Emirates, Saudi Arabia, Greece, Turkey and South Africa. The program also targets senior executives from the companies of Endeavor entrepreneurs.

Learning Objectives

Through an interactive experiential learning environment, participants will be able to:

- Identify various challenges facing entrepreneurs as they grow their company beyond the early startup phase, including business model, operations, organization and personal leadership.
- Identify effective growth strategies and business model innovations.
- Formalize the operations of the company to deliver against growing customer requirements.
- Create a scalable organization that can attract, grow and retain talent.
- Understand personal leadership skills, gaps and development goals.
- Practice, through role play exercises, the process of venture capital negotiation through multiple rounds and phases of growth.

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Program Content

The program will focus on high-growth ventures and the challenges entrepreneurs face in scaling and growing their businesses, examining four dimensions: business model, internal operational capabilities, organizational issues, and funding and cash flow.

1- Business model: *How to design and scale your business model and create effective growth strategies:* Case examples from different industries, including digital businesses, as well as brick and mortar, will be examined.

2- Internal capabilities: *How to scale operations and leverage technology to meet the business growth demands:* The focus will be on challenges facing businesses as they start professionalizing their operations and creating standard systems and processes that can deliver on growing customer needs.

3- Organization: *How to scale the organizational structure and deal with people challenges during rapid growth:* This area will focus on people issues - how to select, develop and retain talent in a dynamic environment. Cases examined will include how fast-growing ventures face a challenge in creating multiple layers of middle management that are effective and motivated, as well as moving from the informal startup culture to a more structured corporate culture, while maintaining the agility, dynamic and personal team spirit.

4- Financial: *How to maintain a healthy financial model during different phases of growth:* Startups are often focused on financial Key Performance Indicators (KPIs), fundraising and cash flow management, which create different constraints on their businesses. The focus here will be on practical aspects of cash flow management, fundraising from angel investors and venture capital.

5- Personal leadership: *How to grow your own personal leadership profile to fit with your venture's growth:* Companies can grow as far as their leaders can grow. This area will focus on personal leadership and management challenges facing entrepreneurs as they manage their growing responsibilities. Specific examples and tactics that leaders of fast-growing companies developed to adapt to these challenges will be examined.

Teaching Methodology

The program will rely heavily on three teaching methods: case discussions examining a wealth of knowledge from real-world examples, experience sharing with participants and industry leaders, and a role play case study for participants to work in teams and develop their own growth and fundraising strategies.

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Program Agenda

<i>Day/Time</i>	<i>Content</i>	<i>Instructor(s)</i>
Sat, May 30 5:00 - 8:00 pm	Program introduction and overview	
Day 1: Sun, May 31 9:00 am - 7:00 pm	<p>Startup to scale-up: How to design effective growth strategies and scalable business models</p> <p>Introducing the role play case and kicking off the business model analysis and design for a high-growth venture</p>	Ayman Ismail
Day 2: Mon, Jun 1 9:00 am - 6:00 pm	<p>Internal capabilities and organization: How to design effective and scalable operations and organizations for growth</p> <p>Personal leadership: How to grow your personal leadership potential and management skills as your startup grows</p>	Rasha El-Gohary
Day 3: Tue, Jun 2 9:00 am - 7:00 pm	<p>Role play exercise (1)</p> <p>Preparation and coaching session for business model analysis and growth strategy design for a high-growth venture; operational and organizational strategy design for a scalable organization</p> <p>Role play investors presentation: What is your growth strategy? Can you execute this growth strategy?</p> <p>Feedback from investors and instructors</p>	Rasha El Gohary, Ayman Ismail
Day 4: Wed, Jun 3 9:00 am - 6:00 pm	Financial management for fast-growing ventures: How to create value, manage cash flows and attract investments	Alaa Rady
Day 5: Thu, Jun 4 9:00 am - 8:00 pm	<p>Role play exercise (2)</p> <p>Creating a financial strategy for value creation (preparation and coaching session)</p> <p>Valuation and term sheet analysis (preparation and coaching session)</p> <p>Role play investors presentation: term sheet negotiations</p> <p>Feedback from investors and instructors</p> <p>Wrap-up and reflections</p>	Alaa Rady, Ayman Ismail

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Faculty

Ayman Ismail

Academic Director

Ayman Ismail is assistant professor of management and the Abdul Latif Jameel Endowed Chair of Entrepreneurship at AUC's School of Business. He is also the academic adviser for the school's Entrepreneurship and Innovation Program and the AUC Venture Lab.

Ismail is a former research fellow at the Belfer Center for Science and International Affairs at Harvard University's Kennedy School of Government. He received his PhD in international economic development from the Massachusetts Institute of Technology (MIT). He also holds a bachelor's in engineering and an MBA from AUC, in addition to a master's in city planning and geographic information systems from MIT.

Ismail has broad multidisciplinary experience in economic development, entrepreneurship and innovation, business strategy, city planning and technology, based on professional practice and academic research. He is the co-founder and managing partner of Enovio, a management and strategy consulting firm operating in the United States and the Middle East. Prior to that, he was a consultant for McKinsey & Company, based in New York, for several years. He has advised senior management in leading Fortune 100 companies, fast-growing startups, government agencies and nonprofits on key organizational, operational and technological issues. He has also consulted and conducted research for international organizations such as the World Bank, International Finance Corporation and United Nations Conference on Trade and Development, as well as multiple U.S. government agencies.

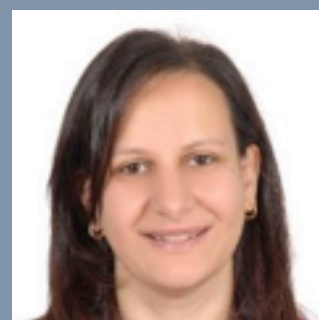
In 2012, Ismail was selected as a Young Global Leader by the World Economic Forum. He is a co-founder and member of the Board of Directors of Nahdet El-Mahrousa NGO, as well as a member of Endeavor MentorCorps, advising entrepreneurs and their startup ventures in Egypt. He is an angel investor in a number of promising startups and is also a board member/adviser for five fast-growing startups in mobile payments, mobile apps, biotechnology, health care insurance and book retailing.

Rasha El Gohary

Rasha El Gohary is the human resource director for a multinational corporation based in Dubai, leading the Middle East region with a turnover of several million British pounds per year. She is a senior international human resource executive, with 20 years of experience in a leading fast-moving consumer goods corporation and a passion for improving organizational eco-systems, social entrepreneurship and the development of upcoming generations of leaders. Her expertise is in the fields of organizational strategies and design, organizational transformation and restructuring, acquisitions, divestitures and startups, human resource management and operations, partnering with C-Suite executives, executive leadership development and coaching, as well as driving successful innovation and turnaround organizational models.



Ayman Ismail



Rasha El Gohary

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El Gohary has led the human resources department across emerging and developed markets in the Middle East, Western Europe and North America; in multiple business units (end market organizations and product categories); as well as in country-based, regional and global roles. She is a certified executive coach and business model generation consultant.

She holds bachelor's and master's degrees from The American University in Cairo.

Alaa Rady

Alaa Rady is the general manager of a global multinational corporation in Jordan and Palestine, leading a post-acquisition turnaround of a manufacturing business that was acquired in 2011, with more than 200 employees and a turnover exceeding half a billion U.S. dollars. His background over the past 15 years spans consulting, financial services and general management, including startups and turnarounds with prominent companies such as Mars Inc., Bain & Company and other multinational corporations around the world, from the United Arab Emirates, Egypt, Jordan, Lebanon, Saudi Arabia, Qatar, Kuwait and Algeria to France and Spain.

Rady is also a co-founder of Enmaa Financial Services, a boutique investment bank with offices in Egypt and Saudi Arabia. The company closed transactions with more than \$200 million over the past five years in the Middle East and North Africa region, besides its focus on strategy consulting and financial advisory. Rady is also an angel investor focusing on startups in professional service firms and was co-heading the entrepreneurship committee of the American Chamber of Commerce, where he worked on establishing an angel investor network for the first time in Egypt in 2010.

A construction engineering graduate from AUC, Rady received his MBA from INSEAD in France and Singapore, where he spent a part of his program at the Wharton Business School in the United States. He also founded the INSEAD alumni association in Egypt in 2008, headed it until 2011 and currently chairs its Board of Directors. Rady is pursuing a Doctorate of Business Administration at IE Business School in Spain, and has contributed several academic and business publications on entrepreneurship and corporate finance over the past five years.

Rady spends a good portion of his time working on volunteer projects with various NGOs in Africa, South America and Asia, including Habitat for Humanity in Chile, La Milagrosa in Venezuela, Coup de Pouce in France, TechnoServe in Mozambique, Antelope Park in Zimbabwe, Injaz in Egypt and Jordan, in addition to Nahdet El Mahrousa, Endeavor and the American Chamber of Commerce in Egypt.



Alaa Rady



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