

\$100M SCALING ROADMAP

► STAGE 9: CAPITALIZE ◀



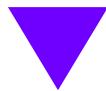
A PERSONALIZED GUIDE FROM



ACQUISITION.COM

YOU ARE HERE

STAGE 9: CAPITALIZE



8: SPECIALIZE				9: CAPITALIZE			
HEADCOUNT	100 to 249	HEADCOUNT	250-500				
YOUR ROLE	President	YOUR ROLE	Chairman				
LEADERSHIP STRUCTURE	4 layers: Executive Team	LEADERSHIP STRUCTURE	5 Layers: CEOs				
# OF COMPANIES HERE	900,000	# OF COMPANIES HERE	300,000				
CONSTRAINT				CONSTRAINT			
PRODUCT	Product too many features & overwhelming customers	PRODUCT	Changes to successful products (cash cows) make them worse. But, you need new stuff to keep growing.				
MARKETING	Broaden creative brings in lower quality leads and <i>drives the brand</i> . CAC goes up again because	MARKETING	Lead attribution by channel becomes difficult. Platform and regulatory compliance become an issue.				
SALES	Closing efficiency on premium product drops.	SALES	Still to brand first offering using a multi-channel approach with blended ROAS across all products. Install compliance tools.				
CUSTOMER SERVICE	Multiple customer journeys conflict or poorly aligned with one another. Departments outgrow general software and need specific solutions. Too many internal inquiries. No inquiry process. Departmental silos.	CUSTOMER SERVICE	Startups specialize in selling different products to different leads using different processes. Route leads by product/territory. Triage support to specialized cs reps to improve efficiency and shorten training.				
INFORMATION TECH (IT)	Recruiters hold inconsistent standards and culture suffers. Wrong candidates get hired. The company has a bad reputation.	INFORMATION TECH (IT)	You hire more specialized tech roles for each major tech function with updated and segmented tech stack. And you may need a new enterprise level software.				
RECRUITING	So many new and diverse employees. Performance review. Compliance issue and complaints skyrocket.	RECRUITING	Best talent doesn't respond to standard recruiting efforts from anyone besides CEO/founder.				
HUMAN RESOURCES (HR)	You're still paying recall for everything (and getting overcharged). Cash is unexpected & getting its return.	HUMAN RESOURCES (HR)	Founder directly attracts highest level roles and sells on growth/vision. (6+ month cycle to feel comfortable)				
FINANCE	Bottom line	FINANCE	Strategic workforce planning, org. capacity planning, backfill, skill gaps, role redundancy, from generalists to hyper specialization.				
	No one is good enough to know everything.		"Prep for sale". Get QoF. Banker audit. Capital structure. Hedge big investments. Option: Raise cash for M&A or to fuel growth.				
<i>Bottom line</i>				<i>Bottom line</i>			
				Not sure where the next big growth comes from. Make a big bet on the future.			

0. IMPROVISE

1. MONETIZE

2. ADVERTISE

3. STABILIZE

4. PRIORITIZE

5. PRODUCTIZE

6. OPTIMIZE

7. CATEGORIZE

8. SPECIALIZE

9. CAPITALIZE

STAGE 9: CAPITALIZE

HEADCOUNT	250–500	
YOUR ROLE	Chairman	
LEADERSHIP STRUCTURE	5 Layers: CEOs	
# OF COMPANIES HERE	300,000	
CONSTRAINT		
PRODUCT	Changes to successful products (cash cows) make them worse. But, you need new stuff to keep growing.	Buy (M&A) or build (R&D) next rising star product to add to the suite (1+ year out)
MARKETING	Lead attribution by channel becomes difficult. Platform and regulatory compliance become an issue.	Shift to brand first advertising with omnichannel approach with blended ROAS across all products. Install compliance process.
SALES	Too many different leads and products for any one type of salesperson.	Salespeople specialize in selling different products to different leads using different processes. Route leads by product/territory.
CUSTOMER SERVICE	Support for varied newer offerings is breaking due to high volume.	Triage support to specialized cs reps to improve efficiency and shorten training.
INFORMATION TECH (IT)	Old tech stack insufficient and needs update. Departments demand new & specialized solutions.	You hire more specialized tech roles for each major tech function with updated and segmented tech stack. And you may need a new enterprise level software.
RECRUITING	Best talent doesn't respond to standard recruiting efforts from anyone besides CEO/Founder.	Founder directly attracts highest level roles and sells on growth/vision. (6+ month cycle to feel comfortable)
HUMAN RESOURCES (HR)	Churn increases + you don't have who you need to grow.	Strategic workforce planning: org, capacity planning, backfill, skill gaps, role redundancy, from generalists to hyper specialization.
FINANCE	Your finances aren't legit enough to get other people to give you money (raise/borrow/buy) to make a big investment M&A or R&D.	"Prep for sale": Get QoF. Banker audit. Capital structure. Hedge big investments. Optional: Raise cash for M&A or to fuel growth.
Bottom line	Not sure where the next big growth comes from.	Make a big bet on the future.

WATCH THIS FIRST

"START HERE"



THIS VIDEO EXPLAINS THE ENTIRE
\$100M SCALING ROADMAP. **THIS INCLUDES:**



The methodology



The differences
between stages



Repeat themes
to be aware of



How to get the most
out of your business

GOT IT? LET'S START SCALING ►►►

YOUR STAGE



THIS VIDEO PROVIDES AN
IN-DEPTH LOOK AT THE CONSTRAINTS
& SOLUTIONS AT **STAGE 9**



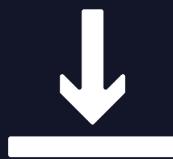
YOUR ROLE

CHAIRMAN



HEADCOUNT

250 to 500



BOTTOM LINE

Not sure where
the next big growth
comes from



GRADUATE BY

Make a big bet
on the future

WHEN YOU HIT “STAGE 9: CAPITALIZE”

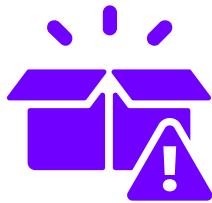
HERE'S A SIMPLE EXPLANATION OF STAGE 9 (CAPITALIZE) WHEN A BUSINESS HAS 250–500 EMPLOYEES:

At this stage, your company is quite large – you have between 250 and 500 employees. Only about 300,000 companies in the US ever get this big. You're now a Chairman with five layers of management under you, including CEOs. The main challenge is that you've hit a plateau and need to make big bets to keep growing.

LET ME BREAK DOWN WHAT'S HAPPENING IN EACH AREA:

- Product Problems
- Marketing Problems
- Sales Problems
- Customer Service Problems
- Tech Problems
- Recruiting Problems
- HR Problems
- Money Problems





Products Problems

You're in a tricky spot – your successful products ("cash cows") get worse when you try to change them, but you need new products to keep growing. It's like having a restaurant with a famous dish—changing it would upset regular customers, but you need new dishes to attract new customers. The solution is to either:

- Buy another company (M&A - Mergers & Acquisitions)
- Build something totally new (R&D - Research & Development)

Either way, this is a big bet that will take at least a year to pay off.



Marketing Problems

Two big problems are happening: 1) You can't tell which marketing is working anymore—it's like not knowing which fishing spot is giving you the most fish & 2) You have to be more careful about following rules and regulations. The fix is to:

- Focus on building your brand first, then selling
- Use multiple channels to reach customers
- Look at how all your marketing works together, not separately
- Create a process to make sure all marketing follows the rules



Sales Problems

Your salespeople are overwhelmed because there are too many different types of leads and products. Imagine having one waiter try to serve tables in five different restaurants—it doesn't work. The solution is to:

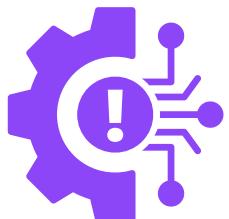
- Have different salespeople specialize in different products
- Have different salespeople for different types of customers
- Use different sales processes for different situations
- Sort leads by product or location



Customer Service Problems

Support for your newer products is breaking down because there's too much volume. It's like having a phone system that can't handle all the incoming calls. The fix is to:

- Have specialized customer service reps for different products
- Make training shorter and more focused
- Make the whole process more efficient



Tech Problems

Your old tech systems can't handle the load anymore, and departments want specialized solutions. The fix is to:

- Hire specialized tech people for different functions
- Update and separate your tech systems
- Maybe get new enterprise-level software (the big, expensive kind)



Recruiting Problems

The best people don't respond to normal job postings anymore—they only want to talk to the founder/CEO. The solution is to have the founder:

- Directly recruit the highest-level positions
- Sell them on the company's vision and growth
- Be patient (this can take 6+ months)



HR Problems

Employee turnover is increasing, and you don't have the right people to grow. Think of it like a sports team that keeps losing good players and can't find replacements. The fix is strategic workforce planning:

- Plan your organization's structure
- Plan for people leaving
- Fill skill gaps
- Have backups for important roles
- Turn generalists into specialists



Money Problems

Your financial records aren't good enough to convince others to give you money for big investments. The solution is to:

- Get your books audited
- Talk to investment bankers
- Set up your company's money structure properly
- Protect against big risks
- Maybe raise money for buying companies or growing faster

THE BIG PICTURE

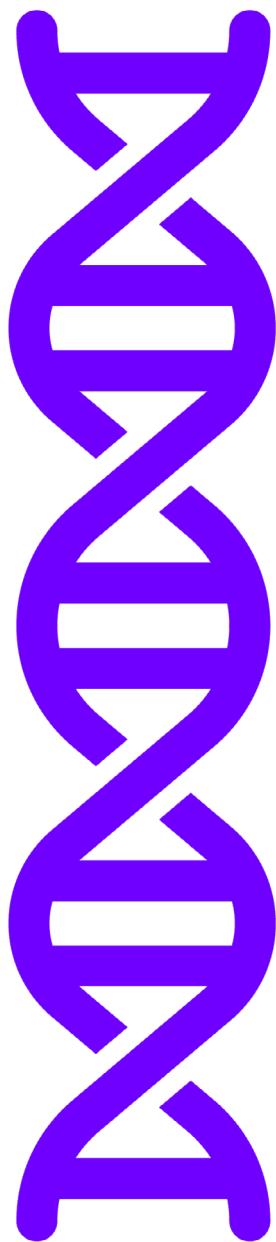
At Stage 9, you're like a ship that's reached calm waters—you're successful but not growing much anymore.

To keep growing, you need to make a big bet on the future. This could mean:

- Buying other companies
- Creating new products
- Entering new markets
- Making major investments

This is why it's called "Capitalize"—you need to take advantage of your success to make big moves.

THE KEY CHALLENGES:



Everything is getting more complex

- More products to manage
- More types of customers
- More departments to run
- More rules to follow

You need bigger solutions

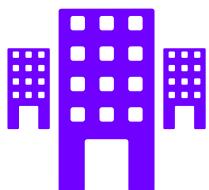
- Enterprise-level software
- Specialized departments
- Professional management
- Better financial systems

You need to think bigger

- Long-term planning
- Big investments
- Major acquisitions
- New markets

THE BOTTOM LINE

YOUR MAIN JOB AT THIS STAGE IS TO MAKE A BIG BET ON THE FUTURE. YOU CAN'T JUST KEEP DOING WHAT MADE YOU SUCCESSFUL—YOU NEED TO FIND THE NEXT BIG THING. THIS MEANS:



LOOKING FOR COMPANIES TO BUY



INVESTING IN NEW PRODUCTS



BUILDING NEW CAPABILITIES



TAKING CALCULATED RISKS

Think of it like a successful restaurant owner deciding whether to:

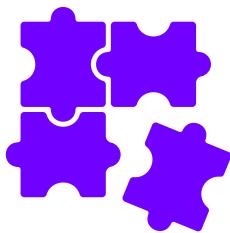
- Open new locations
- Buy other restaurants
- Create a new restaurant brand
- Start a food product line

Whatever you choose, it needs to be big enough to make a real difference to a company your size. Small bets won't move the needle anymore!

This is the last stage in our roadmap because after this, companies enter a whole different league—the world of large corporations with thousands of employees. Each company's path beyond this point becomes very unique to their industry and situation.

THE BOTTOM LINE

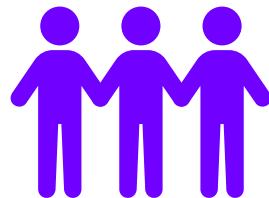
YOUR MAIN JOB AT THIS STAGE IS TO CREATE DEDICATED TEAMS OF SPECIALISTS. NO MORE “EVERYONE DOES EVERYTHING.” EACH PERSON NEEDS TO FOCUS ON WHAT THEY’RE BEST AT. THIS MEANS:



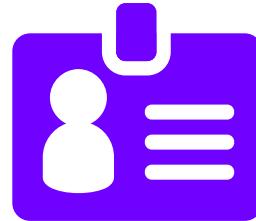
BREAKING BIG JOBS
INTO SMALLER,
SPECIALIZED PIECES



FINDING PEOPLE WHO
ARE REALLY GOOD AT
THOSE SPECIFIC PIECES



CREATING SYSTEMS TO
HELP THESE SPECIALISTS
WORK TOGETHER

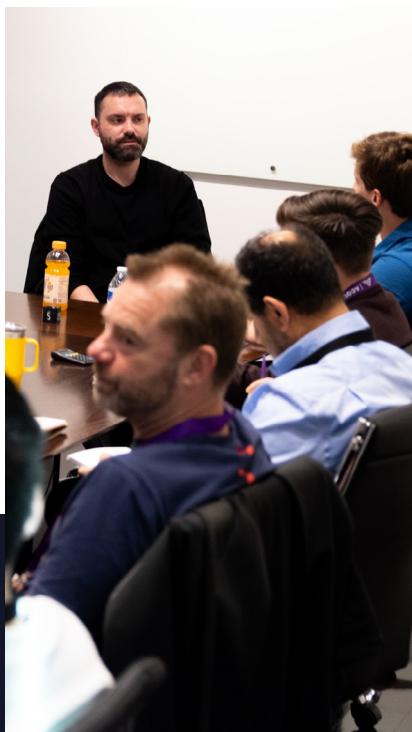


MAKING SURE
EVERYONE KNOWS
THEIR SPECIFIC ROLE

This is why this stage is called “Specialize”—it’s all about getting really good at specific things instead of trying to be okay at everything. It’s like turning your company from a high school (where teachers teach multiple subjects) into a university (where professors specialize in one specific thing).

After you get the right specialists in the right roles, you can move to the next stage. This hyper specialization is what can create outsized returns to capitalize on with your next big growth bet.

DO YOU WANT TO SCALE TO THE NEXT STEP?



It's time to unlock the wealth already in your business. If you want to learn the "moves off the chess board" or go for the "get rich once" exit, let us show you how we do it. To get a front row seat, come to a Scaling Workshop. See if you qualify below.



Check Dates

THIS IS THE STAGE YOU JUST GRADUATED FROM...

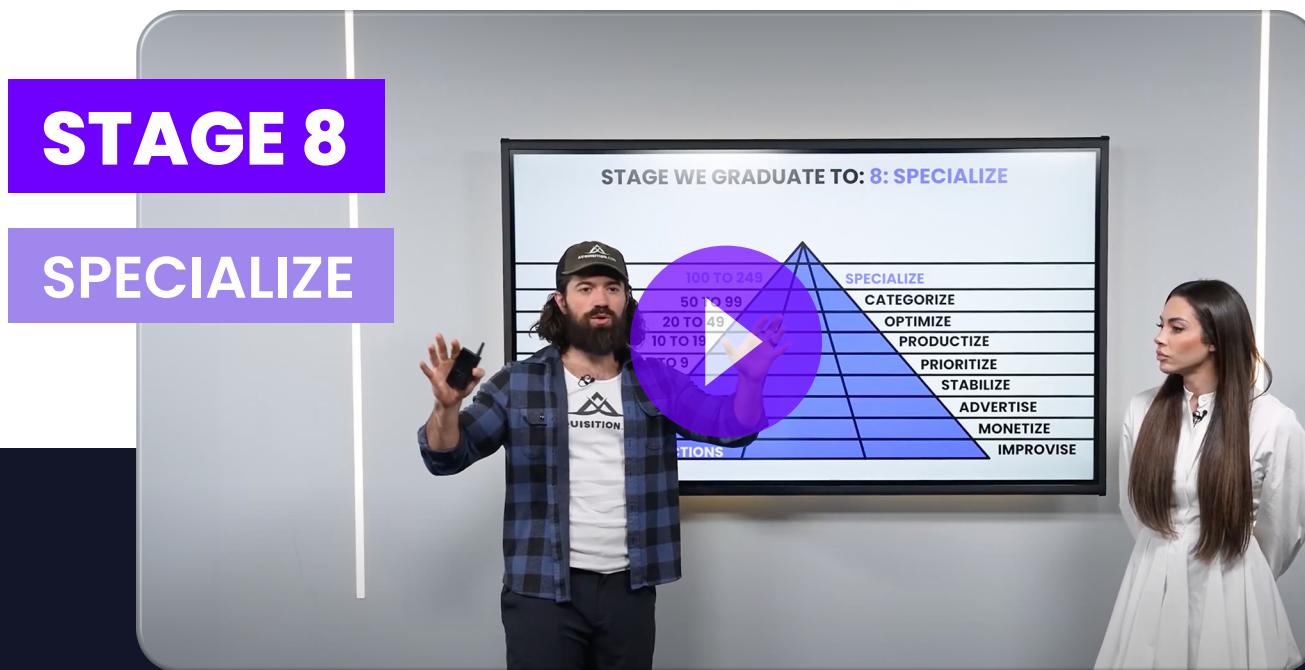


STAGE 8: SPECIALIZE

STAGE 8: SPECIALIZE

HEADCOUNT	100 to 249	
YOUR ROLE	President	
LEADERSHIP STRUCTURE	4 Layers: Executive Team	
# OF COMPANIES HERE	900,000	
CONSTRAINT		
PRODUCT	Product too many features & overwhelms customers.	Survey. Prune. Improve thru deletion. Pruned items can become cross-sells.
MARKETING	Broader creative brings in lower quality leads and <u>dilutes the brand</u> . CAC goes up again because.	Grow brand with standardized messaging + free value + big positive brand associations.
SALES	Closing efficiency on premium product drops.	Route best leads to best closers (front end & ascensions). Automated metrics tracking.
CUSTOMER SERVICE	Multiple customer journeys conflict or poorly timed with one another.	Create proactive recommendations to cross-sell other stuff and a blended customer journey.
INFORMATION TECH (IT)	Departments outgrow general software and need specific solutions. Too many internal inquiries. No inquiry process. Departmental policies.	Get specialized stack for departments. Internal inquiry process. Staff up if needed. Create departmental policies and service level agreements.
RECRUITING	Recruiters hold inconsistent standards and culture suffers. Wrong candidates get too far in the process.	Standardized selection process for all incoming talent. Founder final check.
HUMAN RESOURCES (HR)	So many new and existing employees, performance suffers. Compliance issues and complaints skyrocket	Setup Group Onboarding (software). Documented Performance Management Systems. Insurance (EPLI). Reinforce cultural values.
FINANCE	You're still paying retail for everything (and getting overcharged.) Cash is unprotected & getting 0% returns.	Re-negotiate rates on everything. Cash to yield accs. Specialize finance roles (especially tax mitigation). Internal financial audits cadence.
Bottom line	No one is good enough to know everything.	Create dedicated people and teams for specific tasks.

YOUR STAGE



THIS VIDEO PROVIDES AN
IN-DEPTH LOOK AT THE CONSTRAINTS
& SOLUTIONS AT **STAGE 8**



YOUR ROLE

PRESIDENT



HEADCOUNT

100 to 249



BOTTOM LINE

No one is good enough to know everything



GRADUATE BY

Create dedicated people and teams for specific tasks

WHEN YOU HIT “STAGE 8: SPECIALIZE”

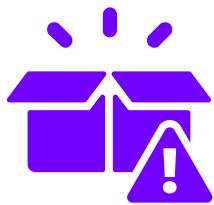
AT THIS STAGE, YOUR COMPANY IS GETTING PRETTY BIG—YOU HAVE BETWEEN 100 AND 249 EMPLOYEES.

Only about 900,000 companies in the US reach this size. You're now a President with four layers of management under you. The main challenge at this stage is that no one person can be good at everything anymore – you need specialists. Let me break down what's happening in each area:

LET ME BREAK DOWN WHAT'S HAPPENING IN EACH AREA:

- Product Problems
- Marketing Problems
- Sales Problems
- Customer Service Problems
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- Recruiting Problems
- HR Problems
- Money Problems





Products Problems

Your product has become like a Swiss Army knife with too many features - it's confusing customers. Imagine a TV remote with 100 buttons when most people only use 10 of them. The solution is to survey customers to find out what features they actually use, remove the ones they don't, and maybe turn some removed features into separate products you can sell separately. It's like turning that complicated remote into two simpler ones.



Marketing Problems

Your advertising isn't working as well as it used to, and it's getting more expensive to get customers. It's like shouting in a crowded room - nobody pays attention anymore because there's too much noise. The fix is to focus on building your brand (like Nike or Apple) instead of just selling products. This means:

- Creating a clear, simple message about who you are
- Giving away valuable free stuff to build trust
- Getting associated with other trusted brands or people



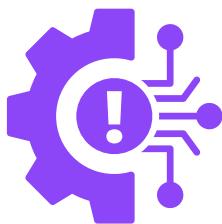
Sales Problems

Your best salespeople aren't closing as many deals as they used to. The fix is to send your best leads to your best closers and use automatic tracking to measure everything. Think of it like a restaurant sending its most experienced waiters to handle the biggest parties and most important customers.



Customer Service Problems

Different types of customers are getting conflicting information and having confusing experiences. Imagine going to a restaurant where one waiter tells you something costs \$10 and another says it's \$20. The solution is to create one clear path for customers who buy multiple products and make smart recommendations about what else they might want to buy.



Tech Problems

Different departments need different software, and everyone is asking IT for help but there's no system for handling requests. It's like having one handyman trying to fix everyone's problems in a big apartment building with no way to organize who needs what. The fix is to:

- Get specialized software for each department
- Create a system for making IT requests
- Hire more IT people if needed
- Create clear rules about what IT will and won't do



Recruiting Problems

Your recruiters aren't consistent about who they hire, and this is hurting your company culture. It's like having different doormen at a club who each let in different types of people. The solution is to create one standard process for selecting new employees and have the founder do a final check on important hires to make sure they're right for the company.



HR Problems

With so many employees, performance is suffering and people are starting to complain more. The fix is to:

- Get software to help train groups of new employees
- Create clear systems for managing performance
- Get insurance to protect against lawsuits
- Keep reinforcing what your company believes in



Money Problems

You're paying full price for everything and not making any money on your spare cash. It's like paying retail prices at stores when you could be getting wholesale discounts. The solution is to:

- Renegotiate prices with everyone who sells to you
- Put extra cash in accounts that earn interest
- Get specialists to handle different money tasks (especially taxes)
- Do regular internal audits to make sure no money is being wasted

THE BIG PICTURE

At Stage 8, the main challenge is that being a "jack of all trades" doesn't work anymore. You need specialists—people who are really good at specific things. Think about a hospital:

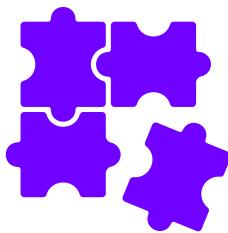
- You don't want a general doctor doing heart surgery
- You want a heart specialist
- And you want that heart specialist to focus only on hearts, not try to do everything

This is true for every part of your business:

- Some salespeople should only sell certain products
- Some customer service people should only handle certain types of customers
- Some tech people should only handle certain types of software
- Some finance people should only handle certain types of money tasks

THE BOTTOM LINE

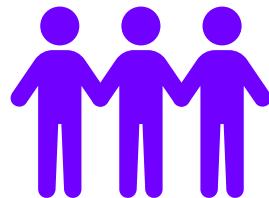
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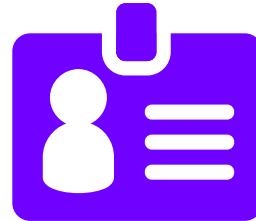
BREAKING BIG JOBS
INTO SMALLER,
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FINDING PEOPLE WHO
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CREATING SYSTEMS TO
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