Scaling Ventures introduces you to the skills and insights necessary to lead an organization through the periods of rapid growth that are characteristic of scaling startups. The program consists of eight 90-minute live sessions delivered using Harvard Business School Online’s HBX Live studio. Each session, save one, will focus on a case study about a scaling venture facing one or more paradigmatic challenges. One session will take shape as a workshop focusing on participants’ own ventures in a series of case-style mini-discussions. Each session will be supplemented by more generalizable frameworks and tested approaches to the issues we raise. This format will allow you to explore challenges you may be facing right now or that you will face as your venture grows.

<table>
<thead>
<tr>
<th>Session Title</th>
<th>Case Study</th>
<th>Takeaways</th>
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| Scale to Fail: When scaling sews the seeds of its own destruction (or what not to do in your scaling venture) | Nasty Gals Do It Better | • Address the challenges of “crossing the chasm”  
• Manage organic and paid customer acquisition  
• Analyze drivers of customer lifetime value  
• Understand dynamics of leadership team, hired-gun talent, and VC expectations in scaling  
• Why “what got you here won’t get you there” |
| Managing Transitions: Startups that are scaling go through a predictable set of transitions – with assets in one stage becoming liabilities in another. How do you recognize and manage these transitions? | Careem: Raising a Unicorn | • Identify the stresses and strains that are likely to appear as the organization grows (following the ‘Rule of Three’)  
• Recognize the likely impact of internal interventions, such as new talent, new organizational structures, and new processes  
• Understand the leadership challenges of balancing external pressures to grow (investors, market dynamics) with internal tensions caused by growth.  
• In such a growth phase, figure out what to anticipate, what to address, what to delegate, what to ignore |
| Managing Growth: How fast should a venture scale? | Nectar                 | • How to go from zero to $200M revenues in 16 months  
• Understand the art and science of performance marketing  
• Grapple with challenges of dynamic LTV/CAC ratios  
• How to manage a virtual organization and supply chain  
• Identify best practices for a “fast follower” strategy |
| Adding Structure and Process: How much organizational debt can you assume before facing a meltdown? | BlackBuck              | • Understanding the growth imperative in a two-sided marketplace  
• Understanding different methods of generating growth – capital-fueled versus incentive-fueled  
• How to measure the right metrics  
• Why accounting metrics can be misleading – and, at times, even fatal  
• Understand the impact of accumulating organizational debt |
| Power of an Effective Culture: Formal and informal mechanisms to create and maintain culture as a cohesive force | Yesware               | • What is culture and why is it important?  
• Formal and informal indicators of culture  
• Assessing the difference between a business culture and a people culture  
• Role of formal statements, observed behaviors, and communications in establishing culture  
• How a single action can undermine years of careful attention to values and culture |
| Reigniting Growth: How to reinvent a venture when customers and suppliers become competitive rivals | TripAdvisor            | • Manage revenue streams for an online platform  
• Analyze complex and dynamic industry ecosystems  
• Create defensibility when positioned as an ecosystem intermediary  
• Crack the code on “coopetition” with Google  
• Develop communications to manage internal and external stakeholders |
| Applying Learnings: Developing a strategic, operational, and organizational roadmap for your venture as it scales | Mini-Case Studies Based on Participants’ Own Ventures | • Transforming scaling into a process like other functions  
• Identifying the key break points and interventions  
• Identifying the need to change structure and talent at different points  
• Planning for transitions  
• Restructuring the role and priorities of a CEO and leadership team |
| Buy, Build, Partner: What capabilities a venture should control, and when | Chewy.com              | • How to spot significant scaling opportunities in the consumer tech landscape  
• Understand the role of customer service in scaling ventures  
• How to analyze customer and venture economics |

Note: Sessions may occur in a different order during the program.