

A portrait of a smiling man with short brown hair and round glasses, wearing a light blue shirt. The background is a blurred outdoor scene with green foliage. Overlaid on the image are several graphic elements: three concentric cyan circles in the top left corner, three horizontal cyan and yellow stripes in the top right, and a large dark teal triangle in the bottom right corner containing the program's logo and text.

SCALING READINESS PROGRAMME

NOW IS THE TIME TO SCALE WITH
CONFIDENCE



ENTREPRENEURSHIP
ACADEMY

You have customers. You have a team. You have revenue. In short: it's working. Except running your company gets a little less fun every day. More fires, more people, more decisions, and less and less overview. You need to translate scattered priorities into one clear plan, build the structure and culture that keep up with your growth, turn your finances into a system that steers decisions instead of just reporting them, and build a sales engine that doesn't depend on you closing every deal. That's a tall order!

We cover this and much more in our Scaling Readiness Programme, developed together with Wintercircus.

This programme will give you new insights to take you to the next level. With input from entrepreneurs who have gone before you, from Showpad to Silverfin and Aikido, you will develop a concrete action plan for your company in just two days. Hope to meet you soon!

Team Vlerick Entrepreneurship Academy
Wintercircus Academy

"The Scale-Up Masterclass (predecessor of the Scaling Readiness Programme) has provided me with several hands-on insights that are of immediate use in our fast-scaling company. In particular, the concept of modules provided by people who had faced similar challenges in the trenches makes it much more approachable than an old-fashioned classroom set-up."

Frederik De Witte
(Founder FleetMaster)



WHY THIS PROGRAMME?

IMPACT ON YOU AND YOUR ORGANISATION

Ready to scale without the chaos? Then skip the trial and error and learn directly from people who have travelled this road before you.

Managing a fast-growing company is a challenging task that demands an enormous amount of knowledge and time. The Scaling Readiness Programme is an intensive, two-day, in-person bootcamp for founders and C-level leaders. You will be joining a group of like-minded leaders to learn and experience what you need to take a young company to the next level, hosted at the iconic Wintercircuit in Ghent. This unique learning experience will have a long-term impact on your company and yourself.

What will you learn?

- Translate scattered ideas and priorities into one clear, execution-ready roadmap, and get full team alignment behind it.
- Recognise the early signals that your organisation is about to crack, before they become crises, and know which role to fill first.
- Define your culture explicitly, before your next wave of hires defines it for you and turn it into a genuine magnet for talent.
- Build reliable cash flow and forecasting models and create investor-ready dashboards that speak the language of VCs.
- Understand exactly how investors value your company at your stage, and model dilution scenarios before you ever sit down with them.
- Build a capital plan and investor narrative that connect your metrics to your vision.
- Make the right first sales hire and build a repeatable process that shortens your sales cycle without you in every deal.
- Systematically work through six critical scaling challenges and leave with a concrete plan for each one.



Do the following ten statements sound like you and your organisation? Then the Scaling Readiness Programme is what you are looking for!

1. You have customers and traction, but running your company feels heavier than it did six months ago.
2. Just hire a few more people" doesn't cut it anymore: you need structure, not chaos with extra headcount.
3. You want to build your culture deliberately, before your next wave of hires defines it for you.
4. You'd rather check your cash position proactively than get surprised by it later.
5. You are considering your next funding round and don't want to walk into the boardroom unprepared.
6. You have outgrown founder-led sales and need a team that closes deals without you.
7. You'd rather have one sharp page of priorities than a fifty-slide deck.
8. You want to learn from people who have already been through this, not theory, but real scale-up stories.
9. You are ready for two days fully focused on your business, surrounded by peers at the same stage.
10. You want to walk away this weekend with a plan you can act on Monday morning.

WHO IS THIS PROGRAMME FOR?

- Founders and C-level leaders of early-stage tech and digital scale-ups with product-market fit and paying customers.
- You are looking for hands-on insights into dealing with the growing pains of a fast-growing company.

Vlerick Business School, a pioneer in the support of entrepreneurship

DID YOU KNOW THAT...?

- We have been offering courses to support entrepreneurs in their growth journey since 1985.
- 15% of our MBA/Master students start their own business.
- >8200 entrepreneurs have taken one or more courses at our school.
- The “Vlerick Student Entrepreneurship Fund” offers our alumni financial support with starting their own businesses.

DID YOU KNOW THAT THE SCALING READINESS PROGRAMME...?

- Is focused on peer-to-peer learning with a lot of scale-up founders as guest speakers
- Is hosted in-person at the iconic Wintercircus in Ghent.
- Is developed in collaboration with Wintercircus Academy.
- Includes findings from the yearly Rising Star Monitor report.



COURSE CONTENT

OUR PROGRAMME IS BASED ON THREE IMPORTANT IDEAS

1

The programme is designed as a focused, two-day format that fits around your commitments as a founder or C-level leader. One place, one time: intensive and practical.

2

You work through six sessions with a group of founders and leaders at the same stage, with dedicated time for peer exchange and direct input from the entrepreneurs who share the stage in every session.

3

You leave with concrete, actionable tips and tools for your company, not just a certificate, something you can start putting into practice on Monday morning.

PROGRAMME

There are six face-to-face sessions spread across two days, each tackling one critical scaling challenge and ending with actionable takeaways.

MODULE 1: COMPANY STRATEGY: TURN COMPANY-WIDE IDEAS INTO ONE CLEAR PLAN

Most strategies live scattered across a fifty-slide deck nobody reopens and a string of half-remembered conversations. That's noise, not a plan, and it gets expensive once your company starts moving

fast. In this session you rebuild your strategy from scratch: one page, ruthlessly prioritised, built to survive a Monday morning. You leave knowing exactly what moves the needle, and what to stop doing.

MODULE 2: ORGANISATION: BUILD STRUCTURE THAT KEEPS UP WITH YOUR GROWTH

Signals blur, your best people stretch thin, and the scrappy energy that got you here starts to fray. Most founders respond by hiring, but headcount without

structure doesn't scale a company, it scales the chaos. This session helps you catch that moment early and respond with precision, not panic. You'll learn which positions to fill first, and when. You leave with just enough structure to create accountability without slowing anyone down.

MODULE 3: MAKE CULTURE A COMPETITIVE ADVANTAGE, NOT AN AFTERTHOUGHT

Culture isn't a slide in your onboarding deck. Left unmanaged, it still forms, just not in the direction you'd choose, and it's usually the first thing that pushes your best people out the door. Built deliberately, it becomes far harder for competitors to copy than your product or pricing. This session shows you how, using the real story of how Showpad scaled its culture from a handful of founders to a global team. You leave knowing how to turn your values into a genuine magnet for the talent you actually want to attract.

MODULE 4: MODELS THAT PREDICT. DASHBOARDS THAT PERSUADE. NUMBERS THAT DRIVE DECISIONS

Most founders manage cash reactively: checking the balance, chasing invoices, hoping the numbers work out. That works until it doesn't, usually mid fundraise, mid expansion, or mid crisis. This session turns your finances into a navigation system that shows your runway and which levers to pull. You leave with models that predict what's coming, and

dashboards that actually make sense to an investor.

MODULE 5: FUNDRAISING: RAISE ON YOUR TERMS, NOT THEIRS

Fundraising feels like a black box: valuation feels arbitrary, dilution feels inevitable, and it's easy to lose the narrative across the table from an investor. Walking in unprepared costs you more than money, it costs you leverage. This session strips the mystery out of the process, from Pre-Seed through Series A. You'll learn how to model dilution scenarios so you never give away more equity than you need to. You leave knowing exactly how investors value your company, and how to tell a capital story you actually believe.

MODULE 6: GO-TO-MARKET: FROM FOUNDER HUSTLE TO A SALES ENGINE THAT RUNS WITHOUT YOU

Founder-led sales has a hard ceiling: you can't be in every deal forever, and the pipeline dries up the moment you step back without a system. The companies that keep growing turn founder instinct into a repeatable, teachable process before that moment hits. This session gives you that blueprint, from your first critical sales hire to a process that gets sharper with every cycle. You'll learn exactly which role to hire first, what profile to look for, and when the timing is right. You leave with a sales engine that scales without you closing every deal yourself.

WHO WILL HELP YOU IN YOUR FAST-PACED GROWTH?

ON WHOM CAN YOU COUNT?



Prof Veroniek Collewaert

Prof Veroniek Collewaert is an expert in the company culture of a scale-up and the relationship between entrepreneurs and investors in fast-growing companies.



Prof Miguel Meuleman

Prof Miguel Meuleman is an expert in entrepreneurship, venture creation, growth, business model generation and entrepreneurial finance. He will provide insights on how to develop a focused growth strategy.



Elien Vandenbroucke

Elien is a scale-up expert with a track record in growth and go-to-market strategy. At Silverfin, she led international expansion and sales development, helping the company grow into a global player. Today, she advises start-ups and scale-ups on building sustainable growth structures and effective go-to-market strategies.

With top-notch experts

In the Scaling Readiness Programme, a number of entrepreneurs share the story of specific topics on their own scale-up journey. Stop wasting time on trial and error and learn from those who are experienced in the journey ahead.

- **Jeroen De Wit, Teamleader**
- **Louis Jonckheere / Pieterjan Bouten, Showpad**
- **Dries Cornelis, Aikido**

The Entrepreneurs-in-Residence

Our Entrepreneurs-in-Residence are a central part of our operation. They give practical testimonials and act as experts. Most of them are alumni of Vlerick Business School. Be inspired by this unique group of entrepreneurs. You can find an overview here: [Find faculty and experts | Vlerick Business School](#)

UNIQUE VLERICK LEARNING NETWORK

V-Entrepreneurs

V-Entrepreneurs is the alumni network of Vlerick entrepreneurs. This is your access to an inspiring group of like-minded entrepreneurs and professionals. In collaboration with our Entrepreneurs-in-Residence, we organize various activities to inspire and connect. The detailed program can be found here:

The Broader Vlerick Alumni Network

When you successfully complete the Scale-Up Masterclass, you will receive the certificate that gives you access to our global alumni network. So even after completing your training, you will still be part of one of the most vibrant networks in the world. We have more than 24,000 active alumni in 100 countries. More info:

PRACTICAL INFORMATION

The programme consists of six sessions spread over two intensive days.

FORMAT

Friday full day + dinner. Saturday full day + closing.

One place, one time: intensive and practical, at Wintercircus, Ghent.

REGISTER

Register at [Scaling Readiness Programme | Vlerick Business School](#). After we have received your application, we will contact you for an intake interview and review your case personally.

QUESTIONS?

Reach out to: Flore Gernay

Community Manager Scale-ups

+32 470 74 31 11

E: flore.gernay@vlerick.com

YOUR CERTIFICATE

Are you participating in our programme? Upon successful completion, you will receive a certificate from Vlerick Business School and Wintercircus Academy.

FINANCIAL BENEFITS

This programme is eligible for the SME e-wallet (KMO-portefeuille): small companies receive a 30% grant, medium-sized companies 20%, up to a maximum of € 7,500 per year.

WINTERCIRCUS

The Programme was developed in collaboration with

