Customer Journey

- Stage 1 - 0-5 crore - Survival → Validation
  - What defines this stage
    - Founder-driven everything
    - Revenue inconsistency
    - Product-market fit still evolving
  - What breaks
    - No systems, only hustle
    - Cash flow stress (not profit, survival)
    - Hiring wrong people (cheap vs capable)
    - Founder burnout
  - Founder identity shift needed —> Operator → Hustler + Sales Machine
  - Coaching Themes/ Board Themes
    - How do I get predictable revenue?
    - What should I say NO to?
    - Pricing confidence
    - First key hires (sales vs ops?)

StartUp / Accelerator Board

- Stage 2 - ₹5 – ₹20 Cr (Stability → Repeatability)
  - What defines this stage
    - Product-market fit achieved
    - Some repeat customers
    - Small team (10–40 people)
  - What breaks
    - Founder is bottleneck in all decisions
    - No middle management
    - Sales depends on founder network
    - Chaos in delivery / quality
  - Founder identity shift
    - Hustler → Manager
  - TAB Board Themes
    - How do I build a second line?
    - Sales engine vs founder-led sales
    - Process vs flexibility trade-offs
    - Culture vs control

General Board+HiMap

- Stage 3: ₹20 – ₹50 Cr (Scale → Structure)
  - What defines this stage
    - Growth visible but inconsistent
    - Multiple teams forming
    - Functional heads emerging
  - What Breaks
    - Delegation fails (trust gap)
    - Founders still involved in execution
    - Margins start leaking
    - MIS/reporting weak or cosmetic
  - Founder Identity Shift
    - Manager → Leader
  - TAB Boards Themes
    - What should I stop doing?
    - Building real leadership team (not senior employees)
    - Financial discipline & dashboards
    - Org structure clarity

Generic Board+SME IPO Board+StratPro+HiMap

- Stage 4: ₹50 – ₹100 Cr (Control → Professionalization)
  - What defines the stage
    - Strong brand presence in niche
    - Leadership team exists (but uneven)
    - Growth opportunities visible
  - What Breaks
    - Politics within leadership team
    - Founder-dependent culture persists
    - Strategy unclear vs execution overload
    - Cash flow vs profit mismatch
  - Founders Identity Shift
    - Leader → CEO
  - TAB Boards Themes
    - How do I create accountability without micromanaging?
    - ESOPs / incentives for leadership
    - Strategic clarity vs opportunistic growth
    - Governance beginnings

Generic Board + StratPro + HiMap

- Stage 5: ₹100 – ₹500 Cr (Expansion → Institutional Thinking)
  - What defines this stage
    - Multi-product / multi-market play
    - Strong leadership team
    - External investors may enter
  - What Breaks
    - Alignment issues across teams
    - Culture dilution
    - Decision-making slows down
    - Founder struggles to let go
  - Founder Identity Shift
    - CEO → Institutional Builder
  - TAB Board Themes
    - How do I scale without losing culture?
    - Board governance / advisory boards
    - Capital allocation decisions
    - Expansion vs focus

Franchise Board/ International Trade Board/ IPO Board + StraPro _ HiMap

- Stage 6: ₹500 – ₹1000 Cr (Scale → Complexity Management)
  - What defines this stage
    - National / global presence
    - Layered org structure
    - Professional CEOs / CXOs
  - What breaks
    - Bureaucracy creeps in
    - Innovation slows
    - Internal silos
    - Founder relevance question
  - Founder identity shift
    - Builder → Visionary / Chairman
  - TAB Board Themes
    - How do I stay relevant without interfering?
    - Innovation systems
    - M&A vs organic growth
    - Leadership succession

Franchise Board/ International Trade Board/ IPO Board + StraPro _ HiMap

- Stage 7: ₹1000 Cr+ (Legacy → Institution)
  - What defines this stage
    - Brand becomes institution
    - Multi-business verticals
    - Public markets / PE / global scale
  - What Breaks
    - Loss of entrepreneurial DNA
    - Governance risks
    - Succession conflicts
    - Long-term vs quarterly pressure
  - Founders Identity Shift
    - Visionary → Custodian
  - TAB Boards Theme
    - Legacy building
    - Succession planning (family vs professional)
    - Global expansion strategy
    - Impact & purpose

IPO Board + Family Business Board+ StraPro + HiMap