



**Ninety Nine**

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# Building Sustainably Successful Organizations™

**Success Beyond  
the Start-up Phase**

Founder and Manager Academy

**8 modules**

**May - October 2025**

**On-line**





## Concept and topics

*How do we make the transition to professional management of an entrepreneurial company without turning it into a bureaucracy? Can we preserve the entrepreneurial spirit, but without falling victim to the growth pains?*

This program synthesizes the most important elements of the answer to these questions, based on over 40 years of empirical research and the creation of working tools to help entrepreneurs. The program is based on the methodology of Dr. Eric Flamholz and Management Systems, implemented in hundreds of companies around the world, including Starbucks.

How do we think about business? How do we build a clear strategy and turn it into action? How do we make sure we are in the right role and doing the best for our business? How can we "infect" others with our enthusiasm and understanding of how the company should function, even when we no longer have individual contact with everyone in the company?

These are some of the issues on which you will gain knowledge and applicable tools and be able to compare your understanding with that of other entrepreneurs, and the specific practical tasks and research within the program will enable you to capitalize on your investment in this program as quickly as possible.

### **What does the program include?**

- Eight three hours modules
- 5 validated diagnostic tools and individual reports with your results
- 4 application tasks to achieve immediate impact from your investment
- Opportunity to exchange experiences with other entrepreneurs
- 2 books



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## Content

### **Why a good business model and a lot of work are not enough?: Strategic planning and strategic organizational development**

- Key factors for sustainable business success
- Organizational Development Pyramid™
- Stages of business growth and key management tasks at each stage
- Growing pains - how to know if the size of the business has outgrown your capacity to manage it?
- What is strategic planning and how does it help businesses?
- Steps in the strategic planning process
- Assessment of the external environment
- Business fundamentals – mission, vision, but with strategic value
- **Diagnostic tool:** Assess your company with the tools: Growing Pains and Organizational Effectiveness. Individual results report.

**Application task:** Assessing the external environment and creating the first part of the strategic plan for your business

### **From strategy to results: achieving predictable performance and productivity**

- Company-level execution: the elements and structure of strategic and annual plans
- Team/department-level execution and performance: setting goals and KPIs
- Individual-level execution: clear roles and individual performance management

**Application task :** finalizing the strategic plan



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### **The founder grows with the business: how to be as useful as possible to your business and yourself?**

- Three factors for managerial effectiveness
- Defining your own role – how can I provide the most value to the company?
- Managing the “manager’s inner game” – the psychological factors that reduce your effectiveness
- Strategic and operational leadership

**Diagnostic tool:** Managerial effectiveness study; Leadership effectiveness study and presentation of individual results

**Application task :** Defining your own role

### **Maintaining the entrepreneurial spirit, even beyond the start-up phase: building and managing organizational culture**

- What is culture and how does it affect business?
- Asset or liability? – types of organizational culture
- Five dimensions of culture leading to business success
- Company values – when and how to define them?
- Tools for influencing culture – how to turn company values into real employee behavior?

**Application task:** supplementing the strategic plan with measures to influence culture in the desired direction

**\*\* Subject to additional negotiation** - Diagnostic tool : Organizational culture study

\* The program includes Management Systems materials and concepts that Ninety Nine uses under license.

# Trainer



**Ivaylo Iliev**

Master's degree in work and organizational psychology and a variety of licenses to apply training and organizational development methodologies (CIPD, Human Synergistics, Management Systems, SHL).

Twenty years of experience in conducting leadership development programs, organizational changes and transformations, diagnostics and management of organizational culture.

## **Specialization**

Works intensively with manufacturing companies, medium and large software development companies, importers and distributors of industrial goods. Has experience with projects in Bulgaria, the Netherlands, Romania, Albania.

My focus is on working with fast-growing companies and companies going through changes and transformations.

# Registration conditions

## **Dates**

Module 1: May 29

Module 2: May 30

Module 3: June 19

Module 4: June 20

Module 5: September 18

Module 6: September 19

Module 7: October 23

Module 8: October 24

## **Registration deadline**

April 30

## **Place of conduct**

On-line

## **Price per participant**

2 100 euro

The price includes:

- Training sessions
- Individual reports
- All necessary training materials
- Additional assignments between modules
- 2 books

Price does not include:

- VAT



### Contact

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