



"I have no doubt that working with CRT will be absolutely one of the best experiences you will have in your business life."

- Rick Valencia, CEO
ProfitLine

About Chairmen's RoundTable

The Chairmen's RoundTable is a non-profit volunteer organization comprised of successful Chief Executive Officers with diverse industry backgrounds who provide businesses in San Diego County advice on how to manage and grow their businesses through a well-defined mentoring program. CRT members provide this service free of charge to qualified area businesses as a way of giving back to the community.

www.chairmensroundtable.com

MENTORING SERVICES CASE STUDIES

ProfitLine

The Power of the Journey

For ten years, ProfitLine had been on a slow and steady build. But as demand for the company's services continued to grow, it became clear that it was time to step up the pace. Rick Valencia, founder and CEO, recognized that he needed to transform the business from a proprietorship to a corporation. He had a plan, but how would he fund it? Who should he bring on board to take the company to the next level? After a decade of focusing internally on the business, he knew it was time to reach out.

Opening the Door

Through his business contacts, Valencia had learned of the Chairmen's RoundTable (CRT), a diverse group of seasoned executives who offer free strategic counsel to growing businesses. When a banker and CRT sponsor offered to provide ProfitLine with a referral, Valencia quickly accepted. "I knew that working with CRT would provide me with the opportunity to get impartial feedback on my plan," said Valencia. "Were there any holes? Areas to improve? I wanted to know. I decided I would tell them everything about my business and that I would be completely open to everything they had to say. I propped the door wide open."

The Hot Seat

CRT mentors were assigned and the process began. "One of the fundamental benefits of working with CRT was the opportunity to present our pitch to a group of experienced and knowledgeable people prior to meeting with venture capitalists," said Valencia. "They put me on the hot seat just like I knew the VCs would. They were tough, but also forgiving. It was a comfortable environment to be in. They had no vested interest in the company – neither a financial or emotional stake clouded their recommendations. So I was able to interpret and act upon their advice as I saw fit."

Strengthening SAN DIEGO, One Company at a Time

Company Profile

Company Profile
ProfitLine's outsourced solution streamlines telecom administrative functions for Fortune 1000 companies. By combining a best practices approach with intelligent technology, ProfitLine increases telecom savings and reduces administrative hassles. Founded in 1992, ProfitLine is ranked for the third consecutive year on the Inc 500 list as one of America's fastest growing private companies.

Annual Revenue: \$15 - \$20 Million
No. of Employees: 150 employees
No. of Clients: 70 enterprise clients,
over 200 globally



www.profitline.com

Valencia soon found himself in the much-anticipated hot seat. "I was ready," said Valencia. "While I received sound advice from the CRT members as well as validation of some of the key components of my plan, the most powerful part of my CRT experience was the journey itself. Preparing for, participating in and absorbing the feedback of my CRT presentation and meetings was invaluable in preparing me for what I needed to do. It helped me build confidence in myself as a leader as well as in my plan."

The Results

Acting on CRT's advice, ProfitLine immediately hired a chief financial officer. With the addition of this key position, ProfitLine successfully obtained VC funding. "CRT had validated our need for this position and we decided to invest immediately to bring him on board," said Valencia. "He proved to be a key to closing our funding. This started a run of milestone achievements that have been fueling the growth of our company."

"If you have the opportunity and an open mind, I highly recommend that you work with CRT," advised Valencia. "The last couple of years of growth have been much easier than the first ten years, and I believe it is a reflection of CRT's involvement. CRT members have made their mistakes and successes, and they're willing to share both."

"Collectively, CRT mentors are a lot smarter than any single executive," Valencia continued. "But there's definitely a catch. Their advice is only useful if you are coachable. If you are willing to divulge everything about your business. If you are willing to listen without taking anything personally. If you're ready to do that, you're ready for CRT."

Key Challenges:	Recommendations:	Results:
<ul style="list-style-type: none"> Financing the growth of the company Building the management team Validating the business plan 	<ul style="list-style-type: none"> Put off equity investment until the right valuation is achieved Invest in key senior-level executives Gain a better understanding of the competition's strengths and weaknesses Factor "technology" into long term strategy 	<ul style="list-style-type: none"> Acquired venture capital funding at a fair valuation Hired key senior level executives Developed an intimate knowledge of the competition Preparing to launch a key technology initiative that will position the company with the most advanced service delivery model