

**SCALEUP ACADEMY WEBINAR SERIES**

**Funding & Scaling Your Growth - May 5, 2026 | 11am to Noon**

This session will explore how companies fund and scale growth in practice. Through the lens of experienced operators, we will look at how businesses grow through revenue, discipline, and strategic investment and how leaders choose the right path for their stage and goals. The conversation will focus on the decisions, tradeoffs and operating realities that shape long-term scaleup success.

**Host:**

- Erika Borgerson, BC Tech

**Panel:**

- Kaylee Lieffers, Blanka
- Jonathan Martin, Hiive
- Bruce Qi, Launchpad
- Don Murray, Safe Software

**RUN OF SHOW:**

10:50AM	Speakers arrive 10 minutes early for final testing	10 min
11:00AM	Session opens	2 min
11:02AM	Opening remarks – BC Tech, Erika Borgerson	4 min
11:06AM	Speaker Introduction – BC Tech, Erika Borgerson	1 min
11:07AM	Speaker Discussion – Kaylee, Jonathan, Bruce, Don	40 min
11:47AM	Audience Q&A – Kaylee, Jonathan, Bruce, Don	10 min
11:57AM	Closing Remarks – BC Tech, Erika Borgerson	3 min
12:00PM	Event end	Time

**AUDIENCE POLLS - During welcome remarks:**

Poll 1 - What is the biggest constraint on your company's growth right now?

- Finding and closing customers
- Hiring and retaining the right talent
- Access to capital or financing
- Scaling efficiently (costs, margins, operations)
- All of the above

Poll 2 - What best describes your current approach to funding growth?

- Prioritizing revenue and profitability
- Balancing growth and capital investment
- Investing ahead of revenue (e.g. using capital)
- Still refining our approach

**QUESTIONS MODERATED BY ERIKA:**

1. Let's start with how you think about funding growth—especially when raising capital isn't always the default. How do you determine whether you actually need external capital, versus growing through revenue and discipline?
  - a. Kaylee
  - b. Bruce - *As a fully bootstrapped founder, how do you evaluate whether bringing in capital would help or hurt your growth?*
  - c. Don - *You've largely grown through revenue—how do you decide when that's enough versus when you might need to invest more aggressively?*
  - d. Jonathan
  
2. Once you've chosen a path, the next challenge is where to actually place your bets. When resources are limited, how do you decide where to invest to unlock growth?
  - a. Bruce
  - b. Jonathan
  - c. Kaylee
  - d. Don
  
3. We talk about efficient growth a lot—but in practice, it can look very different. What does efficient growth actually look like day to day as you scale?
  - a. Jonathan
  - b. Don
  - c. Bruce
  - d. Kaylee
  
4. Growth always comes with tradeoffs, and they're rarely easy. Can you share a specific moment where you had to choose between speed and sustainability—and what made that decision difficult at the time?
  - a. Don
  - b. Kaylee
  - c. Jonathan
  - d. Bruce

5. *[Time Permitting]* There's also the constant tension between staying focused and chasing opportunity. How do you stay disciplined in your growth strategy while still leaving room for opportunities that could accelerate the business?
- Kaylee
  - Bruce
  - Jonathan
  - Don

#### **AUDIENCE Q&A - ERIKA**

6. Now the final question - for startups on the line, who are just starting out but have big ambitions, what key takeaways would you share with them?
- Kaylee
  - Bruce
  - Jonathan
  - Don