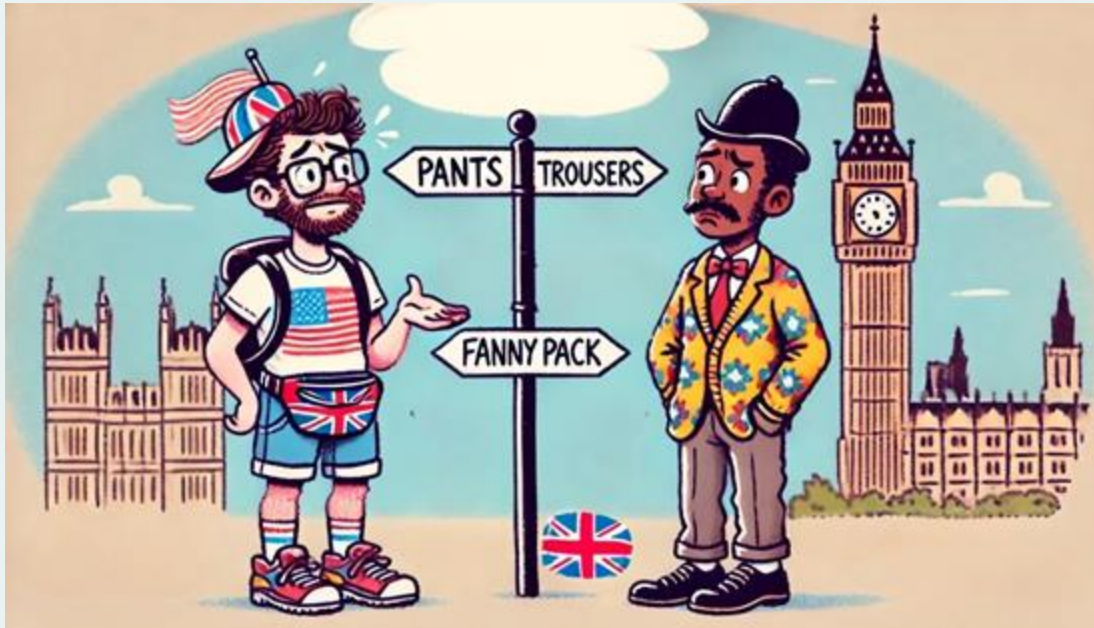


Global Growth & Goofs: A Certn Journey

“How Certn took on the world... and got a few bumps along the way.”



The Uk: Traumatized, But in a Funny Way



We may speak the same language, but asking a Brit where to buy 'pants' will leave you feeling a bit... exposed.

Silent Dissent vs. Disagree and Commit





Why I Gained 30 Pounds in 3 Months?

Deals over pints cost me —
Literally and figuratively!

Closing Deals: A Pint In The UK – An Awkward Zoom In North America



From solo snowboarding to pints with mates — why are Brits all about 'we' over 'me'?"



Australia: Friendly until you hit the boardroom

You think Americans love suing? Go to Australia - even the surfers are lawyers!



Organic vs. Inorganic Growth: The Acquisition Circus



Acquisition 1: Nailed people integration, tech fell apart.

Acquisition 2: Nailed tech, lost half the sales team.

Acquisition 3: Focused so much on post-merger integration, forgot to see if the founder was a fit.



Life Advice: The Hire vs. Buy Test

If you wouldn't hire them, don't buy their business. If you do, you're just inheriting a headache

Arms Length? You're lying!

You tell yourself you'll run a business at arm's length?

No, you won't. That business will be all up in your grill whether you like it or not.



International Expansion: **Double the Pain**



Expansion takes twice as long and costs double what you plan. Prepare for the worst. If you're not crying at some point, you're probably doing it wrong.

Final Thought: Bring Humor to The Chaos!

The journey is messy.

The key?

Laugh at the oops moments, keep learning, and remember—**business is better with a pint.**



Thank you.

Andrew McLeod
andrew@certn.co

