



2025 ENDEAVOR OUTLIERS RETREAT

May 15–18 | Comporta, Portugal

AGENDA

DAY 1: THURSDAY, MAY 15

11:00 am – 11:30 am	Registration <i>Unicorn Factory</i> Address: Av. Infante Dom Henrique 143, 1950-406 Lisboa, Portugal
11:30 am – 11:45 am	Welcome by Carlos Moedas, Mayor of Lisbon
11:45 am – 12:30 pm	Fireside Chat with Cristina Fonseca (Co-founder, Talkdesk) Cristina Fonseca, co-founder of Talkdesk and a pioneer in Portugal's tech scene, reflects on what it takes to lead with both ambition and self-awareness, and why embracing doubt, failure, and emotional honesty might be one of a founder's greatest superpowers.
12:30 pm – 2:00 pm	Networking Lunch with Portuguese Tech Ecosystem
2:00 pm – 3:30 pm	Transport to Comporta
3:30 pm – 4:30 pm	Check-in & Settle-in <i>Sublime Comporta Hotel</i>
4:30 pm – 5:30 pm	Opening Session: The Founder's Journey with Linda Rottenberg In this intimate session, Linda Rottenberg, Founder & CEO of Endeavor, will open up about her personal journey as an entrepreneur—the highs, the lows, and the pivotal moments that shaped her path.
5:30 pm – 6:00 pm	Quiet the Mind, Lead with Intention Matt Harris, Endeavor Global Board Member and Partner at Bain Capital Ventures, will share how building a meditation practice has helped him quiet the ego and show up more intentionally at work and in life—followed by a short group meditation to help us ground and set the tone for the weekend.
6:00 pm – 7:30 pm	Icebreaker Connect with your peer group by reflecting on the pivotal moments that shaped your journey. To kick us off, Endeavor Entrepreneur Pieter de Villiers (Clickatell) will model the lifeline exercise by sharing key highs and lows from his own journey.
7:30 pm – 9:00 pm	Jeffersonian Dinner Join a small group dinner where your host—an Endeavor board member or founder—will guide a conversation on a topic they're passionate about.
9:00 pm – 11:00 pm	Bonfire & Drinks



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DAY 2: FRIDAY, MAY 16

7:00 am – 8:00 am	Optional Morning Activities <ul style="list-style-type: none">• Self-Guided Activities (Meet in Lobby): Padel, Tennis, Run Club• Group Classes (Meet at Gym): Mat Pilates, HIIT Outdoor Workout
7:30 am – 9:00 am	Breakfast
9:00 am – 10:00 am	Building at Scale: A Fireside Chat with Javi Olivan Javi Olivan , Endeavor Global Board Member and COO of Meta, discusses his experiences in leadership, scaling businesses, and navigating the complexities of building at a global level, moderated by Linda Rottenberg, Founder & CEO of Endeavor.
10:00 am – 11:30 am	Peer Circles Small group session to unpack a personal or strategic challenge with peers
11:30 am – 12:00 pm	Coffee Break
12:00 pm – 1:15 pm	Track Kickoff Sessions Each founder will join a track aligned with where they are in their journey <ul style="list-style-type: none">• Organizational Growth Leadership Lessons from Navigating Blitzscaling Led by Carlos García Ottati, Co-Founder & CEO of Kavak• Path to Liquidity Different Paths to Liquidity – What's the Right One for You? With Martin Migoya (Globant), David Ortiz (Siigo), and Aldi Haryoprato (GoPay)• Next Chapter <i>Identity After Operator Life</i> Led by Hooi Ling Tan, Co-founder & Former COO of Grab
1:15 pm – 2:15 pm	Lunch
2:15 pm – 3:30 pm	Vision 2035: Shaping Endeavor's Future Together Linda Rottenberg will share her vision for Endeavor's next chapter—and how founders like you can help shape what's ahead. This session will also feature a live demo of the new Multiplier Effect App™ , developed in collaboration with Globant, presented by Martin Migoya & Guibert Englebienne .
4:00 pm – 6:30 pm	Cruise on the Bay Enjoy an afternoon exploring the scenic coastline of Praia de Tróia.
7:00 pm – 9:00 pm	Cocktails & Dinner at Sublime Comporta Beach Club
9:00 pm – 11:00 pm	Bonfire & Drinks



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DAY 3: SATURDAY, MAY 17

7:00 am – 8:00 am	Optional Morning Activities <ul style="list-style-type: none">• Self-Guided Activities (Meet in Lobby): Padel, Tennis, Run Club• Group Classes (Meet at Gym): Yoga, Strength Training (Glutes, Abs & Legs)
7:30 am – 9:00 am	Breakfast
9:00 am – 10:00 am	Building Wellhub: Lessons on Risk, Resilience, and Leadership Cesar Carvalho, founder of Wellhub, shares the story of growing a global wellness platform—from leaving a stable career to navigating pivots and leading through uncertainty.
10:00 am – 11:30 am	Peer Circles Small group session to unpack a personal or strategic challenge with peers
11:30 am – 12:00 pm	Coffee Break
12:00 pm – 1:15 pm	Track Breakout Sessions
	Organizational Growth <ul style="list-style-type: none">• <i>From Founding to Leading the Next Stage</i> Led by Tjaart van der Walt, Co-Founder & Director, Tyme Bank• <i>Optimizing Operations for Scale</i> Led by Hooi Ling Tan, Co-founder & Former COO, Grab• <i>Working Effectively with a Great C-Suite</i> Led by Peter de Caluwe, Co-founder & Deputy Chairman, Thunes• <i>Internationalizing with Intent</i> Led by João del Valle, Co-Founder & CEO, Ebanx
	Path to Liquidity <ul style="list-style-type: none">• <i>Secondaries & Partial Liquidity</i> Led by Sergio Furio, Founder & CEO, Creditas• <i>IPO Readiness and the Day After</i> Led by Martin Migoya (Globant) & Mariano Gomide (VTEX)• <i>How to Be Bought (Not Sold) – Positioning Yourself for Strategic M&A</i> Led by Aldi Haryoprato, Founder, Visinema
	What's Next <ul style="list-style-type: none">• <i>Managing Wealth Post-Exit – Decisions, Tradeoffs, and Pitfalls</i> Led by Jason Wenk, Founder & CEO, Altruist• <i>What's Worth Building Now?</i> Led by Mohamad Khachab, Founder, BMB Group
1:15 pm – 2:15 pm	Lunch
3:15 pm – 6:30 pm	Choose your own adventure! Excursions: Horseback Riding, Kayaking, Stand Up Paddle, Buggy Tours, Bike Riding
7:30 pm – 9:00 pm	Dinner at Sublime Comporta
9:00 pm – 11:00 pm	Bonfire & Drinks



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DAY 4: SUNDAY, MAY 18

7:00 am – 8:00 am

Optional Morning Activities

- **Self-Guided Activities (Meet in Lobby):** Padel, Tennis, Run Club
- **Group Classes (Meet at Gym):** Yoga, Boxing

8:00 am – 10:00 am

Breakfast & Closing Reflections

10:00 am – 12:00 pm

Transport back to Lisbon