

# Veteran Mario Short Adds Business Management Tools to His Toolkit to Build Profitability

Mario Short knows how to build things. He founded his company, SYTE Corporation, ([www.sytecorp.com](http://www.sytecorp.com)) in 2003 to leverage that knowledge. This construction project management company is now in its 11<sup>th</sup> year, and revenues this year are expected to exceed \$3.5 million.

But Short says the real key to his success is that he knows how to build his company. It's a lesson he learned at the Tuck School of Business at Dartmouth eight years ago.

"Before, I wasn't thinking about *construction management* as also *financial management*. It was always about building something," he says. "I learned how to manage finances—cash flow, risk, cost controls—to move your business forward and how the lack of good financial management and backing can either make or break a company; how the end result—profit—can affect things like bonding."

## Leading, Not Managing

Short attended two Tuck programs in 2006: the Tuck-MBDA (Minority Business Development Agency, U.S. Department of Commerce) Partnership Program in March, as well as a program focused on supply chain management in the fall—thanks to scholarships from the Minority Business Development Agency. The programs transformed the way he saw his company and how he viewed his responsibilities as its president and CEO.

Prior to attending Tuck, he focused on



short-term management. The courses and the opportunity to network with other participants unveiled the bigger picture and his bigger role: that of leader, rather than manager. This shift in perspective motivated him to implement critical changes in his company, which led to improving his profit margin. By hiring the right people, for example, he was able to seek and take advantage of business opportunities, because he wasn't trying to do everything himself.

"There are so many different metrics for understanding all the different dynamics of your business (financial, organizational, leadership), and learning how they all interact was most important for me," says Short. "You have to have the right staff resources to help you manage finances, risk and growth, because in most small businesses like mine, you wear all the hats, and it's really impossible to do all those things alone."

## Helping Other Vets

Among the right resources in his business are the veterans on his staff; they comprise over half of SYTE's management team. Short, himself a Marine, was injured in 1988 while serving in the Marine Corps, so SYTE Corporation is a designated SDVOB (service-disabled veteran-owned business). Short is passionate about helping other veterans maximize their veterans' benefits by getting the business skills they need. He was pleased to learn that

veterans can now use their benefits to enroll in Tuck's minority executive programs ([www.TuckMinorityPrograms.com](http://www.TuckMinorityPrograms.com)).

"You often hear about large businesses partnering with emerging veteran-owned businesses on projects, but the vets don't prosper, because they lack formal business training," says Short. "I don't think many people understand all the things that go into starting and building a successful business. Veterans deserve the best opportunity to build a thriving business, and I know, firsthand, that Tuck's programs spur that kind of thought."

## Tuck Minority Business Programs: Designed for High-Performing Diverse Entrepreneurs

For more than 30 years, Tuck has shared its knowledge of "what works" with diverse entrepreneurs looking to build stronger and more-profitable companies. Some programs are eligible for GI Bill funding.

For more information about Tuck's minority business programs, contact Paula Graves at 603-646-3740 or visit Tuck's website: [www.TuckMinorityPrograms.com](http://www.TuckMinorityPrograms.com).



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