Delegating makes the difference

Enterprise Corps opens the eyes of a small business owner trying to do it all

Catalina Zaldana is the founder and CEO of Bilingual Consulting. Zaldana just earned executive certificates in Business Strategy, Financial Strategy, Marketing & Sales and Organizational Leadership. You can see them proudly displayed in her office. You can also see the results of her participation in the courses offered through Enterprise Corps, a collaboration between the IU Kelley School of Business and several community partners. Zaldana's business served twice as many clients during tax season 2025 as it did in 2024, nearly 1,530 people.

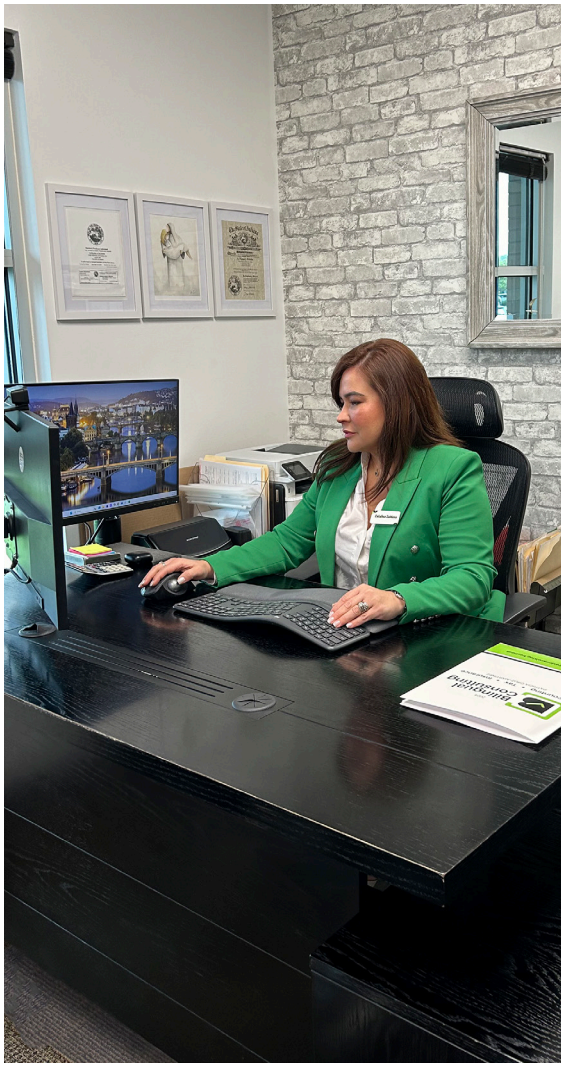
Zaldana is an economist who moved to the U.S. from Colombia. Her husband is a former cargo pilot based in Memphis. They came to Indianapolis so he could receive a heart transplant. It was a scary time and they realized she might have to take off on her own career path in the event he could no longer work.

Zaldana found full-time employment with City Wide Facility Solutions, which provides janitorial services. She was recognized for her work in human resources. While there, she saw firsthand the struggle contractors had filing taxes and setting up their businesses correctly.

"They didn't understand the difference between being a contractor and being an employee," said Zaldana. "They lacked structure in how to manage their businesses both operationally and from a tax compliance perspective."

So, in 2017, she registered her business, Bilingual Consulting. She rented space in Fishers in the office of an immigration attorney. She was doing it all: answering phone calls, providing customer service, scheduling appointments, managing bookkeeping, running payroll, offering tax advising and consulting and helping clients form their businesses.

Her desire to help others with their business decisions seemed to sideline her own. Guidance from Enterprise Corps gave her permission to delegate.



"The Business Strategy sessions taught me that a true strategist works on the business, not in the business," she said.

She now has a team of 10 employees, all women, and her own office, not far from where she started. She sees how training others, though time-consuming in the beginning, saves time in the long run.

From the Finance sessions, she learned that financial planning is key to a business's survival. That might seem like common knowledge for an economist, but Enterprise Corps participants admit that when they hear such statements from IU Kelley School of Business instructors, it is more impactful.

"I gained a stronger understanding of how to access a company's financial health," Zaldana said.

As Zaldana was earning Kelley School certificates, she was also experiencing growth in her business. Tax season 2025 generated $300,000 more in revenue for Bilingual Consulting than tax season 2024. Hiring an office manager and improving technology provided better customer service for her clients. The company was able to return inquiries quicker and cut out long in-person appointments since photos of documents could be sent through an app. According to Zaldana, Bilingual Consulting is now billing $50,000 every month. In 2017, that number was $4,000 monthly.

Zaldana credits Enterprise Corps with some of the momentum she is now experiencing. She learned about Enterprise Corps through her involvement with the Hispanic Business Council at the Indy Chamber. IU Kelley Professor Phil Powell encouraged her to participate and served as her personal coach. According to Powell, she was feeling "stuck," so the educational opportunity came at a significant time.

"The classes and the coaching helped open my eyes to see how to grow my business and become more unique," expressed Zaldana.

Enterprise Corps provided an awakening and Zaldana is passing on what she has learned. She is helping at least one client with inventory management. He is now using a third party to keep up with inventory.

"Enterprise Corps helped me see the importance of diversifying our services by going deeper – offering more value-added solutions to our existing clients instead of just focusing on bringing in new ones," she explained.

Before she took the Marketing & Sales classes, Zaldana used social media to reach prospective clients. She still does, but she is looking at marketing in a bigger way now.

"I learned to view marketing as a system," said Zaldana. "Each channel, campaign and message must align with a coherent value proposition aimed at generating results and maximizing return on investment."

Zaldana took copious notes during the sessions, so she finds it difficult to pick one or two takeaways. However, perhaps her "AHA! moment" came in the area of attracting and retaining employees. She says she is learning to be a leader who can set clear expectations while also reinforcing the positive. The importance she now places on finding balance between being firm and being

supportive is shared among Enterprise Corps participants.

Zaldana found a support system by participating. For instance, she fondly recalls connecting with other participants in the Marketing & Sales sessions.

“It was a vibrant group,” she stated. “What was good was that you saw creativity, brains working and enthusiasm. We got more connected.”

“We shared experiences, knowledge, and I shared what I know about tax law. I think we were sharing inspiration and what we’re good at. We confessed mistakes and we learned from each other,” Zaldana described.

For example, she believes information she got from a man selling imports can benefit her clients.

“He emphasized the importance of analyzing your competition, not just what they offer, but how they present and deliver their services,” Zaldana explained.

“A lot of Latino business owners, we are working hard, but we don’t have the tools and knowledge and consulting to improve our businesses to help other businesses behind us,” she added.

Looking ahead, she would like to partner with the Kelley School. Zaldana sees value in sending bookkeepers to clients. She would like Kelley to consider offering a certificate in bookkeeping. She and her staff are challenged by different accounting principles in different countries.

Spending time with Powell, Zaldana also identified her biggest challenge.

“The biggest challenge for me is how not to get involved with everything,” she admitted.

She says she is learning to trust her team. She also noticed that clients want her business to provide administrative duties, something Powell sees as a growth opportunity.

Zaldana is ready to accelerate her business while also generously serving the community. She speaks to nonprofits about her services and does not charge them.

When meeting Zaldana, do not be surprised if she shows up in green. The color dominates her office and her wardrobe. She says it is the color of hope. But she is not just leaning on hope; she is equipping herself with tools and connections from Enterprise Corps. ■

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