Diversifying and growing

Enterprise Corps helps hardworking entrepreneur diversify and grow

Frank Martinez came to Indiana specifically to get an MBA after earning an engineering degree in his home country of Venezuela. However, a crisis there stopped him from pursuing that dream. At 21 years of age, he had to put further education on hold. Now, years later, that dream is very much alive, fueled by his experiences with a unique program out of the IU Kelley School of Business.

Martinez became an apprentice under his cousin who was already working as an electrician in Indiana. The apprenticeship opened the door to more jobs. Martinez spent 15 years in the construction industry before starting his own business, Snop Services. The business specializes in drywall installation, painting, roofing, general carpentry, and yes, electrical services.

The name is of Hungarian origin. “I simply liked the sound of it,” Martinez said with a smile.

Martinez has come a long way from knocking on doors to drum up business. He says he started with between $60,000 and $80,000.

“We didn’t have a big investor, but we had three good friends who connected us with some clients and that is how we actually multiplied sales,” explained Martinez.

In 2024, his company generated $3 million in revenue. It was in 2024 that he got involved with Enterprise Corps.

Martinez has two business partners; he met one through his previous employer. Martinez says he owns the majority of the business. In two-and-a-half years, he has gone from having six employees to 40, but in some ways, he is just getting started.

In April 2025, Martinez’s crew was finishing the last phase of a new apartment complex in Westfield, 256 total units at The James at Chatham Hills. The work included paint, baseboards, countertops, doors and cabinets.

Snop also does work outside Indiana, for instance, developing student housing in Memphis.

"I can't say no to anything," Martinez acknowledged.

He's still growing. However, since completing the Enterprise Corps program he does not feel the need to be on every job site.

Martinez discovered Enterprise Corps through the Indy Chamber. He completed short courses offered by the Kelley School in business strategy, financial management, marketing and sales and organizational management. Through education and coaching, Enterprise Corps helps small business owners make decisions that will benefit themselves, their employees and the community as a whole.

Martinez welcomes opportunities to be a student. That is why Enterprise Corps was such a good fit for him.

"I picked up on business practices I had been missing, "said Martinez.

He credits the business strategy instruction given by Professor Greg Fisher for opening his eyes to what he lacked, the big picture, at least on paper. He says he had a vision, but he had never put it on paper or in some type of step-by-step form.

"I now have a plan, a projected outcome based on last year," said Martinez.

The finance course taught by Professor Barb Cutillo, Director of Experiential Learning at the Kelley School in Indianapolis, gave Martinez much to consider. He had been using one credit card for both his business and personal expenses because he figured he was responsible for paying no matter, but Cutillo explained the importance of keeping purchases separate.

"If ever sued, the plaintiff can argue that your corporation is not separate from you in practice, and then you could potentially be personally liable for the debts of your corporation (not what you want). Also, when financial transactions are not recorded, organized and tracked properly, it can be very challenging for a business to produce accurate financial statements, tax returns, etc. on a regular basis. It is considered best practices to keep things as separate as possible," explained Cutillo.

Another takeaway for Martinez was the importance of giving yourself a salary. He said he knew he should be doing that, but to hear it from Cutillo, it hit home.

Cutillo's guidance also led to better communication with his CPA. He started asking him questions he had not asked before. He says his CPA noticed.

"Before I took Barb's class, it seemed as if my CPA was speaking Chinese," Martinez remarked.

According to Cutillo, "Business owners need to have a basic understanding of payroll tax requirements for employers, federal and state employment laws. Ideally, the business owner will be able to do a forecast and share that with the CPA."

In addition to online and in-person classroom instruction, Martinez received coaching from Professor Phil Powell, who, he says, gave him homework, something he welcomed because he enjoys being a student. Phil suggested he hire an estimator, so he would not have to set his own prices. He found one using LinkedIn.

"It is of great importance because it allows me to standardize pricing and protect margins by capturing the full scope, labor, materials and project risk. Even when I am capable of doing an estimate, timing is a recurrent problem," shared Martinez.

Beyond the lessons, Martinez values the contacts he has made. For instance, the owner of HG Metals was his classmate, and he was able to hire her company to build stairs for a client in Speedway.

"If you have a business 10 to 15 years, you are doing something well," he figured.

HG Metals qualified.

He says he found support to take risks through his involvement with Enterprise Corps. He and his mother run a cleaning business, and he and two friends from Venezuela opened a restaurant in 2025, a 2,000 square-foot French bistro in Noblesville called Ble (which is French for wheat). One of his partners convinced him to go with French cuisine instead of Venezuelan. If that had not happened, you would likely have found a restaurant in Hamilton County named Corn, Martinez's original idea.

When asked how he explains the growth of his business, he simply replied, "Pain, I'm never off the job."

Still, he makes time for education, and he is not ruling out getting the MBA degree, perhaps as much for his mother as for himself.

"It's a challenge for me, a great tool that will allow me to combine the streets with the classrooms. Having both sides provides a clearer picture of the business you are building," Martinez said.

For his mom, "It will allow me to fulfill her dream of helping me move to the U.S."

Martinez's long-term revenue goal is $20 million a year from construction alone, and there are all sorts of reasons to believe with Martinez at the helm, the goal is reachable. He worked with Kelley MBA students in the summer of 2025 through what is called Capstone.

"The most beneficial part was learning how to think like an operator with a scoreboard. Capstone helped me get sharper on strategy and positioning. We considered the cash flow discipline a big takeaway," expounded Martinez.

Martinez believes strongly that trust was built during Capstone because he let himself be coachable. When approached about another learning opportunity, he said, "I have the street, and the students have the school."

He welcomes ongoing collaboration.

Martinez now has an actual office. He says he learned the importance of having a site, a structure, from Enterprise Corps.

"I need it for identity," he said. "It sends a message."

Martinez says the office is in Zionsville next to his first client, Aria Apartments. Coincidence? Not in the eyes of Martinez. Aria is his mother's name.

"A sign from God," he says. "Even in my darkest place, I find hope. I am blessed."

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