

Steps2Scale

Steps2Scale Project Partners:



**Bulgarian Industrial
Association – Union of the
Bulgarian Business,
Bulgaria**



**Birmingham Chamber Of
Commerce and Industry,
United Kingdom**



University of Deusto, Spain



ECQA GmbH, Austria



**Obrtno-Podjetniska
Zbornica Slovenije,
Slovenia**



**Knowledge, Innovation and
Strategies Management
Club, Bulgaria**

I. Second coordination meeting

Second coordination meeting, Krems, Austria, 26-27 February 2018

The second project meeting was held on 26-27 February 2018 in Krems, Austria.

The second meeting of “Steps to scale-up management” was held at Donau University, Krems, Austria on 26th and 27th of February 2018.

Some of the main topics discussed were:

- Qualification frame;
- Competence frame;
- Interim progress report and administrative issues;
- Harmonized occupational profile;
- Training and learning methodology;

II. How to Manage Scale, and operate in scaling organizations

The logical first interaction with scale is anticipation. It seems to loom so close, that preparations should be made for it's arrival immediately! This is a trap that leads to a lot of stupid behavior that could be avoided through some critical thought.

This ISSUE

I. Second coordination meeting

II. How to Manage Scale, and operate in scaling organizations

III. Scaleups 2017

IV. Next planned actions

Ben Horowitz has a short and beautiful post about The Scale Anticipation Fallacy. His particular application is about staffing—avoiding the assumption that a team member ‘won’t scale’ and feeling the need to replace them before they actually fail to perform. However, the Scale Anticipation Fallacy is under-appreciated in broader applications. It’s not just something that happens with people. The problem of anticipatory judgement also affects processes, marketing tactics, and product decisions.

As a system scales, whether it is a manufacturing plant or a service, the enemy is complexity. If you don’t confront complexity in some way, it will eat you.

States—When there are many elements in the system and each can be in one of a large number of states, then figuring out what is going on and what you should do about it grows impossible.

Interdependencies—When each element in the system can affect each other element in unpredictable ways, it’s easy to induce harmonics and other non-linear responses, driving the system out of control.

Uncertainty—When outside stresses on the system are unpredictable, the system never settles down to an equilibrium.

Irreversibility—When the effects of decisions can’t be predicted and they can’t be easily undone, decisions grow prohibitively expensive.

III. Scaleups 2017

With total revenue of over \$60M and 800 employees, the below 15 selected companies come from Austria, Belgium, Finland, France, Germany, Italy, Netherlands, Spain, and the UK. They cover a variety of verticals such as Mobile Advertising, Digital Marketing, Fintech, Education, Wearables/IoT, Big Data Analytics, Energy, Health, and security.

1. App-Ray (CEO Zsolt Nemeth) – Austria- App-Ray is a provider of automated Android application security scanning;

2. Beintoo (CEO Andrea Campana) – Italy- Beintoo is a mobile data company offering behavioural analysis and data driven campaign based on geo-location information;

3. BitBar (CEO Marko Kaasila) – Finland- Bitbar automates mobile building, testing, monitoring and deployment processes for enterprises;

4. Buzzoole (CEO Fabrizio Perrone) – Italy- Buzzoole is an end-to-end Influencer Marketing platform that allows brands to integrate key influencers into their digital communications in a fully automated way;

5. Five Degrees (CEO Martijn Hohmann) – Netherlands- Five Degrees provides core banking technology with their online digital banking platform;

6. Ignilife (CEO Fabrice Pakin) – France- Ignilife creates a unique digital platform to empower people to be active in managing their own health and wellness;

wooden robot that teaches children the basics of computer programming through adventure and hands-on play without the need for a screen. Cubetto is the most crowdfunded educational technology invention in Kickstarter's history, raising \$1.6m from backers in 96 countries.

9. ProGlove (CEO Thomas Kirchner) – Germany- ProGlove is a smart glove that enhances the most important tool of professionals: their hands;

10. Redborder: ENEO Tecnologia S.L. (CEO Jesus de la Maza) – Spain- Redborder cybersecurity is an all in one platform for businesses and enterprises;

11. Semarchy (CEO Salah Kamel) – France- Semarchy provides a platform for multi-vector Master Data Management (MDM) that leverages smart algorithms and material design to simplify data stewardship, governance and integration;

12. Sunamp (CEO Andrew Bissell) – UK- Sunamp designs, produces and sells innovative, patented, highly efficient and super compact Heat Batteries that can be used to store heat for a number of applications including many renewable and low carbon technologies;

13. Swap.com (CEO Juha Koponen) – Finland- Swap.com is an online consignment and thrift store for women, men and kids;

14. Sentiance (President Dimitri Maex) – Belgium- Sentiance is a data science company turning IOT sensor data into insights about people's behavior with real-time context;

IV. Next planned actions

The consortium agreed on the content of the

main modules of the qualification framework and starts to work on the occupational profile and on the training methodology.

The occupational profile will support the easy understanding of this innovative and not known profession. The profile will include description of the particular work function that includes the elements deemed necessary to perform the post effectively. Specifically, it will include such things as job responsibilities, required qualifications, and advancement prospects.

The training methodology will go through three different phases: development, testing and finalization.

The initial first version of the methodology and syllabus will be developed- including the set of skills, knowledge and competences based on the qualification frameworks and market needs.

The next coordination meeting will be in September 2018 in Portoroz, Slovenia.

Steps2Scale will identified and create the community of experts and scale up companies to build a community for further cooperation.



2

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