

02 – Occupational profile

1 OVERVIEW

According to a survey almost 30% of small and growing businesses have not received any scale or technical advice, although it is very much desired. (G. Coussa, 2019, p. 8)

In the field of new tech scaleups Europe the number rose from 991 in 2016 to 1220 in 2017, according to the 2018 Tech Scaleup Europe report. (MindtheBridge, 2019, S. 5)

Scale-up advisers play a big role in making sure start-up companies and innovative ideas will go beyond their first phase of development to reach their full innovation and job creation potential. Start-ups not only learn the skills they need, but also get the opportunities for growth they want. These advisers research topics, develop workshops and trainings, and give presentations. They sit together in mentoring sessions with their start-up clients to identify needs, develop strategies, plan further steps, support in finding funding and create a network of contacts. Assessing emerging or existing market opportunities that may be harnessed in the short and long term is often part of the job. A skilled scale-up adviser will conduct surveys, evaluate opportunities, and be involved in strategic management. Scale-up advisers work in almost every industry. They work in flexible time schedule, often meeting with clients and traveling for work; they also spend time in an office setting. They may be hired as an external consultant or become part of the start-up team. A bachelor's degree, or sometimes a master's degree, is required, in business administration, innovation management, marketing, or a related field. The advisors help to implement growth strategies at the core of the start-up's vision / competence. The start-up advisor revises the organizational culture and introduces with the star-up founders strategic long-term plans for the growing workforce and changes in the start-up culture (->formalization).

For this document several groups were asked for feedback. Here local groups in Austria like the association of Austrian startups were asked as well as project groups like ScaleUpAlps (InterReg). Additionally single questions were done in user groups like LinkedIn and feedback was collected also by phone calls.

2 SCALE-UP ADVISOR – OCCUPATIONAL PROFILE:

2.1 Job opportunity outlook

Basically all contacted people stated, that scale up advisors, will most likely have a bright future. Meaning that it is very likely to have good job opportunities in the future, with rising demand and new careerpaths due to rising amount of startups all over Europe.

Especially in larger cities the drive for startups and therefore the need for Scale-Up Managers is rising, according to the survey done by mindthebrige in their StartupCity – Hubs in Europe (2018 Report). (k.A., 2019)

2.2 Employment and Wages

No real numbers could be gathered. Basically the income of a Scale-up adviser depends on the customers he gathers. Depending on the field the companies are in (tech, medical, retail, ...) the pricing of a scale-up advisor changes (number of allocated days per company, number of active meetings,...).

In terms of employment, most of the asked groups stated that usually they see the scale-up managers could be divided into two basic groups. Group one from within the company, usually that is a person that is already in the company from the beginning (typically a founder him-/herself) that is already employed by the start-up and now changes his focus to the scaling-up of the company. Group two is an external scale-up advisor, that is hired by the start-up to guide the company through the scaling up. Here at group two usually the arrangements are done over a certain period of time, with previously allocated number of days per week/month.

2.3 Prerequisites for a scale-up advisor

Typically scale-up advisors do have a bachelor's degree with 3-5 years or more work experience. They need to be founders himself/herself or enough work experience in a support organisation e.g. accelerator, incubator...

They need to understand the needs and struggle of an emerging start-up that has survived a certain time. It is also very important not to consult but to guide!

In terms of degree, currently there is no European degree as a scale-up advisor, nor a common certification. There are several associations in various European countries, that have defined some basic rules, whom they support as scale-up advisors and whom they would bring into contact with their companies. Although there seems to be a need for a Europe wide certification for a scale-up advisor!

2.4 Typical activities for scale-up managers



- Analyze company positioning
- Listing and oversee organizational goals and strategies
- Assess emerging or existing market opportunities that may be harnessed in the short and long term
- Outline and oversee the marketing budget
- Define target market
- Social media marketing
- Metric driven marketing
- Develop content marketing strategy
- Create innovation environment. Create techniques for motivation. Identify growth opportunities. Know leadership models. Plan and manage organizational change. Develop risk management plans.
- Create systems for gathering and analyzing of customers information. Identify new markets and technology trends.
- Develop innovation strategy as part of the business plan, define and/or redefine business models.
- Models for organisational excellence. Development of communication strategy.
- Budgeting of innovation resources, management of HR activities.
- Project management, design thinking, know the innovation funnel, understand the idea management techniques
- Conduct field surveys and market intelligence
- Develop/review the international marketing plan
- Recognize opportunities in international markets
- Building and management of cross culture teams. Building and developing cross-border network of experts and entrepreneurs.
- Identifies stakeholders in the start-up ecosystem to leverage assistance for the growth strategies / strengthen ties to support organizations (angel investors, policy makers...)
- Lead negotiation talks with foreign investors and partners
- Planning orientation; 2. Model scenario; 3. Profitability review; 4. Assumption review. Set performance objectives; performance evaluation. Profitability, growth, value creation
- Identify opportunities for external financing (grant, equity, debt); business model, perform portfolio review and revision process; shareholder communication and networking.
- Cash flow forecast; cost reduction analysis; cash allocation. Oversees financial performance.
- Develop pitching deck presentations and train in pitching skills; develop exit strategy
- Lead in driving enhancing performance management throughout the whole organisation
- "Establish and drive the strategies and standards required to deliver against business plans; translate
- internal and external analysis into strategy and action"



- Set up and structure business units so they have the capability to deliver against strategic targets
- Set and promote standards for best practice and outstanding service delivery; create programs and incentives that drive and reward results
- Identify strategic training initiatives; analyze training needs
- Mentoring on management of cross functional teams
- Coaching with management staff
- Preparing for change
- Managing change
- Reinforcing change

2.5 Areas of Knowledge for a scale-up manager

- SWOT analysis; understanding of product positioning and strategies; able to develop positioning statement; competitor analysis
- Understand the rationalization of resources in production, distribution, and marketing; able to convert targets into realities; able to develop strategies.
- Knowledge on market penetration techniques and strategies; able to assess opportunities.
- Knowledge on budget preparation. Analysis of financial data.
- Content marketing concepts. Understand the importance of target group definition; psychology behind target group; able to conduct research on target group needs, demands and even preferences to capitalize on sales.
- Understand the fundamental principles of social media marketing and identify key stages in the buyer's journey. Know how to build, manage and sustain an active community on the social networks; to apply paid concepts to inform the development of a social media marketing strategy.
- Customer lifecycle; assess customer lifecycle, conversion, revenue potential; match marketing channel costs to customer revenue potential.
- Understand the fundamentals of content marketing and how to develop a strategy by conducting social listening, competitor analysis and content audits; know how to develop target personas and how to select the most suitable CMS.
- Management style and leadership, risk management, growth planning. //know techniques for staff motivation; know how to identify growth opportunities, knowledge on leadership models and management structures; knowledge how to identify risk and apply risk management procedures.
- Customer, market, competitor.// know tools for analyzing customer data, knowledge on market penetration strategies, knowledge on tools for business intelligence; know the sources for identifying technology trends.
- Define business model, innovation strategy, use of strategic tools, strategic planning (how it will grow, focus its resources to maximize its return)//knowledge on business

models, knowledge on strategic planning in particular business plan and innovation strategy development.

- Staff management, organisation of resources (organisation structure, R&D), effective communication and knowledge sharing. //knowledge on organisational excellence; knowledge on management of R&D structures; management of internal and external communication.
- Managing the capacity/ skills gaps (training), innovation budgeting.// budgeting as a means of management, follow up of HR activities.
- New ideas generation/ idea management system, effective project management, continuous improvement (lean principles and etc). //know how to apply idea management systems, know techniques for idea generation, effective project management; design thinking.
- "Foreign business knowledge: experience knowledge of clients,
- markets and competitors.
- Experience knowledge of firm's capabilities and resources to engage in international operations; international innovativeness; international marketing skills.
- Skills to segment and target individual markets. Ability to use marketing tools (product design, pricing, advertising etc.) to differentiate the product; understand the marketing mix.
- Able to function in both mono-&-multicultural teams; able to analyze intercultural encounters, processes and scrutinize culture-influences; Understanding the difference in cross-culture behaviour across cultures.
- Deeply rooted in the local start-up ecosystem / strong ties to investors, influencers, key representatives of the start-up ecosystem, international relationships
- Cross-cultural communication skills; knowledge on cross cultural negotiations; proficiency in foreign languages; experience from international travels, work or stays.
- Ability to analyse/interpret financial statements; ability to perform cost analysis; understanding of key financial concepts; understanding of the financial reporting process.
- Know global capital markets; portfolio performance and risk management, portfolio theory and behavioural finance, portfolio theories and model, knowledge of the ecosystem.
- Analyze costs, pricing, variable contributions, sales results and the company's actual performance compared to the business plans. Conduct reviews and evaluations for cost-reduction opportunities. Adjustment of appropriate profit targets. Problem solving, analytical and quantitative skills that allow understand quickly a problem and to identify possible solutions and success factors. Know how to set performance indicators.
- Understand the pitching philosophy; presentational skills.
- Performance management.
- Strategic planning and business plan development.
- Organisation excellence and business structure development.



- Create a culture that inspire people to do their best because they feel valued; create strategies to recognise, reward and celebrate contribution and achievements.
- Set strategic training targets; able to identify training needs; communication skills.
- Communication between cross-functional teams; manage cross-functional tasks; leadership; sociable; team building and management.
- Coaching techniques; human resource management.
- Design change management plans; enables change and creates a strategic capability for increasing. Desire to participate and support the change. Ability to demonstrate new skills and behaviors organizational effectiveness.
- Advances individuals through change. Creating the communication, sponsor, training, coaching and resistance management plans. Integrating change management and project management. Executing the plans to drive adoption and usage.
- Measuring performance and celebrating success. Identifying and addressing root causes of resistance. Transitioning the project to day-to-day operations. Reinforcement to sustain the change.

2.6 Skills & Abilities for a scale-up advisor

Out of the knowledge and activities gathered for scale-up advisors, several skills and abilities seem to be essential for scale-up advisors:

2.6.1 Skills

- Learning Strategies - Using the best training or teaching strategies for learning new things.
- Instructing - Teaching people how to do something.
- Reading Comprehension - Reading work-related information.
- Coordination - Changing what is done based on other people's actions.
- Active Listening - Listening to others, not interrupting, and asking good questions.
- Speaking - Talking to others.
- Critical Thinking - Thinking about the pros and cons of different ways to solve a problem.
- Curiosity/ inquisitiveness – the ability show interest and be enthusiastic about new ideas / processes / way of thinking
- Writing - Writing things for co-workers or customers.
- Judgment and Decision Making - Thinking about the pros and cons of different options and picking the best one.
- Social Perceptiveness - Understanding people's reactions.
- Active Learning - Figuring out how to use new ideas or things.
- Monitoring - Keeping track of how well people and/or groups are doing in order to make improvements.
- Time Management - Managing your time and the time of other people.



- Persuasion - Talking people into changing their minds or their behavior.
- Complex Problem Solving - Noticing a problem and figuring out the best way to solve it.
- Management of Financial Resources - Making spending decisions and keeping track of what is spent.
- Management of Personnel Resources - Selecting and managing the best workers for a job.
- Service Orientation - Looking for ways to help people.
- Systems Evaluation - Measuring how well a system is working and how to improve it.
- Systems Analysis - Figuring out how a system should work and how changes in the future will affect it.

2.6.2 Abilities and talents

- Oral Expression - Communicating by speaking.
- Written Comprehension - Reading and understanding what is written.
- Written Expression - Communicating by writing.
- Deductive Reasoning - Using rules to solve problems.
- Oral Comprehension - Listening and understanding what people say.
- Fluency of Ideas - Coming up with lots of ideas.
- Speech Clarity - Speaking clearly.
- Problem Sensitivity - Noticing when problems happen.
- Inductive Reasoning - Making general rules or coming up with answers from lots of detailed information.
- Speech Recognition - Recognizing spoken words.
- Originality - Creating new and original ideas.
- Information Ordering - Ordering or arranging things.
- Near Vision - Seeing details up close.
- Category Flexibility - Grouping things in different ways.

2.7 Related occupations of a scale-up advisor

- Innovation Managers
- Business Consultants
- Research and Development Specialists
- Human Resources Managers
- Sales Managers
- Marketing Managers
- Fundraising Managers



3 SOURCES

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