

¿Cómo Escalar en Europa?

Profeso Joseph Anthony Haslam

Executive Director, Owners Scaleup Program

Professor, IE Business School & IE University

Muchas gracias por la invitación

WEBINAR

Presentación Programa Scale-up 2021

Jueves, 6 de mayo de 2021 a las 10:00h
Plataforma: Teams

[Registrarse](#)



Pablo Cortés Achedad

Secretario General de Empresa, Innovación y Emprendimiento
Consejería de Transformación Económica, Industria, Conocimiento y Universidades

10:00 Bienvenida



Profesor Joe Haslam

Director Ejecutivo, Owners Scaleup Program
IE Business School, Madrid.

10:10 Conferencia: ¿Cómo escalar en Europa?



Stéphane Ruiz Coupeau

Asesor Técnico
Agencia de Innovación y Desarrollo de Andalucía IDEA

10:30 Presentación de la convocatoria

10:50 Preguntas y respuestas

11:00 Fin de la presentación

IE Business School – Madrid, Spain



1. Executive Education - Owners Scaleup Program (2 weeks, Madrid)
2. Top Programs – Global Scaleup Program (2 weeks, Beirut & Madrid)
3. Exponential Learning - Startup to Scaleup HiOP (5 weeks, 100% online)
4. International MBA - Elective (15 sessions, 2 intakes per year)

OWNERS SCALE-UP PROGRAM BLENDED



DATE

1st Module (Online):

Apr 19th - June 15th, 2021

2nd Module (Face to face):

Oct 18th - 22nd, 2021

DURATION

Between a week and a month

SCHEDULE

9:00 - 19:00

FORMAT

Face to face + Virtual

LOCATION

Madrid

LANGUAGE

English

INTAKE

April 2021

TUITION FEES

€9.000

GOT QUESTIONS?

Have an informal chat with Agnieszka to see if this program's a good fit for you.

AGNIESZKA JERMOLOWICZ

Associate Director of Admissions
Executive Education



✉ agnieszka.jermolowicz@ie.edu

☎ +34 660 344 826

Marrakech.com: 1999 – 2006

Raised \$75m, Scaled to 250 people



Sybex acquires on-demand procurement pioneer

Dublin technology firm AMT-Sybex has bought up Marrakech, the European innovator of on-demand spend management solutions, for an undisclosed sum. AMT-Sybex already owned a €4.1 million stake in the dotcom survivor, which was set up in 1998 and has a customer base including well-known retail brands and government agencies.

1st startup from Spain to accelerated by Techstars USA (Boston 2015)



Hot Hotels sells discounted, mobile only rates available up to 7 Days in advance of your stay in 54 Countries & 319 cities in Europe, Africa, Middle East, Asia, the Americas.

- **"it has never been easier to start ...**
- *But never been harder to scale!"*

Marc Andreessen

a16z

Entrepreneurship is "risky"
mainly because so few of
the so-called
entrepreneurs know what
they are doing.

Peter Drucker

Growing pains

Why British businesses don't scale up

Britain has a great record with startups, but is less good at producing bigger, more productive companies

Dec 10th 2016 | BATH



Yet this money, spread over the next four years, won't do much. In Wiltshire, Robert Perks runs the country's first local outfit dedicated to helping companies scale up. It is funded by businesses and government. He argues that what firms most need are management skills, and so he arranges mentoring for entrepreneurs who want their companies to grow. Management in Britain is distinctly average, and is most obviously improved by exposure to foreign markets and even takeovers. But, since most SMEs do not export, this remains a problem.

Growing vs Scaling: which one are you?

by Daniel Marcos

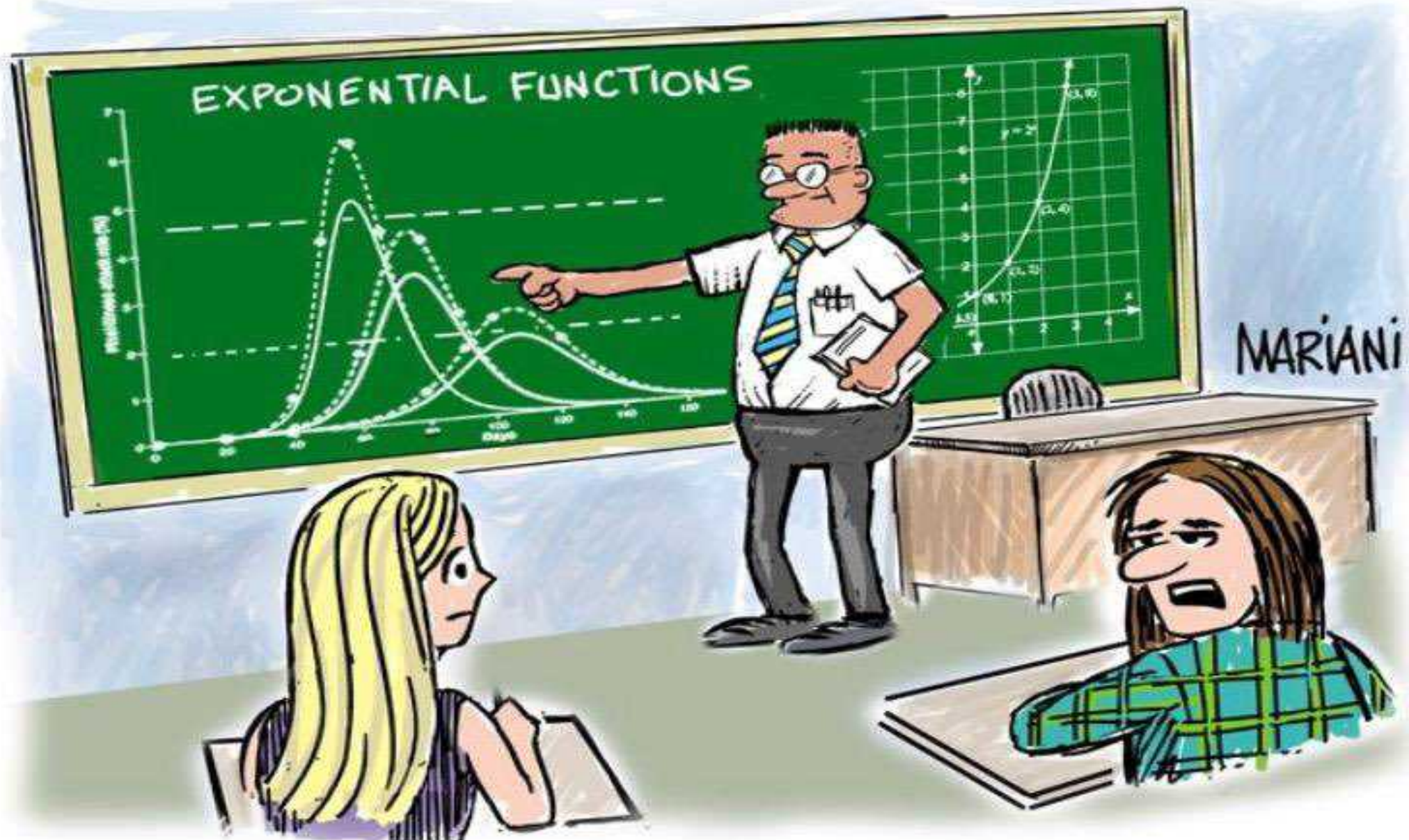
7 minute read

Most business leaders dream of scaling their company. You've probably pictured yourself being an industry leader: established in different locations, serving a global market and having your brand being recognized as the go-to solution for your customers.

However, in reality, less than 1% of the companies that start up, actually make it. **The ones that do, they don't set out to grow - they build their company for scale.**

Let me be straightforward: scaling is not luck, scaling is a decision.

Once upon a time in algebra class...



"LIKE WE'LL EVER USE THIS CRAP."

64MB becomes 64GB in 10 years



64MB Pen Drive (Flash Memory) USB 2.0 (BVT)

by Generic

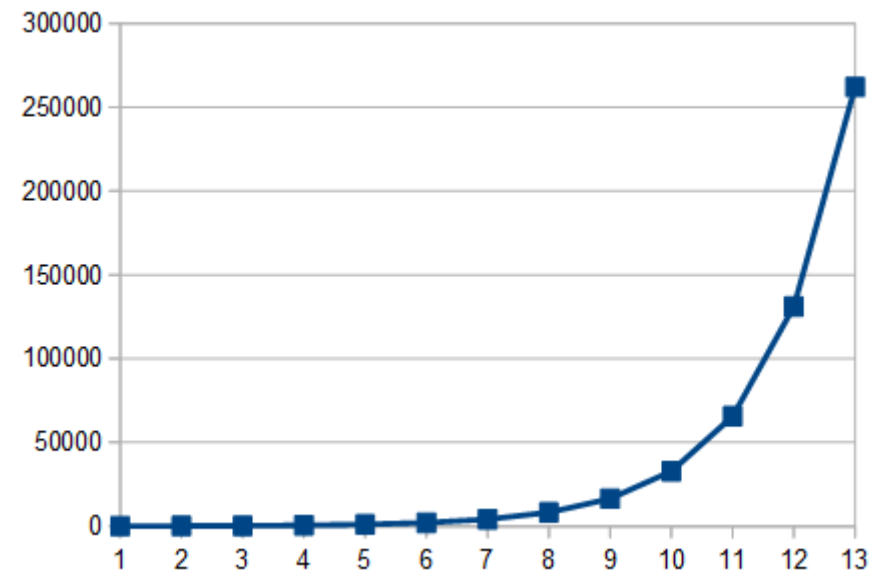
★★★★☆ 42 customer reviews



Pendrive USB de 64GB - Emtec Magnetics C410 2.0, en color verde

Memoria USB 2.0 con 64 GB de capacidad, hasta 15MB/s de velocidad de lectura y 5MB/s de velocidad de escritura

Year	Linear	Exponential	
2003	64	64	64
2004	128	128	
2005	192	256	
2006	256	512	
2007	320	1024	
2008	384	2048	
2009	448	4096	
2010	512	8192	
2011	576	16384	
2012	640	32768	
2013	704	65536	64000
2014	768	131072	
2015	832	262144	

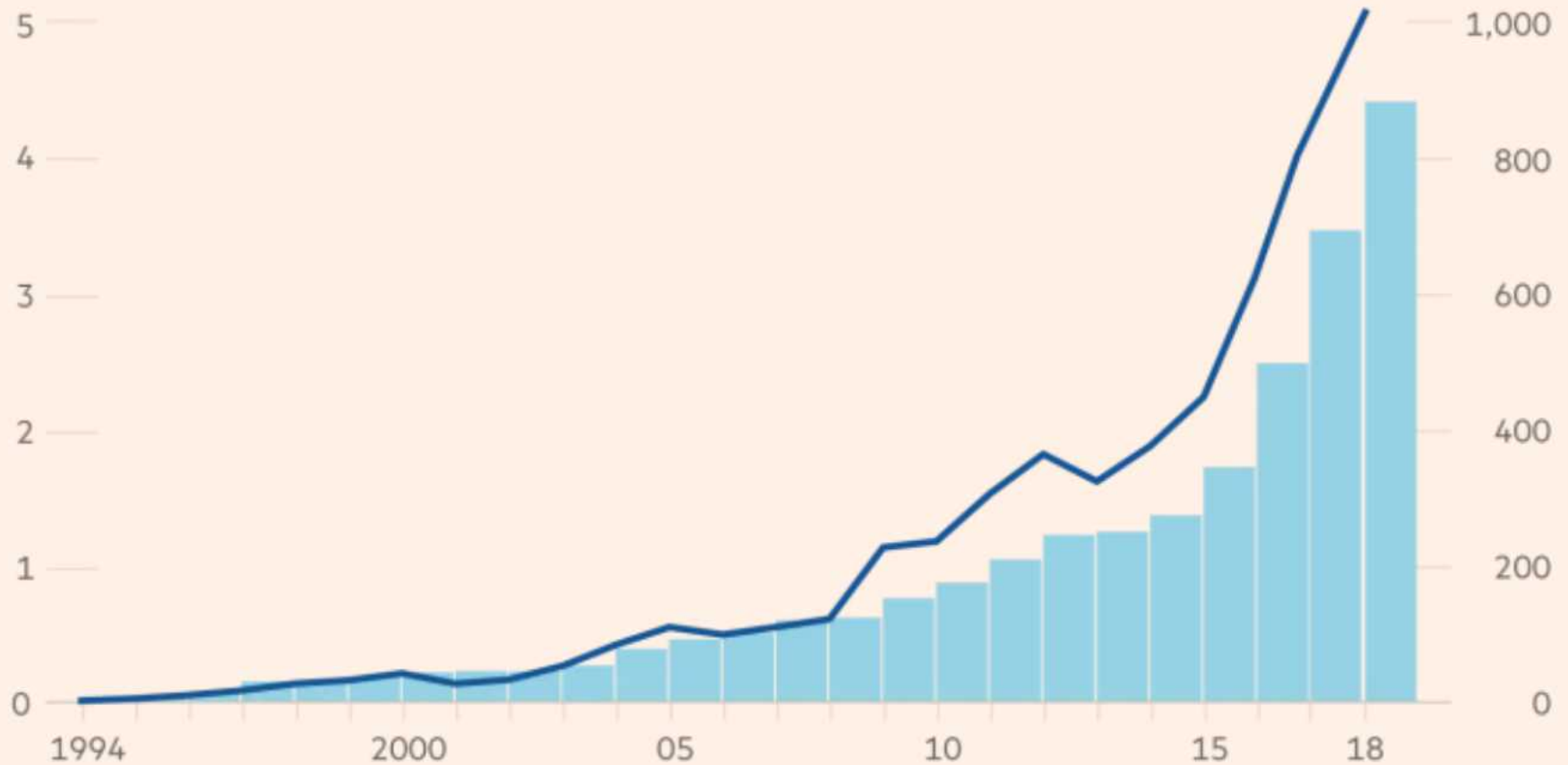


“30 steps linearly gets you to 30. One, two, three, four, step 30 you’re at 30. **Exponential growth, it’s one, two, four, eight. Step 30, you’re at a billion.**”

Dyson's sales and profits

Revenues (£bn)

Ebitda (£m)

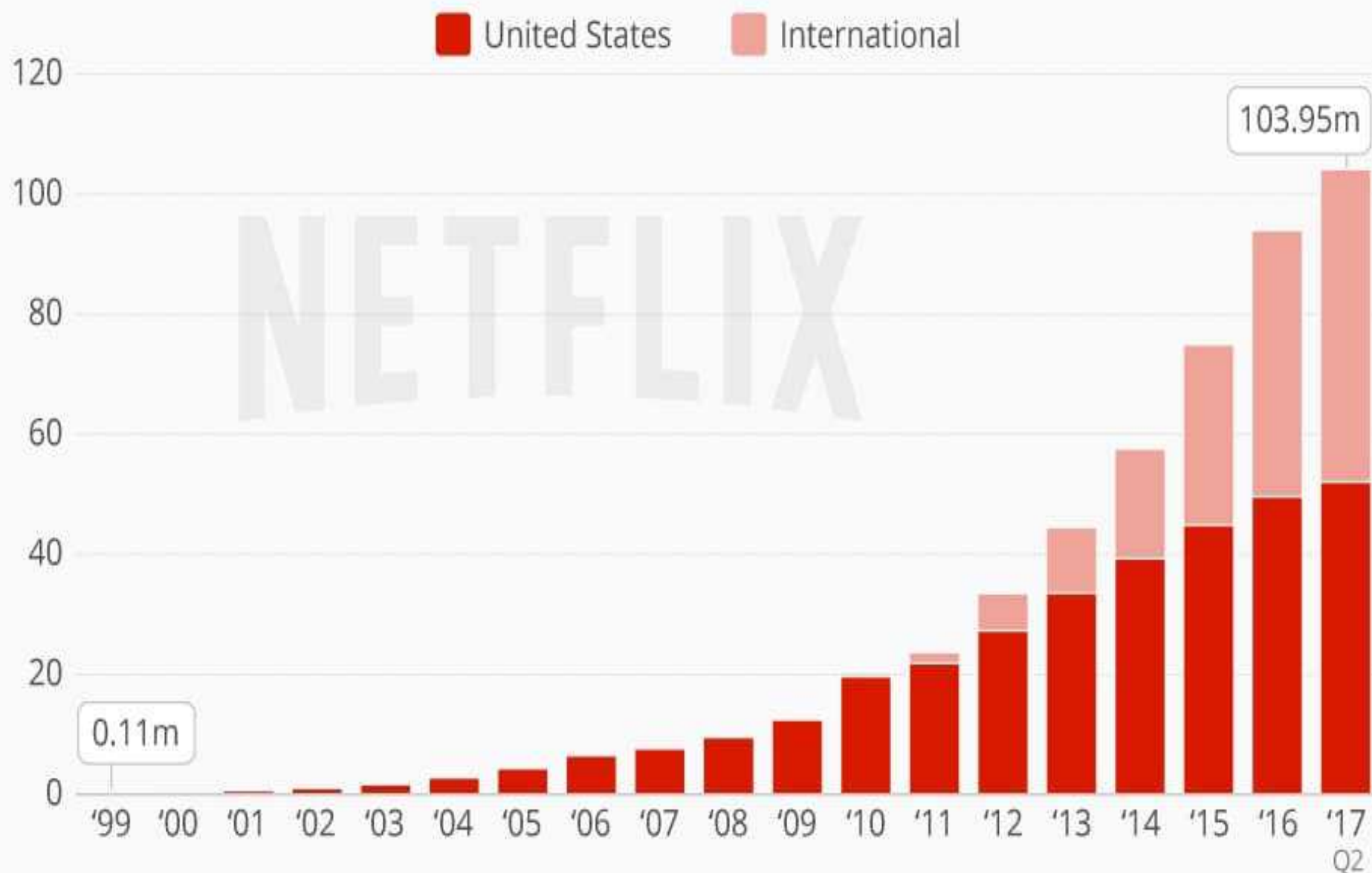


Source: company

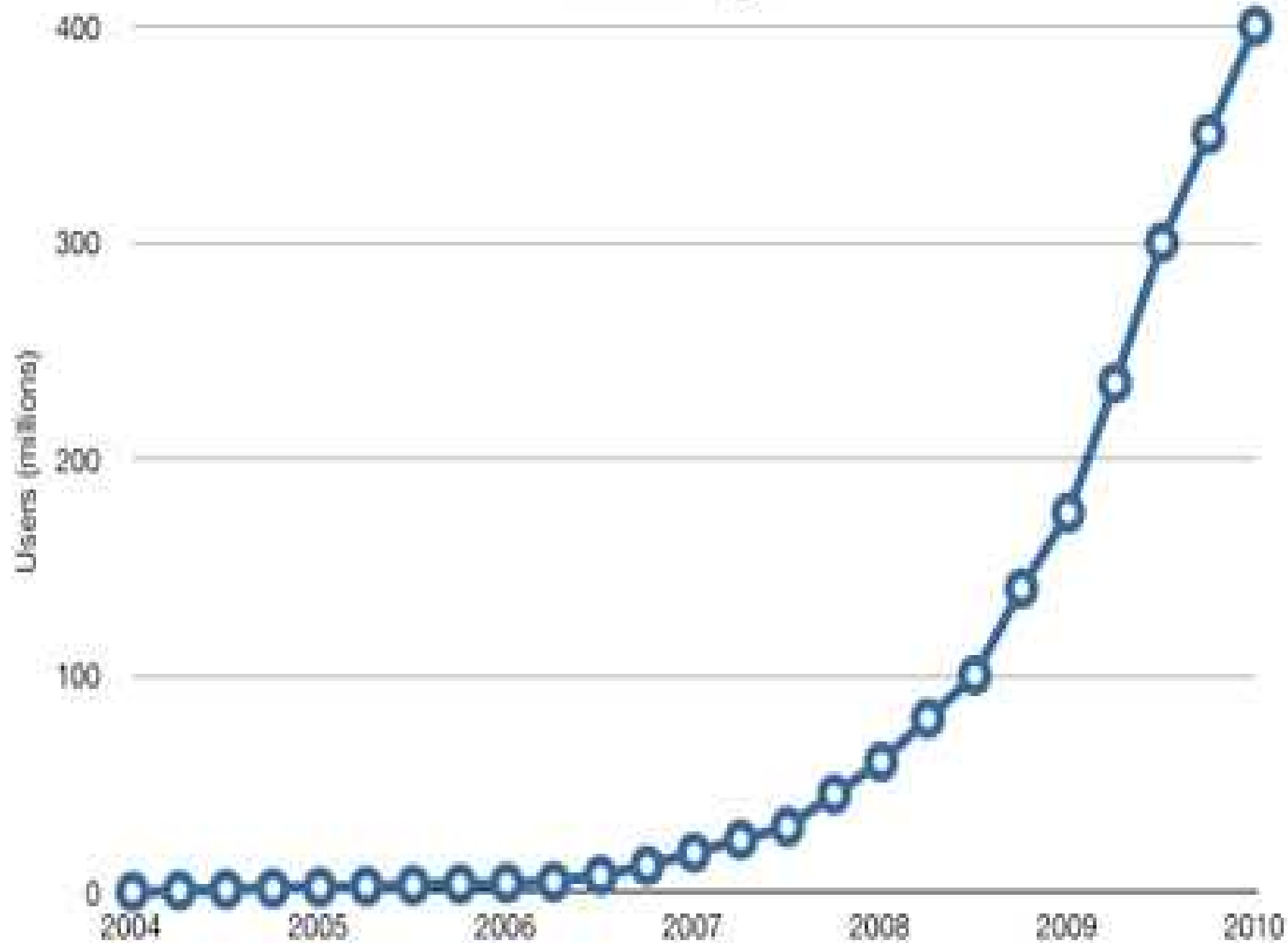
© FT

Netflix Turns 20

Number of Netflix subscribers at the end of the respective period*



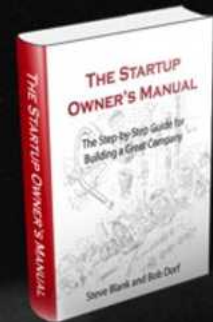
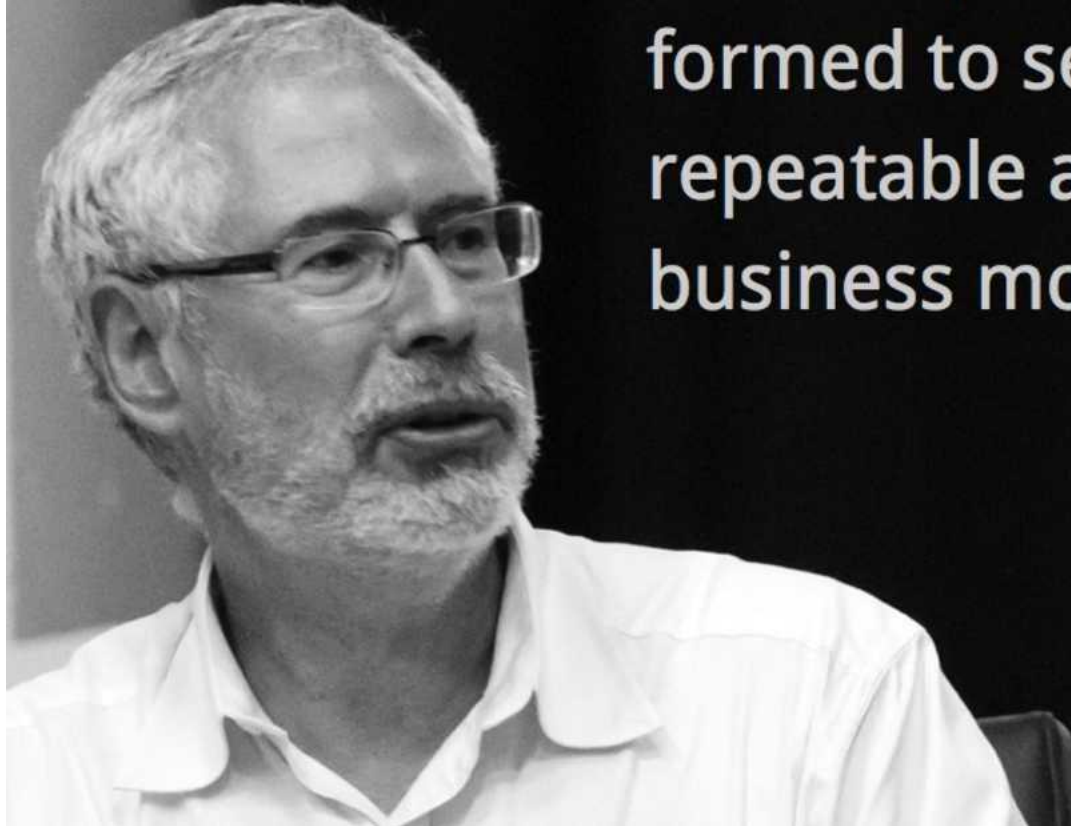
Facebook's growth



Startup?

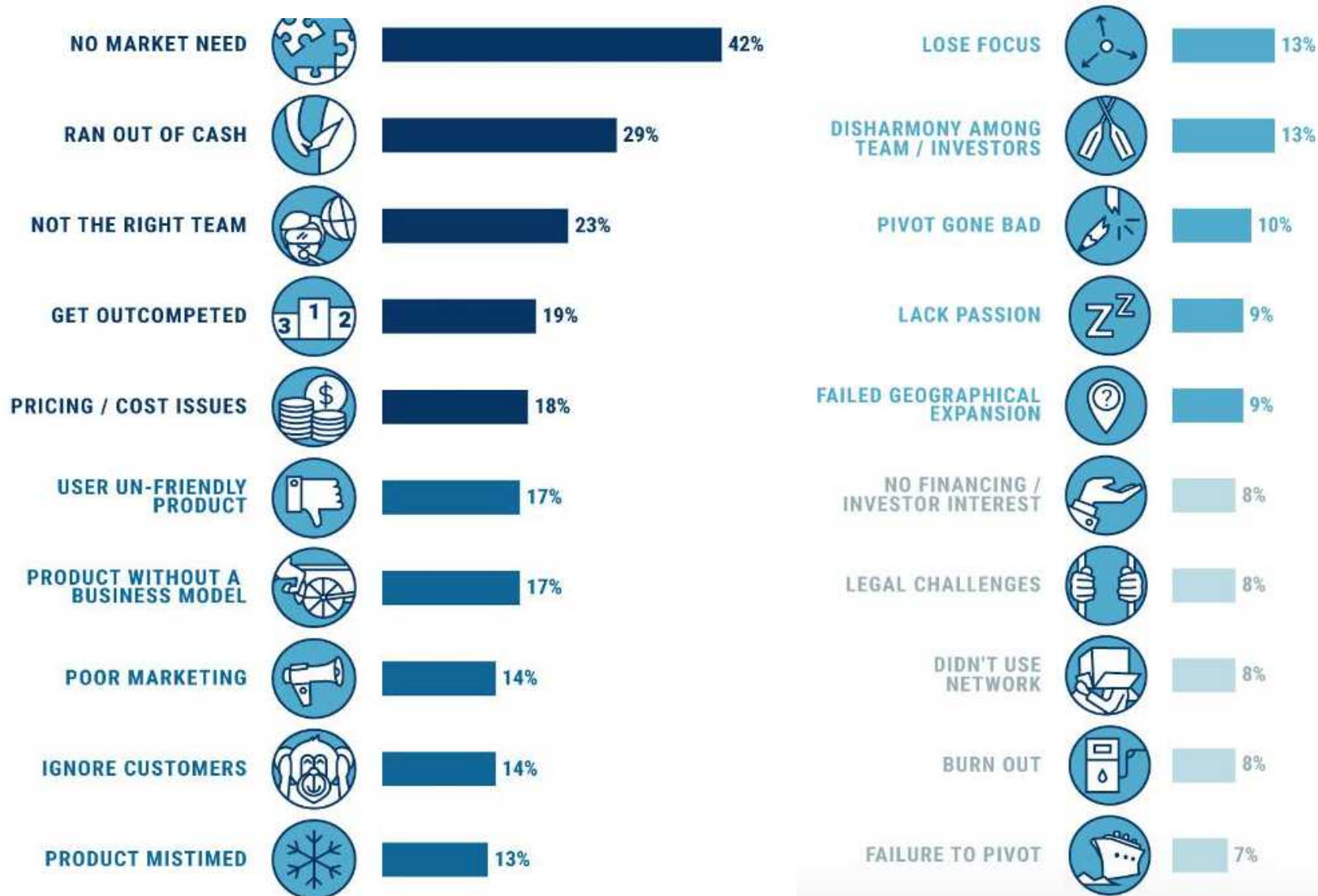
Steve Blank

“A startup is an organization formed to search for a repeatable and scalable business model.”



BASED ON ANALYSIS OF 101 STARTUP POSTMORTEMS

Top 20 Reasons Startups Fail



Less Table Football, More Science



TV Startups
(Playing)



Real Startups
(Experiments)

Definition of a Scaleup

THE SCALE-UP REPORT ON UK ECONOMIC GROWTH

Sherry Coutu CBE

A 'scale-up' is an enterprise with average annual growth in employees or turnover greater than 20 per cent per annum over a three year period, and with more than 10 employees at the beginning of the period

<http://www.scaleupreport.org/scaleup-report.pdf>

The Startup Curve



Source: Paul Graham, ycombinator.com

Scale-ups are a distinct company type

The scaling phase is more than a transition between two opposing company types; it is its own phase with its own requirements.

Enterprise

Hedging & Harvesting

Startup
Pivoting



Scale-up
Doubling down

Product-
Market Fit

Product-Market
Dominance

Several Product-
Markets dominated

Startups vs. Scaleups



By **Joe Haslam**, Executive Director
of the Owners Management Program
at IE Business School.

IE INSIGHTS

1



A startup is to
put out fires



A scaleup is to
light fires

2



A startup is about
**finding out where
you are strong**



A scaleup is about
**figuring out where
you are weak**

3



A startup needs
generalists



A scaleup needs
specialists

4



A startup
experiments



A scaleup
simplifies

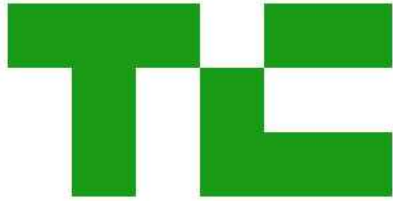
5



A startup can
make you famous



Only a scaleup can
make you rich



After the end of the startup era

Posted Oct 22, 2017 by [Jon Evans \(@rezendi\)](#), Columnist

Er, actually, no. That was last decade. We live in a new world now, and it favors the big, not the small. The pendulum has already begun to swing back. Big businesses and executives, rather than startups and entrepreneurs, will own the next decade; today's graduates are much more likely to work for Mark Zuckerberg than follow in his footsteps.

The web boom of ~1997-2006 brought us Amazon, Facebook, Google, Salesforce, Airbnb, etc., because the internet was the new new thing, and a handful of kids in garages and dorm rooms could build a web site, raise a few million dollars, and scale to serve the whole world. The smartphone boom of ~2007-2016 brought us Uber, Lyft, Snap, WhatsApp, Instagram, Twitter, etc., because the same was true of smartphone apps.

It is **widely accepted** that the next wave of important technologies consists of AI, drones, AR/VR, cryptocurrencies, self-driving cars, and the "Internet of Things." These technologies are, collectively, hugely important and consequential — but they are not remotely as accessible to startup disruption as the web and smartphones were.

AI doesn't just require top-tier talent; that talent is all but useless without mountains of the right kind of data. And who has essentially all of the best data? That's right: the abovementioned Big Five, plus their Chinese counterparts Tencent, Alibaba, and Baidu.

The Essential Eight technologies and how they can be applied

Blockchain



Distributed electronic ledger that uses software algorithms to record and confirm transactions with reliability and anonymity. The record of events is shared between many parties and information once entered cannot be altered, as the downstream chain reinforces upstream transactions.



Example Use Cases

- Identity management
- Voting
- Peer to peer transactions
- Supply chain management
- Smart contracting
- Provenance / traceability
- Asset registration / ownership
- Trade finance
- Record management

Drones



Air- or water-based devices and vehicles, for example, Unmanned Aerial Vehicles (UAV), that fly or move without an onboard human pilot. Drones can operate autonomously (via on-board computers) on a predefined flight plan or be controlled remotely.



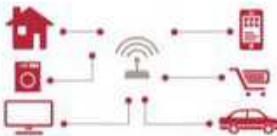
Example Use Cases

- Insurance claim validation
- Precision farming
- Infrastructure inspections
- Railway safety
- Cargo delivery
- Construction site management
- Forestry management
- Facility inspection (wind turbine, oil rig, etc)

Internet of Things (IoT)



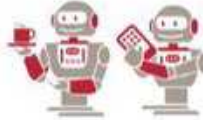
Network of objects – devices, vehicles, etc. – embedded with sensors, software, network connectivity and compute capability, that can collect and exchange data over the Internet. IoT enables devices to be connected and remotely monitored or controlled. The term IoT has come to represent any device that is now “connected” and accessible via a network connection. The Industrial IoT is a subset of IoT and refers to its use in manufacturing and industrial sectors.



Example Use Cases

- Inventory and material tracking
- Real-time asset monitoring
- Connected operational intelligence
- Customer self-service
- Usage and performance benchmarking
- Data integration and analytics
- Connected service parts management
- Remote service
- Real time market insights
- Flexible billing and pricing models

Robots

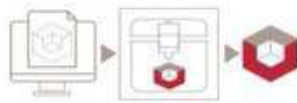


Electro-mechanical machines or virtual agents that automate, augment or assist human activities, autonomously or according to a set of instructions – often a computer program.

Example Use Cases

- Manufacturing
- Hazardous industries
- Hotels and tourism
- Service industry
- Automation of predictable tasks
- Data management

3D Printing



Additive manufacturing techniques used to create three-dimensional objects based on digital models by layering or “printing” successive layers of materials. 3D printing relies on innovative “inks” including plastic, and more recently, glass and wood.

Example Use Cases

- Healthcare and smart medical devices
- Tools and end use parts
- Prototyping
- Bridge manufacturing
- Supply chain optimization
- Customized products
- Remote location production

Virtual reality (VR)



Computer-generated simulation of a three dimensional image or a complete environment, within a defined and contained space, that viewers can interact with in realistic ways. VR is intended to be an immersive experience and typically requires equipment, most commonly a helmet/headset.

Example Use Cases

- Immersive journalism
- Virtual workplaces
- Manufacturing/product design
- Architecture & construction
- Education&training
- Big data management
- Entertainment
- Healthcare
- Merchandising

Augmented Reality (AR)



Addition of information or visuals to the physical world, via a graphics and/or audio overlay, to improve the user experience for a task or a product. This “augmentation” of the real world is achieved via supplemental devices that render and display said information.

Example Use Cases

- Virtual showrooms
- Education
- Travel and tourism
- Gaming
- Printing and advertisers
- Retail environments
- Marketing

Artificial intelligence (AI)

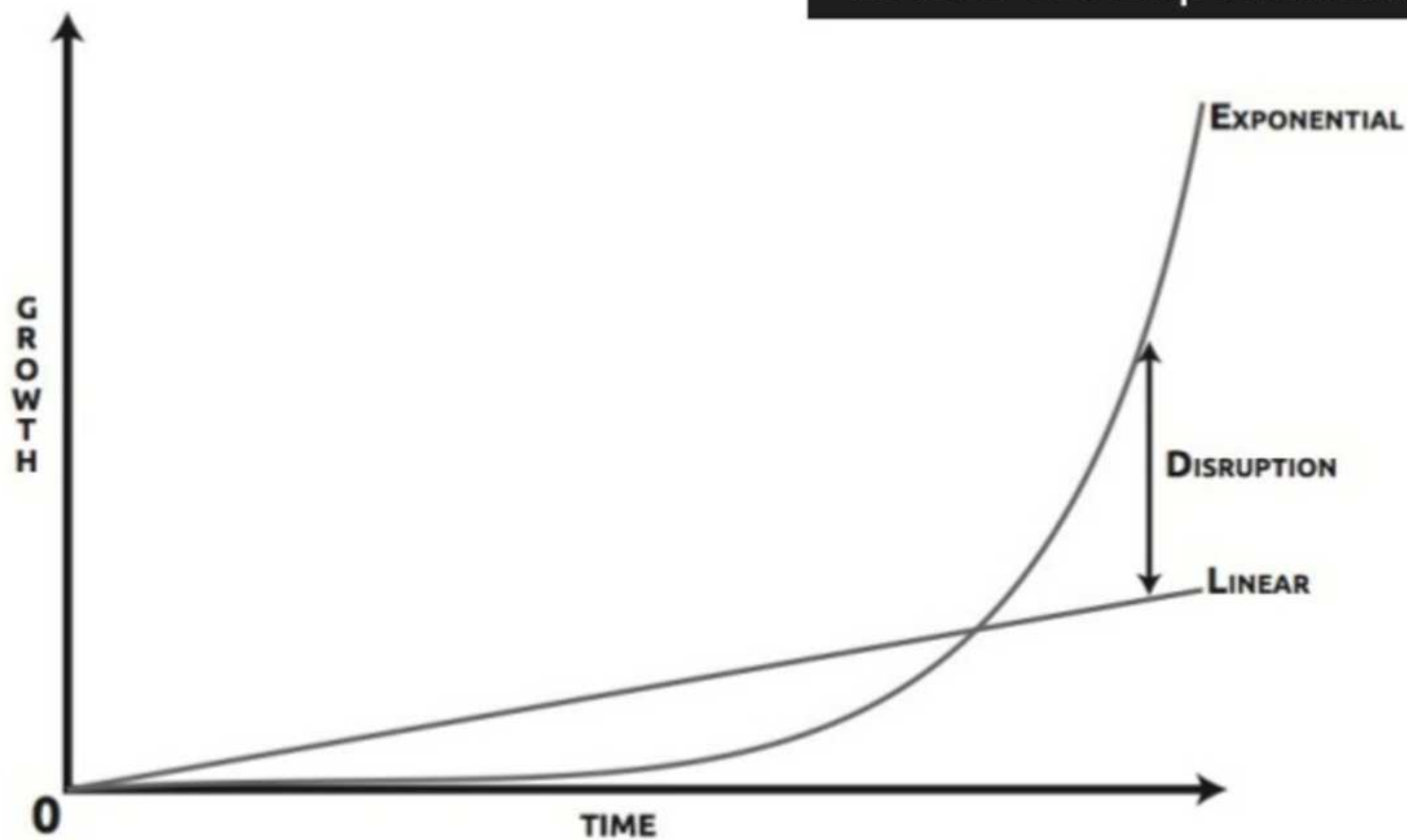


Software algorithms that are capable of performing tasks that normally require human intelligence, such as visual perception, speech recognition, decision-making and language translation. AI is an “umbrella” concept that is made up of numerous subfields, such as machine learning, which focuses on the development of programs that can teach themselves to learn, understand, reason, plan, and act (i.e. become more intelligent) when exposed to new data in the right quantities.

Example Use Cases

- Managing personal finances
- Trading systems
- Real time fraud and risk management
- Automated virtual assistants
- Underwriting loans and insurance
- Customer support, transactions and helpdesks
- Data analysis and advanced analytics

Linear vs. Exponential

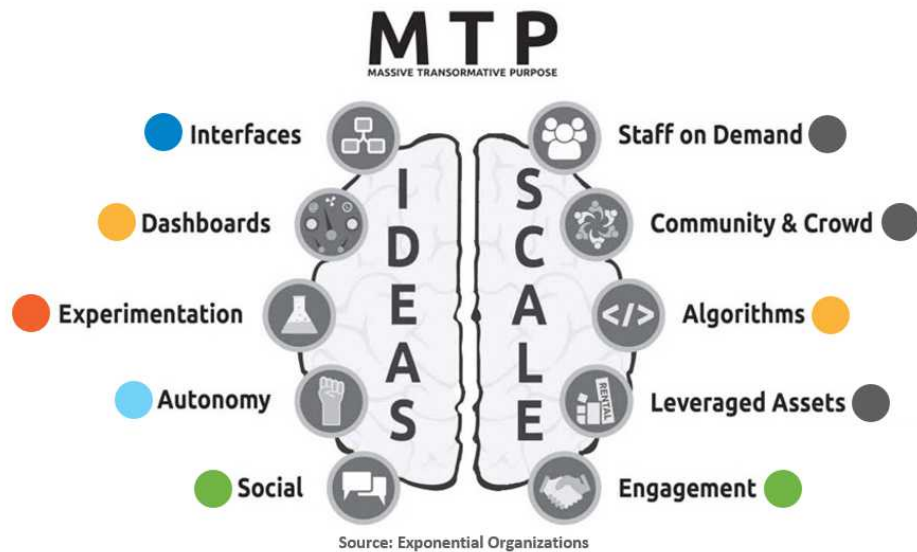


How to Create an Exponential Organization and Why You Should Want To

Exponential organizations are dominating the competition. Here's how you create one.



By Jacob Morgan *Author and Futurist* [@JacobM](#)



Enablers

- Structural change
- Holistic digital foundation
- Simulation and rapid prototyping
- Ecosystem services
- Extend the organization
- Descriptive to prescriptive shift
- Sense and Respond
- Next Generation Experiences
- Adaptive core
- Systems of Engagement
- Core-edge integration
- Automation of everything
- Thinking differently.

ExO Canvas

Organization:

Exponential Quotient (ExQ):

Date:

Done by:

MASSIVE TRANSFORMATIVE PURPOSE (MTP)

Why does the organization exist?
What is the purpose of the organization?
What is the target of the organization?
Do kids and grandmas understand it?

INFORMATION

What data do we have?
What data do we need?
How will we collect data for the algorithms?
Is the data we need available?
Can we buy it?
Rent it?
Make it?

STAFF ON DEMAND

Can we build a cloud of external "employees"?
How could we have the best employees for each activity?
How should we find and hire?
By using an agency? Direct? Local? Remote? Platform?

COMMUNITY

Is there an existing community we can leverage?
How will we turn external community into advocates?
How will we create value for my community?
How can the community create value for my product?

ALGORITHMS

Why are we developing algorithms?
Which labor/activity/task can we automate?
Which algorithm / systems / platforms are you going to use to process/leverage the information you have?

LEVERAGED ASSETS

What type of fixed costs can we move off the balance sheet by renting them?
What processes can we outsource?
Is there spare capacity lying around which we could re-purpose?

ENGAGEMENT

What contests/promotions can be created to increase customer acquisition?
How can we leverage gamification to improve our products and services?
How can you make people use your product every day?

INTERFACES

Can we build an API that connect our systems with the community?
Can we create a marketplace to drive growth?
What can we do to provide my product/service in a self-service mode?

DASHBOARDS

Why do you need to have real-time data?
What real-time data do you need to track/measure?
What systems will you use in order to measure that data?
What will you do with this data?

EXPERIMENTS

What do you want to learn and what experiments will you run to do it?
How will you measure the success of the experiments?
How can we encourage experimentation within the organization?

AUTONOMY

How can we reduce decision-delay or approval-chains?
How can we avoid too much management and allow the staff to grow?
Is there a framework/ tools we could use? (OKR, Holacracy, etc.)

SOCIAL

How will we leverage social technologies to improve communication (within our team/community/clients)?
What social network/tools can we use?
Can we use social tools to do some of the work for us?

IMPLEMENTATION

How will we implement the right culture along the whole organization?
How will we measure it?
How will we drive the organization toward the MTP? How will we measure it?
What collection of projects should we run to implement the above attributes?
What are the key elements everyone on the team has to agree on?

By invitation: Daniel Isenberg

A critical comment on The Economist's special report on tech startups

Jan 23rd 2014, 14:20 BY DANIEL ISENBERG



Like 298

Tweet

Scaling up is vastly harder than starting up. What is much more certain is that, as anyone who has tried, as I have, can tell you, starting up a venture is just the first baby step on a long hard trudge to scale up. But without the ability to scale way beyond start, all the blood, sweat and tears (and money) will be flushed right down the drain. *The Economist* does warn us that starting up a venture is back breaking, but that start is such a short leg of the journey: back-breaking during your first months is nothing compared to running the entire marathon with your startup-broken back. It typically takes a decade or longer, not months or a couple years, to build a venture of value, with any semblance of robustness and return. The few that pop through in a few years are by far the aberration. For that matter, Silicon Valley may be the aberration.

How to avoid the venture capital trap

But entrepreneurship doesn't work that way. It is the original get-rich-slow business.

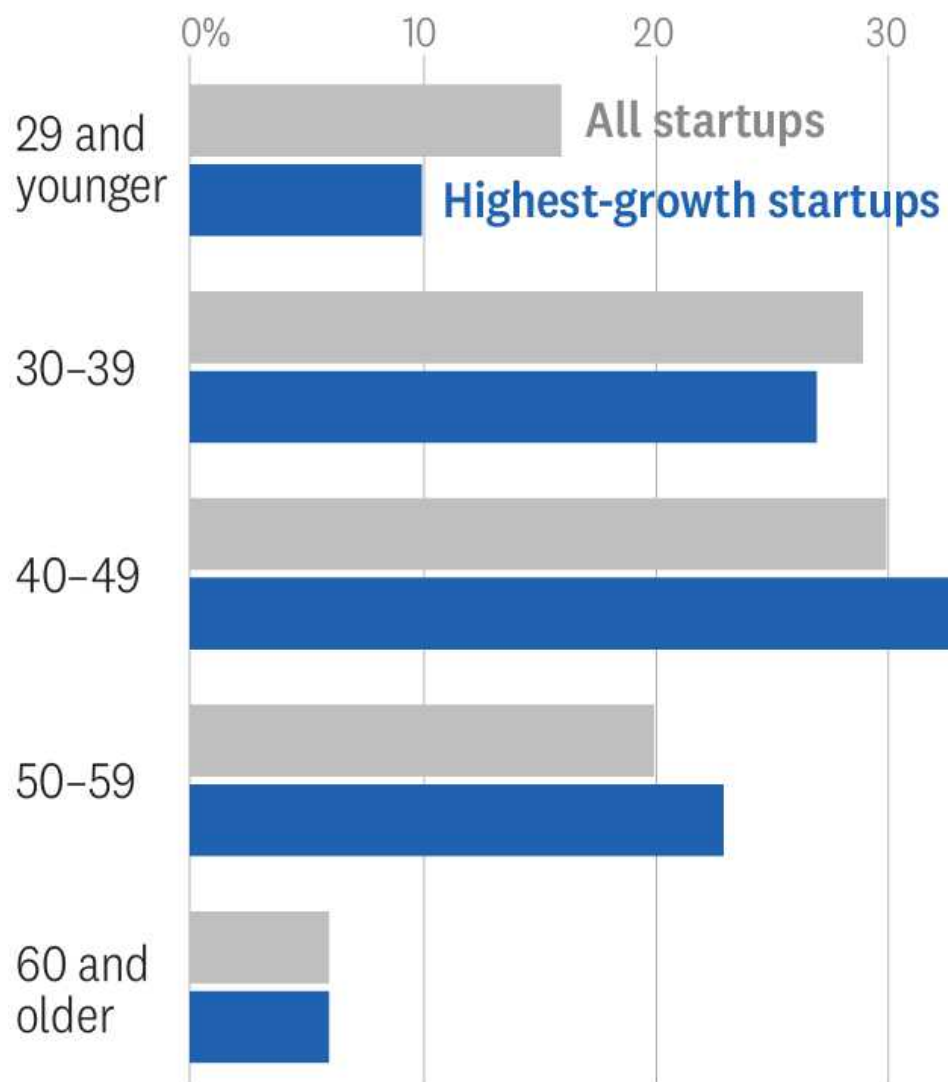
I have met thousands of successful technology entrepreneurs running large and profitable businesses without the aid of the VIC. These founders are succeeding with their own money, customer relationships, and a healthy dose of luck. Many of these entrepreneurs founded a company out of frustration from working in an industry for over a decade, spent years building their company one customer at a time, owned all the equity themselves, and had profit discipline from day one.

Building your company this way gives you the flexibility to make mistakes along the way without the fear of your VCs pulling the plug. Sure, this way doesn't get much press but it comes with control over how fast you climb, where you place your bets, and who and when you add to your team. As the saying goes, revenue is for vanity and profit is for sanity.

The Age of Startup Founders

The average age of people who founded the highest-growth startups is 45.

Percentage of founders by age group

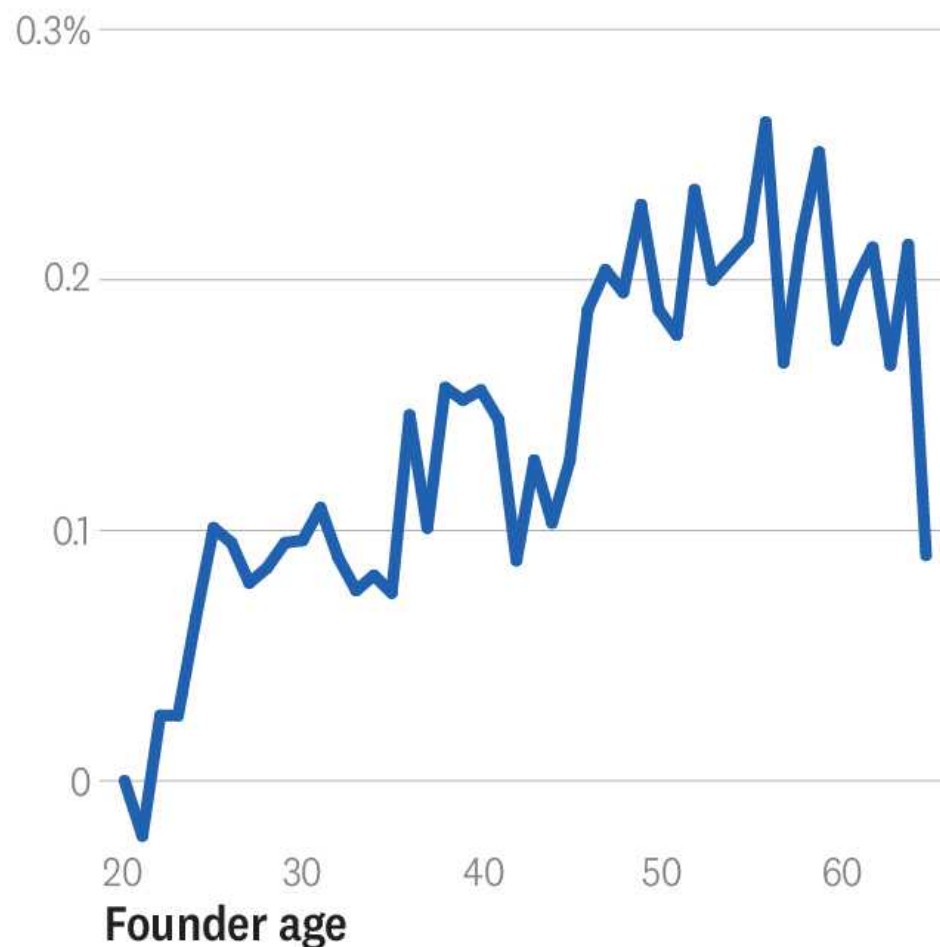


Note: The top 1% of startups by growth are considered "highest-growth." Source: "Age and High-Growth Entrepreneurship," by Pierre Azoulay et al., NBER, April 2018

Older Entrepreneurs Are More Likely to Succeed

The probability of extreme startup success rises with age, at least until the late 50s.

Change in the likelihood of success



Note: Y-axis represents the OLS regression coefficient for age variables, relative to a 20-year-old founder. "Extreme startup success" is defined as the top 0.1% of startups in employment growth over five years. Source: "Age and High-Growth Entrepreneurship," by Pierre Azoulay et al., NBER, April 2018

1. **Patrick Collison** "You could try to pound your head against the wall and think of original ideas or you can cheat by reading them in books.
2. What do you need to stop doing? Experiment, Experiment, Experiment and then **go exponential by doubling down** on what works.
3. **Deep Industry Knowledge** is essential as a moat. Find people who know a lot about an industry. Partner with companies who don't have what you do.
4. Company building is a marathon not a sprint. Except a company of any reasonable size to take a least ten years to build. **VC not the best model.**
5. **Samuel Beckett** "Perhaps my best years are gone. But I wouldn't want them back. Not with the fire in me now"



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<http://tiktok.com/@josehas>



<http://instagram.com/josehas>



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