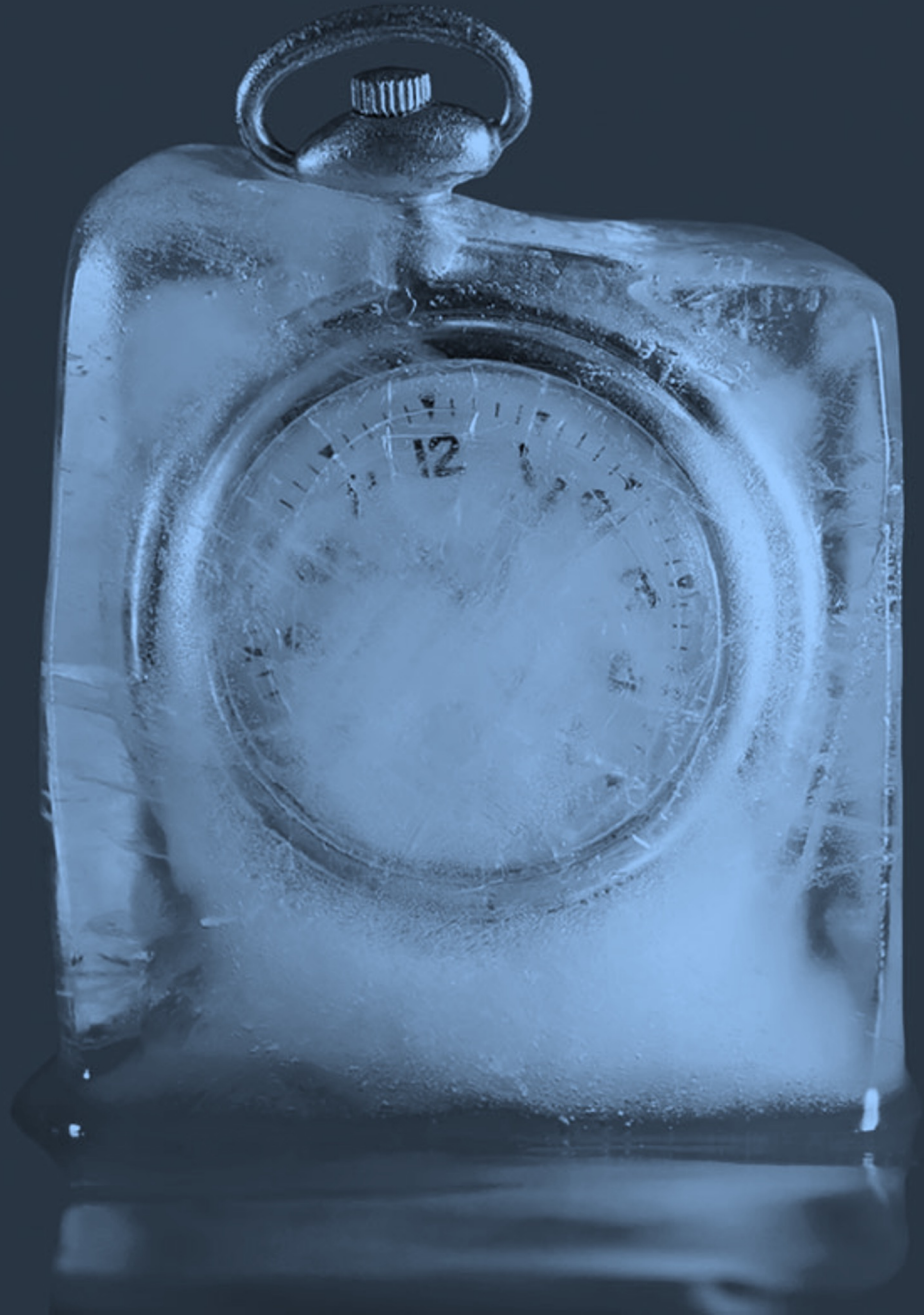


Scaling Up / 2 & Business Modeling

Start Up in ICT /7



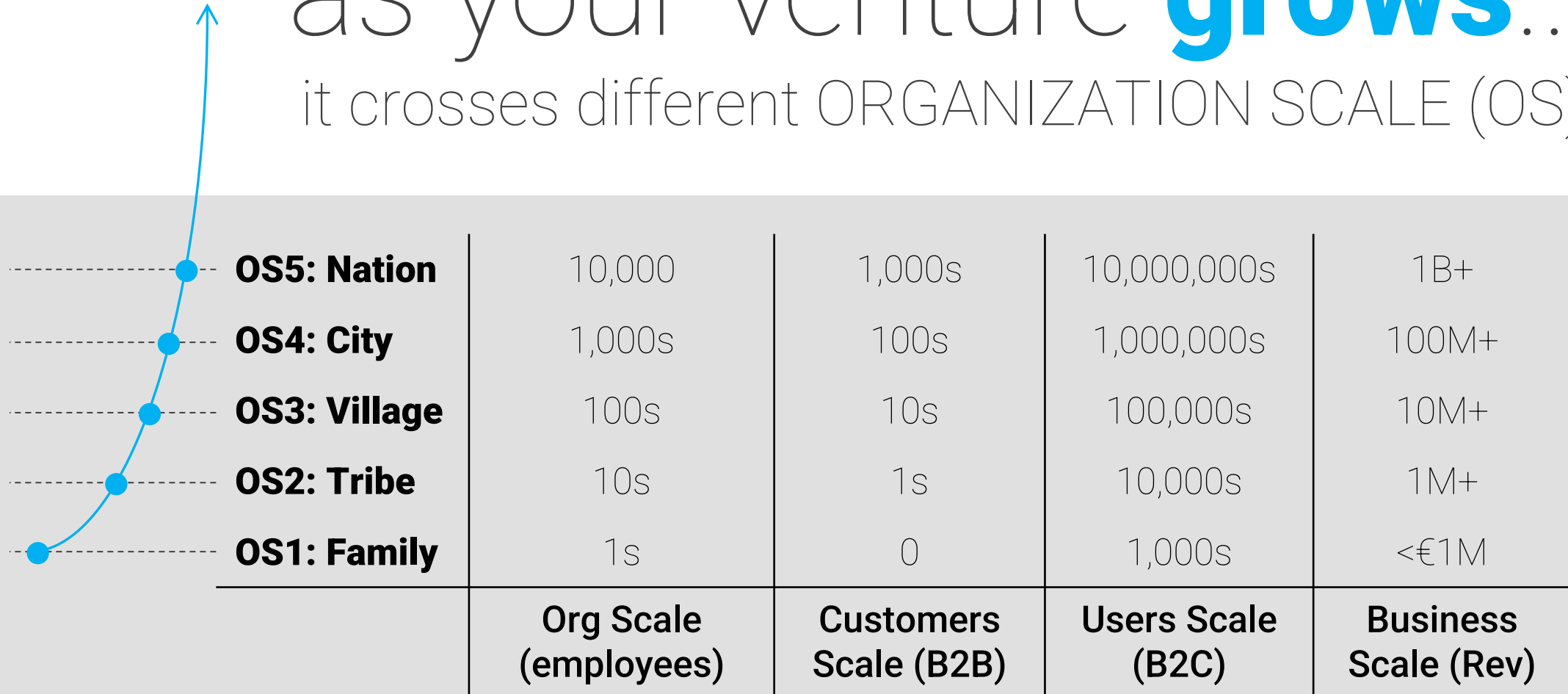
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Start Up in ICT - UniPD
April 12th, 2023



Many organizations
operate as if they're
Frozen in time.

Don't, please

as your venture **grows**...
it crosses different ORGANIZATION SCALE (OS)



Reid Hoffman, Stanford University

Advice can't be applied **generally** across stages.

Challenge the process, **each time, at each** **level** of scale



OS1 FAMILY



OS2 TRIBE



OS3 VILLAGE



OS4 CITY

what works at one stage
might not work at next.
At every order of magnitude
expect processes to break

One of the keys to get to scale, **is to do things that don't scale**

Try thinking of venture as pairs of what you're going to build, plus the unscalable thing(s) you're going to do initially to get the company going

What scale fast on the cost side: Low priority.

What doesn't scale effort and size: High Priority.

Prove it in a deliberately Narrow Market.



“ **Keep it small**, solve problems that do not scale first. Once you hit the point where it's working, then **Grow, as fast as possible.** ”

Eric Schmidt, former CEO of Google

“ **Don't focus on scaling** the numbers until you have **people engaged with the product.** ”

Brian Chesky, Founder and CEO of AirBnB



Can you create a product that people use everyday?

“Toothbrush Test” @ Google

(Larry Page)



Measure Growth, obsessively

Frequent (i.e. almost weekly)

Be insanely obsessive about that

Define your KPIs.
Be Qualitative over
Quantitative

1. **Acquisition**

- how do users find you

2. **Activation**

- do users have

3. **Retention**

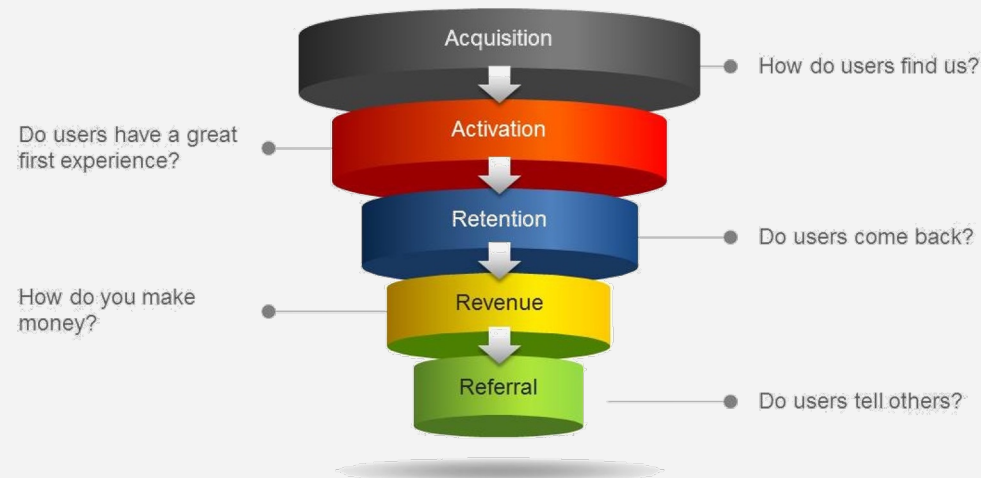
- do they come back?

4. **Revenue**

- monetization?

5. **Referral**

- buzzword?





**” Be patient for Growth
but impatient for Profit. ”**

Clayton Christensen, HBS Professor and Disruptive Innovation paradymes creator (1997)



StartUp in ICT
University of Padua
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WhatsApp group



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