

The Scaling-Up Workbook

**The Ideal Introduction to The
Scaling-Up for Impact
Methodology**

Marieke Harderwijk and Pieter van Osch



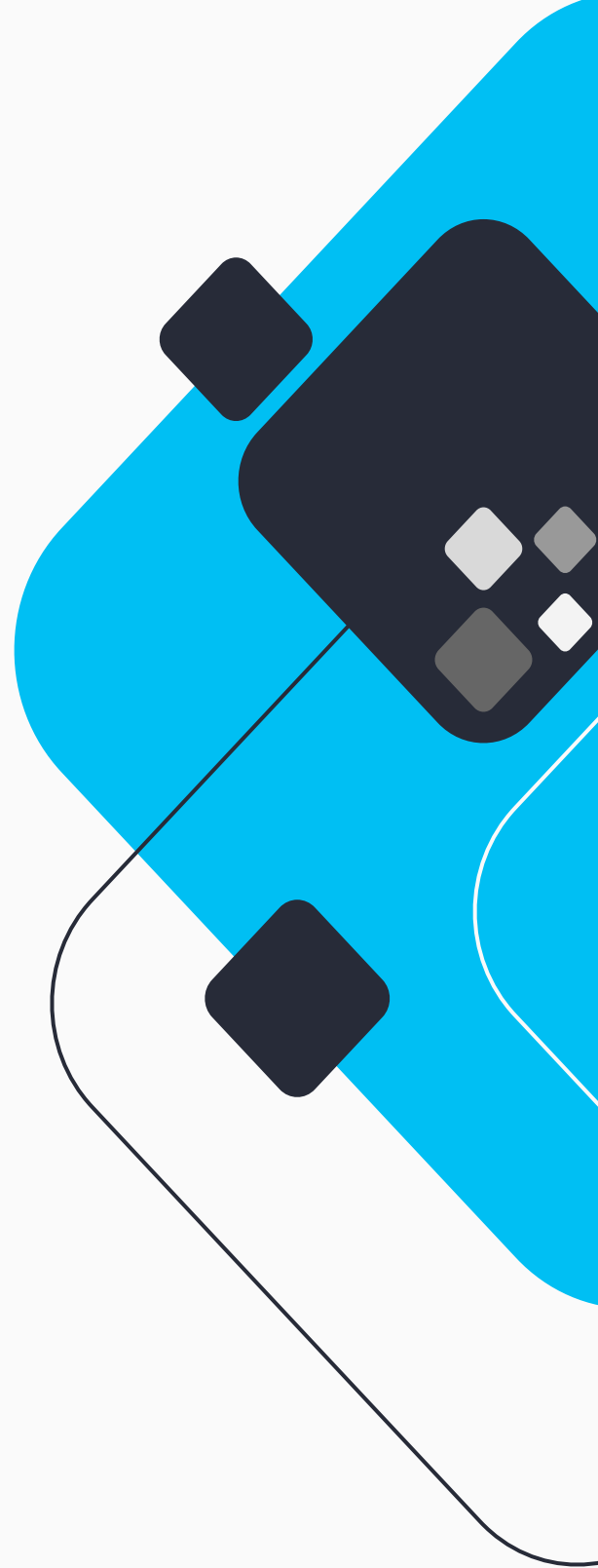
info@ekipa.co



+62 838-7795-6564



Gedung GKM GREEN TOWER Lantai 20, Jl. TB
Simatupang Kav 89 G Kebagusan, Pasar
Minggu, Jakarta Selatan 12520





Introduction



It is in front of you

Workbook Impact = Profit × Purpose

We hope that the workbook meets the quick introduction to the approach of Scale Up Impact to get more impact through profit and purpose in a dynamic to bring balance.

You can read the booklet. Of course, you can also do the exercises that are in it. The best result is obtained when every member of the management team/leadership team fills it in for themselves and then the team discusses the different perspectives. That can lead to one shared perspective, which the team then captures in one page: the Impact Canvas.

If you have any questions about the booklet, completing the exercises, or next steps, contact us at info@ekipa.co.



Scaling Up

The American growth guru Verne Harnish developed the Scaling Up method and described this in his book **"Scaling Up: How A Few Companies Make It and Why The Rest Don't"**.

By the way, the subtitle of the book is **"Rockefeller Habits 2.0"**. Because Rockefeller Habits was the original name of the methodology. Verne's book is very relevant and practical for fast-growing companies.

Scaling Up is an operating system for growth and touches all aspects of business operations. It doesn't matter what kind of company you have. Regardless of size, industry, or structure, Scaling Up is guaranteed to work.

Verne Harnish's book describes many American examples with the motto: *'Bigger, Faster is Better'*. As a result, it sometimes feels foreign, but appearances can be deceiving.

Scaling Up is 100% applicable in the Netherlands. Also for social enterprises that want to strengthen the business side of their company or successful companies that want to make a contribution with more purpose.

The five benefits of applying Scaling up are:

1. You describe a mission and vision that everyone is attracted to
2. You translate that attractive vision into clear 3-year, 1-year, and crystal clear quarterly priorities
3. You involve people in the challenges and successes so that everyone always knows exactly what to do now
4. You make everything transparent in the organization, so you can monitor progress, measure growth, and impact
5. You create a learning organization

The special thing about Scaling Up is that you can update your entire business plan on one sheet of A4. That will create a lot of transparency.



The Scaling Up For Impact Approach

The core of the Scaling up for impact approach is the formula:

$$\text{Impact} = \text{Profit} \times \text{Purpose}$$

The approach is focused on the dynamic balance to get and keep the profit and purpose in a rhythm. In Verne Harnish's Scaling Up, this dynamic balance is defined as the balance between people and process.

The Scaling-up for impact approach is based on Scaling up containing specific elements and tools for an entrepreneur's impact.

The Assignment

Read this booklet carefully and complete the assignments. This can be done together with your team, but do it by yourself then you can discuss it with each other afterward. Spend one to two hours. It is better to do all assignments well (or even try to do it perfectly). If you are completing this booklet in preparation for a session, you will soon notice that you have a head start if you have completed all the assignments.

This booklet describes two steps in two parts: purpose and profit. The purpose part is about the effective strategy and the profit part is about efficient execution.



Part 1:

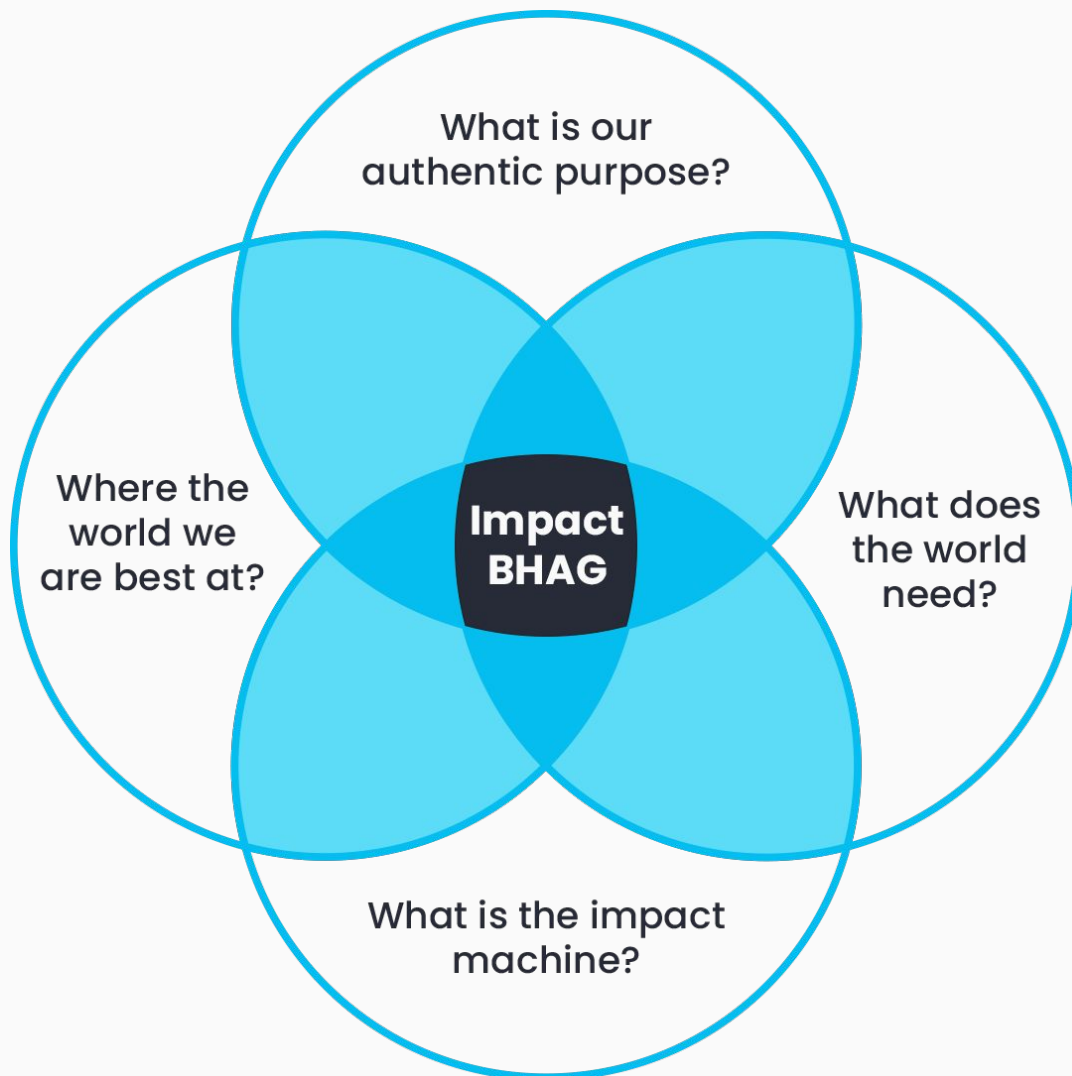
**Impact
Strategy,
Live Your
Purpose**



Live Your Purpose

Purpose is about effectiveness, doing the good things.

We use the Ikigai model for this, which in turn, is based on the hedgehog model by Jim Collins (described in his book From Good to Great).



The Ikigai model has four overlapping circles:

- What is the authentic purpose of the company?
- What problem (social, economic, ecological, or otherwise) does the company solve? This is what the world needs
- Where can the company be the best in the world? These are the strengths of the company (core competencies)
- How does the company make an impact? We call this the impact engine

Where all four circles overlap you can define the BHAG, also a concept of Jim Collins. BHAG stands for Big Hairy Audacious Goal, freely translated that ambitious bright dot on the horizon. Ambitious but specific!

Filling in the four circles and then formulating the BHAG leads to a clear and attractive starting point for strategy. Before you do that, it might be good to know the difference between passion and purpose.

We often read that passion and purpose be used interchangeably. We think it's two different and at the same time are essential sources of impact. Our approach uses the following definitions:

Passion is about the feeling behind purpose and thus the energy you mobilize. Passion is often unbridled and can be selfish. As a company and as a person you can have multiple passions.

Passion is the fuel you use to realize the purpose. The purpose is about the world problem in the social, economic, or ecological field that you want to dissolve. The purpose is focused and always altruistic. You make a choice for a purpose.

Use your passion for 'purpose in action. The purpose is active and often describes you with verbs. Passion is about energy, and it is often unfocused.

Purpose is about why your company is in the world, its right to exist. The purpose is the mission that guides your company.

Passion is about the feeling that leads to energy and purpose is about why you do it. In an analogy, you can imagine a longbow. The force with which you hold the tendon span is the passion, the energy that mobilizes you. The direction you shoot is the purpose. And the goal? The goal is of course the BHAG!

Passion and purpose are clearly different, and you need them both for impact. We use the term authentic purpose to indicate that it is about passion and purpose.

What is the authentic purpose of the company?

Describe the authentic purpose of the company that connects people, and those employees share.

Example	Authentic Purpose
Making beautiful things with beautiful people	
Equal opportunity for all	
Animals have rights	
Taxi transport are old-fashioned, expensive and customer-unfriendly	



What Global Problem Does The Company Solve?

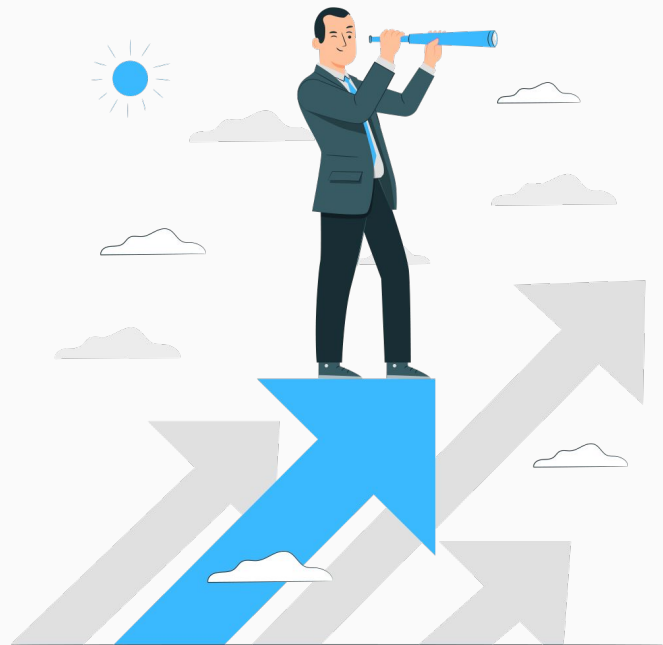


In fact, the purpose is about what world problem you want to solve. What is it? Who benefits from it? If you can't solve a global problem now, what problem does it solve for customers?

Example	World Problem
Malaria out of the world	
Solving the plastic waste problem	
We help people eat healthy	
Make the stock market fairer (Brad Katsuyama)	
The production chain must be more animal-friendly	



Where Can The Company be The Best in The World?



Every company is good at some aspects and less good at others. From the vision 'strengthen your strengths', you describe under the core competencies those handfuls (3-5) aspects in which you want your company to excel (even if it is not yet the case).

Example	Core Competencies = Strengths
Super enthusiastic customers	
Meaningful patents	
Making the best cars	
International expansion	
Magnetic culture	



How Does The Company Make An Impact?

In the original model, Collins called this the economic engine. Collins defined the economic engine as the profit per X, one 'X' that economically describes success. For an entrepreneur's impact, you see the company as the vehicle to generate maximum impact by making both profit and purpose as efficient as possible to let it grow.

That is why we speak of the impact engine instead of the economic engine. The impact engine naturally has two sides: profit and purpose. You need to find both 'X's. The profit 'X' is Collins' economic engine. The purpose 'X' is the purpose engine. The profit 'X' describes our internal success, the purpose 'X' describes our external success.

It is important that you make a choice here for really one profit 'X' and one purpose 'X', even though every company has several options. The choice gives focus in execution. In special cases, it is possible that this leads to a profit 'X' that is exactly equal to the purpose 'X'.

An example of a profit 'X' and a purpose 'X' can be found in the impact report of Tony's Chocolonely:



The economic engine at Tony's Chocolonely can be: number of bars sold. That is the economic engine. The chocolate brand strives for 100% slave-free chocolate. It does this by offering farmers higher purchase prices. The number of farmers is the purpose engine.

Every company has multiple 'X's as an option, but the focus is created by selecting one to elect. Swink Webservices shows that the profit 'X' and the purpose 'X' can be the same. Both 'X' are autistic employees. Swink earns by helping people with autism places with clients and does good by giving these people a greater chance on meaningful work.

Example	Profit 'X'	Purpose 'X'
Tony's Chocolonely	Bars	Farmers
Dopper	Bottles	Kg Of Plastic Waste Saved
Swink Webservices	Employee With Autism	Employee With Autism

	Profit 'X'	Purpose 'X'
Your Company		



What is Your Company's BHAG?



Jim Collins discovered that successful companies always have a bright dot on the horizon have. Collins called it the BHAG, Big Hairy Audacious Goal. Freely translated into English: The Great Daring Brave Goal. It's a target that's far away, 10 to 30 years. It is also a goal that seems unachievable at the moment.

But imagine that we could make it... what a difference we would make. Define a specific and inspiring BHAG including in which year you want to obtain it. Be realistic, plan for a miracle (Osho).

Example	The BHAG
We Will Put a Man on The Moon and Bring Him Back Safely This Decade (JFK)	
Umbrella Example- That Children in Kindergarten Draw a Storm Umbrella In 2029 (Great Example Of Disruption)	
€ 11 Million Turnover In 2029 (Wrong Example, Because Not Inspiring)	
Malaria Out of The World By 2030	

Part 2:

Profit, Earn Your Profit



Profit is About Efficiency, Doing The Right Things



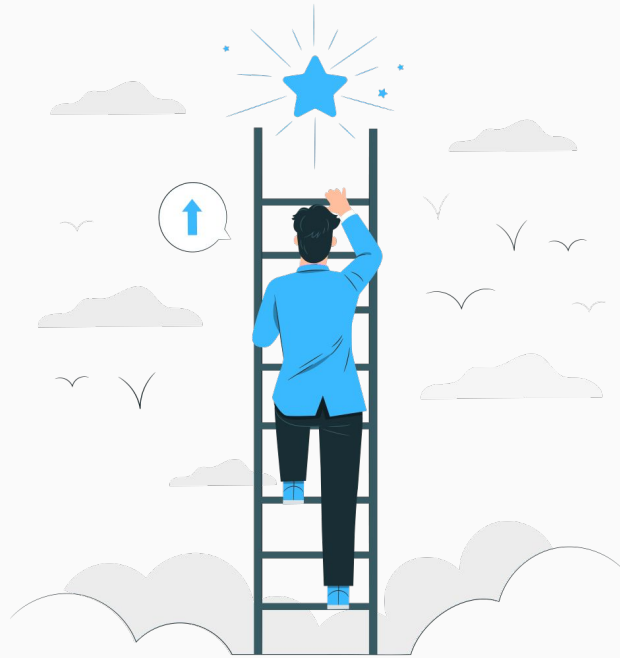
Profit is the result of efficient execution. The more efficient the implementation and how less hassle and hassle, the higher the profit will be. But how do you execute purpose in the most efficient way?

Going from Purpose to Profit in four steps, from great and abstract to realizable and concrete:

- Determine the success pillars
- Determine the 3-year priorities
- Determine the 1-year priorities
- Determine the priorities for this quarter (the rocks)



Determine The Pillars of Success



What are the 3 to 5 things the company wants to become extremely good at in the coming years to achieve the purpose as intended and to achieve the BHAG? That can correspond to the core competencies, but not necessarily.

Example	Your Pillar of success
Super Enthusiastic Customers	
A Magnetic Culture	
Patents That Make a Difference	
International Expansion	
Partnerships That Matter	



Determine The 3–Years Priorities

3 YEARS PRIORITIES

What 3 to 5 priorities or major projects should the company achieve in the medium term? The term, ie 3 years? First choose the period of 3 years, which date is that?

Example	Your 3-year Priorities (End Date:)
All Customers Give Us A 9+	
We are Number 1 In Great Place to Work	
We Spontaneously Receive More CVs Than We Need	
Offices In 3 Countries (Netherlands, Sweden +1)	



Determine The 1-Year Priorities

1 YEAR PRIORITIES

Which 3 to 5 priorities or major projects does the company need to realize in the short term, in 1 year?

Example	Your Annual Priorities (End Date:)
We Are BCORP Certified	
Municipality Of Amsterdam as a Customer	
Product/Market Fit Found	
Successful Pilot Project in New Market Segment	
Sweden Office Opened	



Determine The Priorities for This Quarter

1/4 YEAR PRIORITIES

Which 3 to 5 priorities or projects does the company need to realize in the very short term, in this quarter? This often involves removing obstacles. What's holding the company back now? What could you do all that after this quarter makes it easier?

Example	Your Quarterly Priorities (End Date:)
Clear Customer-Oriented Proposition Defined	
Warehouse Completely Moved	
ERP System Implemented and Employees Trained	
Director Recruited for Sweden Location	

Once you have completed this workbook and discussed it with your team, there are a few possible next steps:

- You can request free scaling-up roadmap planning session. In this 2-hour session, we help you create clarity on the building blocks for scaling.
- You and your team participate in the Scaling up training to get your leadership team on the same page. The scaling up training consists of a 2-hours microlearning session.
- You participate in the scaling-up program. Once you finished the roadmap planning session, our team will help you to clarify the journey by creating a one-page strategic plan. This plan defines what needs to be achieved in the next 3 years + the next 12 months. Based on the roadmap + the one-page strategic plan, our coaches help your (leadership) team execute the plan.
- You make the purpose alive in your organization by, for example, making the purpose visible (think of posters or storytelling, for example) and publishing it in a regular rhythm (e.g. every week).
- You can read the book De Meaning formula by Pieter van Osch. It's a practical handbook for impact entrepreneurs with many practical examples and tools to use equally.
- You can of course do nothing with it. We regularly come across that the delusion of the day strikes. No problem of course. Maybe we'll meet again for a while. But the world will miss your meaningful contribution!

Anyway, we wish you the best of luck living the purpose. Let's build a world with a lot of positive impacts together.

Amsterdam/Stockholm,

Marieke Harderwijk and Pieter van Osch

scaleupimpact.com

READY TO ENJOY YOUR CLIMB?

FREE 2 HOUR ROADMAP PLANNING SESSION FOR YOUR STARTUP

In this 2-hour workshop, we help you create clarity on the building blocks for scaling.

SPEAKER:



Hugo Messer
Founder at Ekipa



Ranco Kraaijenbrink
COO at Ekipa



Pieter van Osch
Founder at
ScaleUp Impact



Tom Courly
Managing Partner at
Bali Investment Club



Edi Indriyotomo
Transformation Lead
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Krisna Putrianti
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