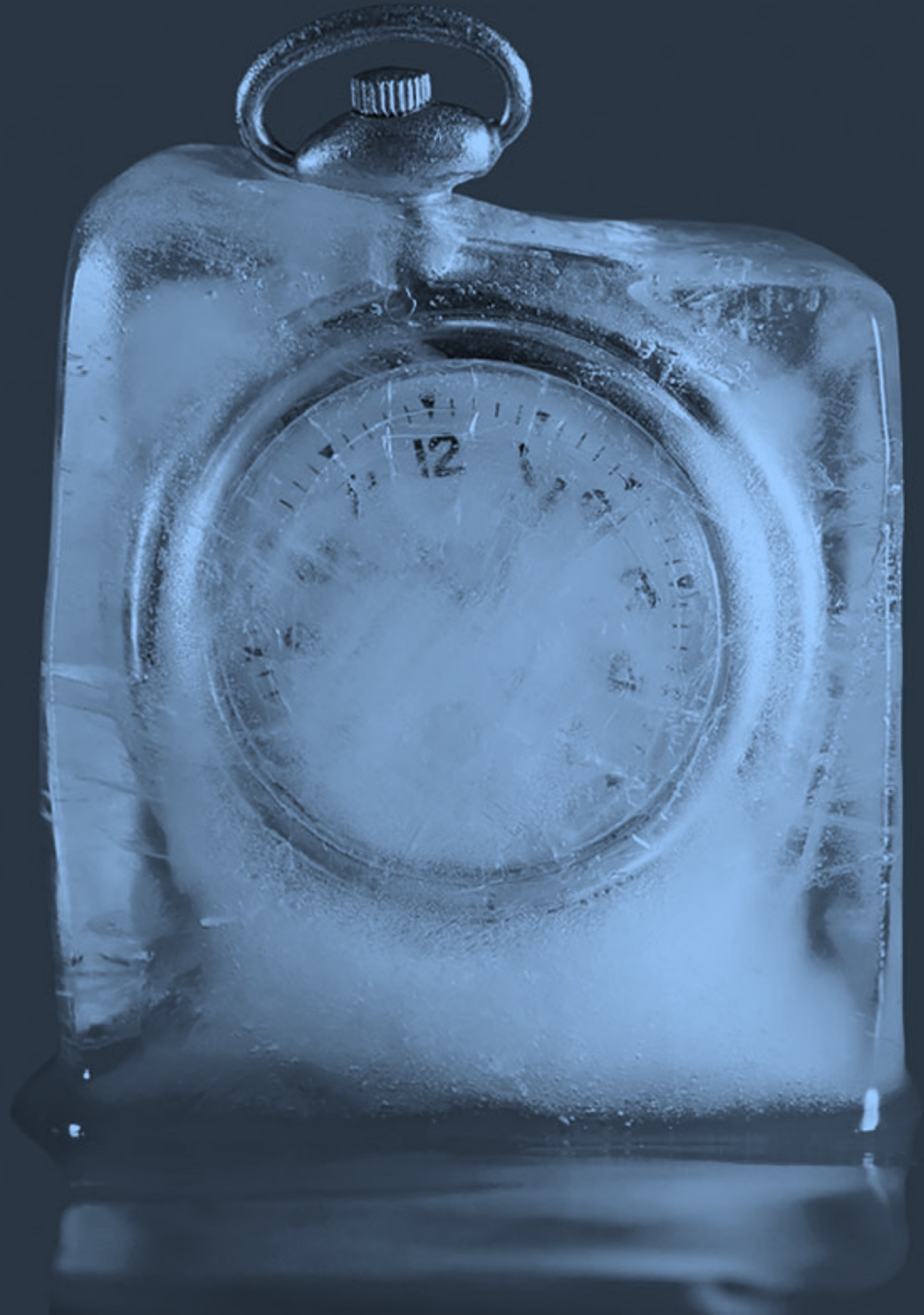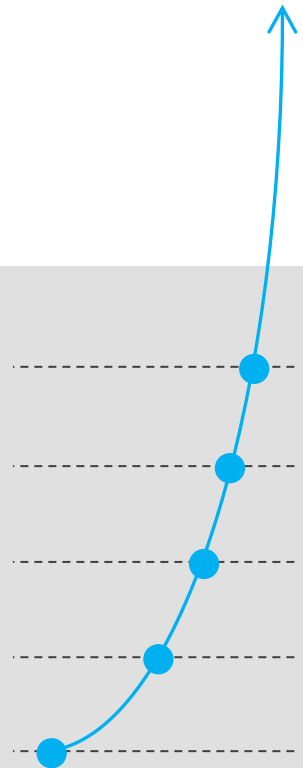Startup in ICT / 7

Growing Up

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Start Up in ICT – UniPD
April 17th, 2024

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

Don't, please

as your venture **grows**...

it crosses different ORGANIZATION SCALE (OS)

	Org Scale (employees)	Customers Scale (B2B)	Users Scale (B2C)	Business Scale (Rev)
OS5: Nation	10,000	1,000s	10,000,000s	1B+
OS4: City	1,000s	100s	1,000,000s	100M+
OS3: Village	100s	10s	100,000s	10M+
OS2: Tribe	10s	1s	10,000s	1M+
OS1: Family	1s	0	1,000s	<€1M

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)

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February-June, 2024

WhatsApp group

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