



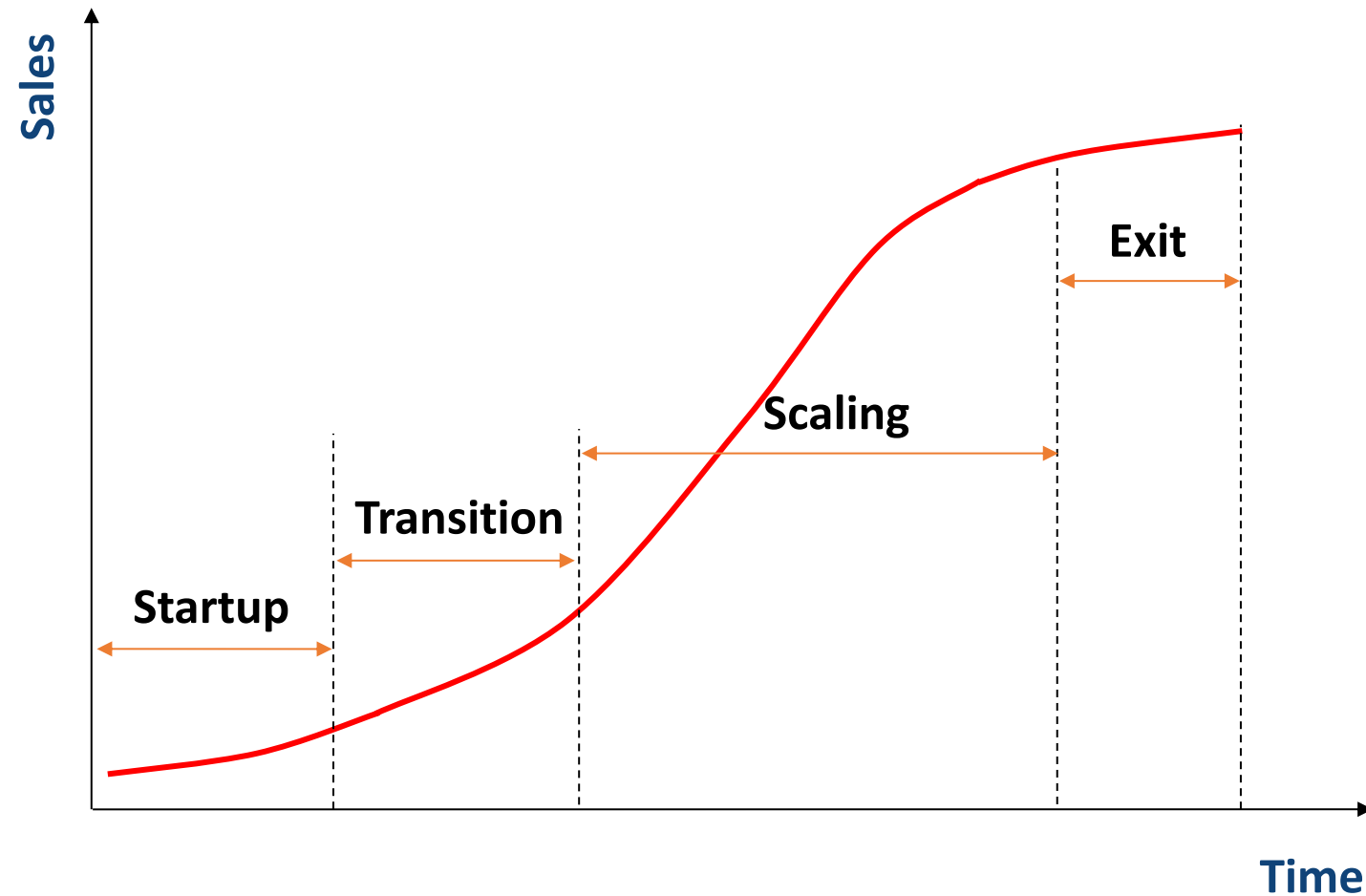
# Skills, start-ups, scale-ups, and SME innovation

**Giovanni Zazzerini, PhD**

**Secretary General, INSME – The International Network for SMEs**

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# the life cycle of a venture



# startup

Technology is no longer a strong differentiator

The market size and the market potential are crucial

The organization is informal and loosely structured

The entrepreneur's challenge in startup is to define and validate the business model

It describes how the company generates revenues by producing, selling and supporting its product



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**Development of the offering in an expanded market**

**Development of distribution channels**

**Setting strategic direction**

**Managing risks**

**Building financial capability**

**It is a bridge between the informality of the startup and the structured and disciplined form required for scaling**

# transition

The founding team must lay the foundation for a rapidly growing business, establish credibility and legitimacy, and acquire the initial resources essential for growth



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**Development of the management team**

**Functional specialists**

**Processes and policies**

**Maintaining market responsiveness**

**The objective becomes rapid growth in order to achieve competitive scale and establish sustainable market leadership**

# scaling

The entrepreneur must add significant resources and leverage processes and partnerships to grow the business



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# final remarks

Scaling is challenging because it requires reinventing the leadership, the product and the organization at every new phase

- The foundation for a scalable business should be established from the beginning
- Scaling requires an environment that is willing to finance intelligent risks with both financial capital and human capital

As the organization grows the specific skills required to lead should evolve as well



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## THANK YOU!



+39 0668806803



[zizzerini@insme.org](mailto:zizzerini@insme.org)



[www.insme.org](http://www.insme.org)