

Interreg

Alpine Space

SCALE (up) ALPS



SCALE UP
YOUR BUSINESS



A MANIFESTO TO SCALE UP BUSINESS IN THE ALPINE SPACE

SCALE (up) ALPS is co-financed by the European Regional Development Fund through the Interreg Alpine Space programme



The Scale (up)ALPS Manifesto is an engagement document which draws conclusions and proposal for economic growth in the Alpine space thanks to the findings of Interreg Alpine Space SCALE(up) ALPS Project. The 5 proposals are aimed at helping Alpine startups to scale and are related to the different "stages" which represents a start-ups/scale up development path:

IDEA → LAUNCH → PILOT → GROWTH

SCALE(up)ALPS: the perfect place to make your business grow



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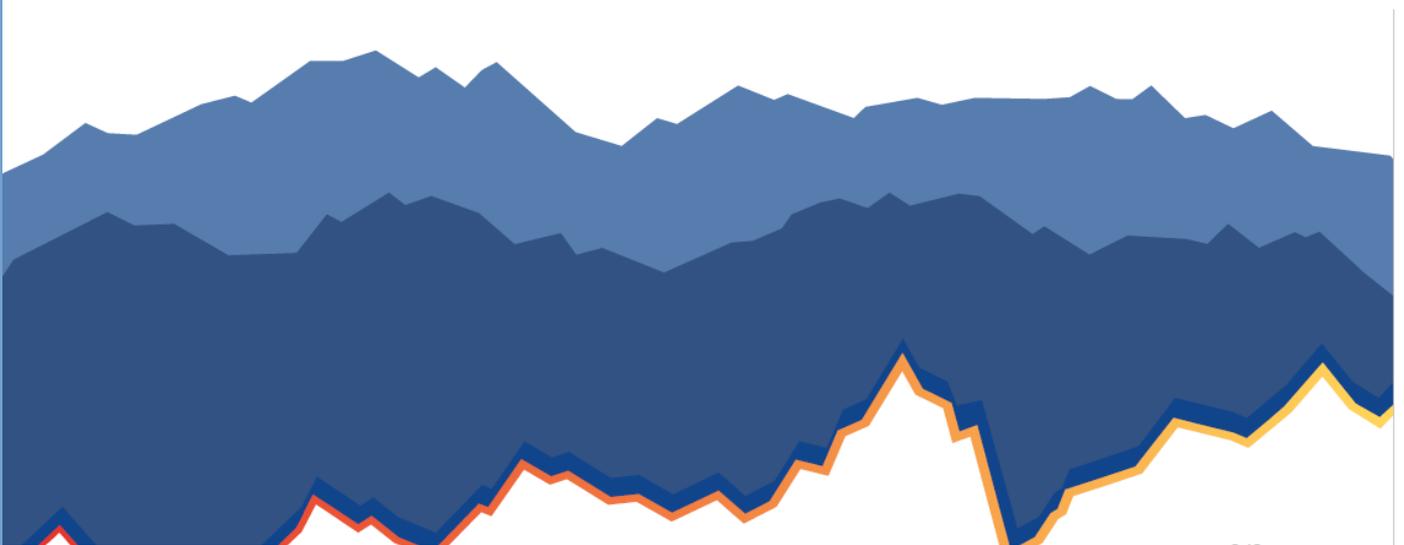
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The Scale-up ALPS Manifesto

Scale-ups, a drive to make
Alpine Space more competitive



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1. Make the case for scale-ups growth in the Alpine Space

The scale-up is an existing and organized innovative company – startup or not – which has already developed and achieved its product and service. A scale-up has defined its own business model (designed to be scalable and reproducible) and operates commercially on the market. Furthermore, it owns certain key success characteristics which allow it to aim at a rapid growth – possibly international – in terms of market, value, organization and turnover. In financial terms, the purpose of the scale-up and of its own development is to pay off the investors and to maximize the effect of the activities.

The OECD defines a scale-up as an enterprise which boasts an average growth greater than 20 per cent over a three year period, and with more than 10 employees at the beginning of the period (OECD, 2007).

fostering the scaling up of Alpine Space by branding it as a cooperative area for innovative businesses and job creation, as well as improving funding opportunities, finding the talent and a skilled workforce, developing leadership and facilitating access to markets, is the aim of the Manifesto.

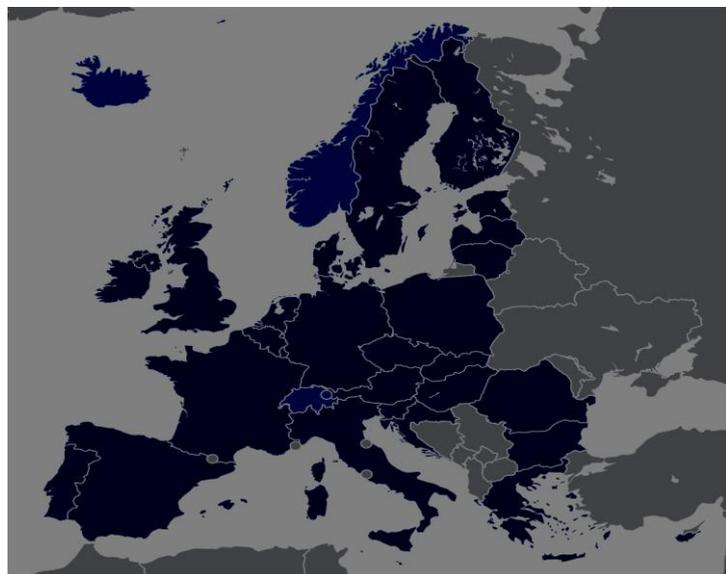
2. Highlight the importance of scale-ups as drivers of economic growth in the Alpine Space

Scale-ups are important for a territorial system since:

- They are an element of growth and economic development
- They are an element of attraction
- They are an element of positive discontinuity

Scale-ups are necessary to keep Europe globally competitive. Europe has established a successful startup culture but most of the startups fail to become successful scale-ups that compete on the global stage. The European Single Market with its more than 500 million consumers is a good basis for scale-ups to establish their businesses in order to become a global player. In particular the European single digital market could provide excellent growth challenges for European scale-ups, in order to prepare them for the global market. The European single digital market is still fragmented and most of the startups have difficulties to establish a European wide business.

connecting AS ecosystem policies & communities of practice; selecting policies that expand the quantity and the quality of Alpine serial entrepreneurs and fast-growing scalable ventures; celebrating and sharing success and impact is the direction to drive change and business growth in Alpine territories.



3. Identify priority Alpine scale up needs

In scale-ups the rapid growth requires a planned and organized change management. This necessity entails the identification of some characteristics that must be present and that in many cases show criticalities that must be recognized and overcome. Among them:

- the innovation management and the necessity not only to adopt but also to assimilate the innovation process
- the capability to attract or mobilize indispensable financial resources for the change and growth management
- the ability to “see” the perspective market and to take advantage of its opportunity during the development process by integrating the operations in a cohesive strategic overall view, believable and of medium term at least
- the capability to activate marketing solutions which allow the maximization of profits
- the capability to adapt and manufacture in a standardized and scalable way the solution to be offered to the market beyond the local and national “comfort zone”
- the ability to modify and to condition the management and staff culture in the light of the challenges
- the capability to own or to attract the necessary expertise and knowledge to face the development challenges
- the operational capability to achieve the development plan (operational effectiveness)
- the ability to identify the metrics and the indicators capable to monitor the growth
- the capability to be connected online with the strategic player for the market success
- the capability to manage the “property” of the enterprise in a manner that does not hamper the growth
- the ability to manage the complexities and the potential failure risk

4. Address Alpine scale up needs

Foster and stimulate the development of scale-ups implies intervening in such problematic areas in a systemic and specific manner. It entails to be able to make available to the companies training, knowledge, networks and expertise, by taking into account the sector based, structural and territorial characteristics of the markets in which the individual companies take action. There are some system criticalities such as the difficulty in the activation of financial resources in order to support the expansion and development of enterprises, especially the startups, the ungluing of the players in the several territories and finally the difficulty of the maintenance of the medium-long term systemic support actions. The international experience highlights an important role for “intermediaries” such as incubators, accelerators, scientific parks, cluster management organizations, development agencies, innovation agencies, internationalization agencies, trade associations, etc., both in order to speed up the process and to maximize the capacity of targeted actions by paying attention to a sector based approach or a more general purpose.

Leveraging an Alpine answer to Scale-up needs is a common effort!!

5. Support the development of scale-ups in the Alpine Space

If there are any critical system issues an action is needed in order to make the system more favorable to the development of companies. It is therefore necessary:

- foster the mobilization and employment of the venture capital in order to guarantee the appropriate resources for the scale-up development;
- work in order to make the competitive environment always better for the companies in terms of facilitations for the most risky phases in the life span of an innovative company (research, talents identification and recruitment, etc.), in terms of credit facilities (guarantee funds, matching funds, etc.), in terms of support services (innovation management, internationalization, digitalization, etc.) and finally in terms of a public administration more and more focused on the development of the companies;
- offer public support for companies with promising European growth perspectives, selection of the companies with innovative growth perspectives in order to become innovative European scale-ups;
- stimulate the dimensional growth of the micro enterprises to take advantage of their growth potential and impact on the local environment;
- increase digital workflows by Public Authorities that should develop further e-government solutions in order to give enterprises incentives to establish digital workflows, since the digitalisation of companies is lacking behind;
- guarantee the competitive use of 5G and broadband European wide, since innovative business models need modern infrastructure;
- encourage the emersion and the attraction of talents in order to create an ecosystem ready to deal with the challenges of the development within an international context;

- encourage the development of heterogeneous competencies in founding entrepreneurial teams; thinking from the beginning in attracting European talents may allow to observe problems from different angles and to incorporate more ideas in the organization;
- intervene in the innovative dynamics both at the level of the exploitation of the research results and at the level of their transfer and development in innovative solutions;
- act in order to improve the educational and formative tools at every level with an increasing relation between the world of the formation and that of the companies and with an approach which would guarantee and foster learning process throughout the entire life span;
- support an overall view of the development of the companies in which identify the expansion as an opportunity and not as a risk;
- stimulate the growth of a correct risk culture based on the capability of prevention, manage and understand it and in which failure would be assumed as a growth element instead of a mistake;
- create and implement a monitoring mechanism, data collection and their valuation in order to generate a context in which it would be possible not only to specifically evaluate the impact of the scale up companies but also to identify potential problems related to their development.

Acknowledgements

The Scale Up ALPS Manifesto would not be possible were it not for the support of Interreg Alpine Space Programme, in line with recent European commissioner for digital economy and society

The resulting manifesto is the Project Consortium first answer and proposal to a Trans regional development vision, which generated in the same period as Start up/Scale-up Europe manifesto

The Alpine Scale up Network has agreed to take an active role in promoting the recognition and growth of scale-ups & their ecosystems

If you belong to an organization interested in the 5 points, please add your name and endorse the document by signing it below.

NAME OF ORGANISATION:.....

DATE:.....

SIGNATURE:.....

Role in the organization:.....

We kindly ask you to send the signed Manifesto o back to the following contact:

SCALE^(up) ALPS: boarding now!

Do you want to help your local start-up growing faster?
Let's get together to build an Alpine Innovative Ecosystem.

JOIN THE NETWORK!

**CONTACT YOUR
NEAREST PARTNER**

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