

# Scottish Enterprise Scaling Businesses – Supporting High Performance Teams

Young Company Finance Conference  
13<sup>th</sup> September 2019

Graeme Clark, Senior Account Manager



# Start2Scale Service

The Scottish Enterprise service to help create more mid sized businesses in Scotland.

The service provides support to companies with the characteristics, ambition and potential to accelerate to significant growth - £100m+. That is:

- A strong value proposition and customer focus
- Innovation driven product or business model
- International sales and marketing
- Targeting significant, accelerated growth

This comprehensive approach streamlines support available and focuses on areas which provide companies with a clear path to accelerate through the growth stages

A comprehensive ‘start to scale’ offering, it focuses on the key stages of the customer ‘**fast growth**’ journey offering targeted support at each these critical phases.

**Start up:** Less than 5 years old, potential to grow to £5m+ in 5 years or require to raise £5m+ investment

*Focus: Becoming a market and investor ready business*

**Scale up:** Less than 10 years old, innovation driven early stage business with potential to grow sales quickly, typically 20% per annum to excess of £10m within next 5-10 years.

*Focus: Scale-up sales and markets.*

**Scaling:** a business with a £10m+turnover, with the ambition and potential to grow to £50m -£100+m and beyond within 5 years.

*Focus: Scaling international growth*

**#SCOTLAND|SNOW**

Age < 5 Years  
Team: 1-10  
Turnover: <£500k  
Investment Sought: £500K - £1M

Age < 10 Years  
Team: 10 - 50  
Turnover: >£500k/1m  
Investment Sought: £1M - £3M

Age < 20 Years  
Team: 50+  
Turnover: >£10M  
Growth, Investment or Acquisition

## START-UP COMPANIES

Validating product and market fit  
Testing feasibility of product/prototype  
Developing a prototype  
Developing minimum viable product  
Securing early adopters and customers  
Raising initial funding  
Seeking external start-up funding  
**Forming investor ready team and advisors.**  
Completing investor ready business plan  
Securing funding

GOAL

Addressable market confirmed  
Evidence of customer demand  
Business model validated  
Founding team in place  
Investment to progress secured  
First product at market  
Early sales generated

## SCALE-UP COMPANIES

Repeating sales  
Early international expansion  
**Identifying and recruiting talent**  
**Developing the leadership and team**  
**Board development and governance**  
Expansion of workforce  
Developing supply chain  
Formalising systems and processes  
Additional products and/or market  
Future funding strategy

GOAL

Growing customer base  
Sales growth c.20% per annum  
Breakeven and profitability  
Series A funding secured  
Follow on products and markets  
**Team and board established and functioning**

## SCALING COMPANIES

Driving international sales and profitability  
Optimising products and markets  
Shareholder returns  
Acquisitions to accelerate growth  
Series B or C funding or restructuring  
Additional sites and locations  
**Leadership Renewal and Succession planning**

GOAL

Sales growth  
Profit growth  
Increased market share  
Expanded international Markets  
Acquisition/merger

#SCOTLANDISNOW

# Supporting High Performance Teams

Intensive leadership and talent development and attraction support in order to build teams with the right people to strengthen company capability to secure investment and manage future growth, including extensive peer to peer networking

- Mentoring and coaching of CEO/management team
- External specialists and peer support to address talent development and funding strategy
- Talent attraction support
- Executive Development Programmes
- Access to world class executive education programmes and exposure to best practice through extended networking and facilitated special interest groups
- Scottish Enterprise Workplace Innovation Specialists

**#SCOTLANDISNOW**

# CASE STUDIES

Entrepreneurship Development Programme

Leadership Team Development

Sales Team Review and Restructure

**#SCOTLANDISNOW**

Thank You

Graeme Clark, Senior Account Manager

Email: [Graeme.clark@scotent.co.uk](mailto:Graeme.clark@scotent.co.uk)

Direct line: 0141 468 5451

