

BUILDING WORLD CITIZENSHIP WITH BORN GLOBALS AND SCALEUPS

Content

- Introduction
- Conceptual Framework
- Methodology
- Results
- Discussion, Implications and Future Research

Authors

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Side note

EUCEN AUTUMN SEMINAR 2019
Barcelona School of Management

Learning for Entrepreneurship: A
Global Citizen perspective
November 15, 2019, 11.30 – 12.00 Uhr

AGENDA

Structure of the Presentation

- Introduction
- Conceptual Framework
- Methodology
- Results
- Discussion, Implications and Future Research

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1. INTRODUCTION

- A rapidly changing world offers many challenges and opportunities for people, particularly in the Alpine Space.
 - Among these challenges are high levels of unemployment resulting from massive economic and social transformation ushered in by globalisation, digitalisation, the internet economy and artificial intelligence.
 - The *Scaleup Alps project* empowered entrepreneurs, especially Scaleuppers, from the Alpine Space to create a culture for entrepreneurship, to promote entrepreneurial education, and to engage in a **more peaceful world**.
 - How can we foster Global Citizenship?
 - How can we enhance World Citizenship?
-

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1. INTRODUCTION

- A **Global Citizen** is someone who:
 - *is aware of the wider world and has a sense of their own role as a world citizen*
 - *respects and values diversity*
 - *has an understanding of how the world works*
 - *participates in the community at a range of levels, from the local to the global*
 - *is willing to act to make the world a more equitable and sustainable place*
 - *takes responsibility for their actions.*
-

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Source: <http://www.ideas-forum.org.uk/about-us/global-citizenship>

4

1. INTRODUCTION

- A **World Citizen** is someone who:
 - *lives intellectually, morally and physically in the present.*
 - *accepts the dynamic fact that the planetary human community is interdependent and whole, that humankind is essentially one.*
 - *is a peaceful and peacemaking individual, both in daily life and contacts with others.*
 - *relates directly to humankind and to all fellow humans spontaneously, generously and openly.*

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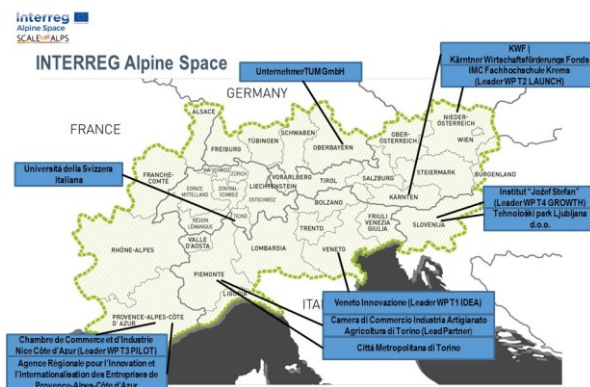
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Source:

<http://www.worldservice.org/reg.html>

5

ESTABLISHING A NETWORK



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Alpine Space
SCALE^(up)ALPS

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Interreg Alpine Spaces

SCALE^(up)ALPS aims to establish the Alpine Space as an innovative hub on the international level.

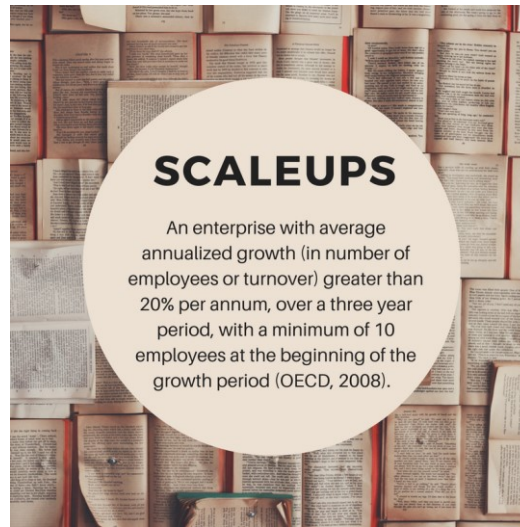
The project focuses on one of the most critical phases of the enterprise lifecycle: the SCALING UP phase.

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6

DEFINITION



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7

2. CONCEPTUAL FRAMEWORK

The scalability of a system can be operationalized with the scaling factor, which represents the ratio of additional performance to additional resources used. Companies that have a high scalability factor are referred to in the literature as scale-ups.

3 aspects with regard to scalability are of interest:

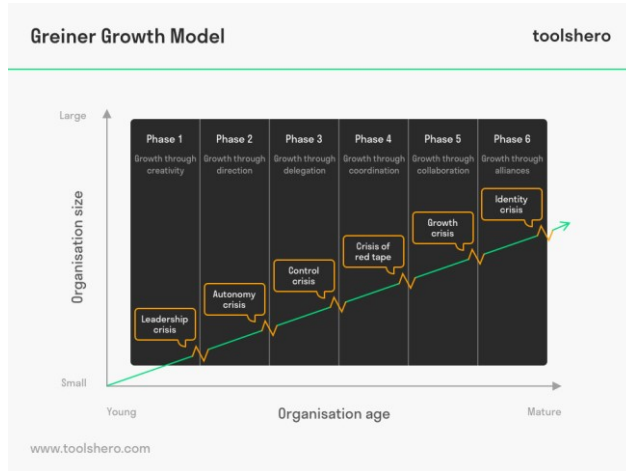
- temporal scalability (growth rate),
- spatial scalability (geographic expansion) and
- structural scalability (structure of organizational units).

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2.1 TEMPORAL SCALABILITY

- Variable →
- Time →

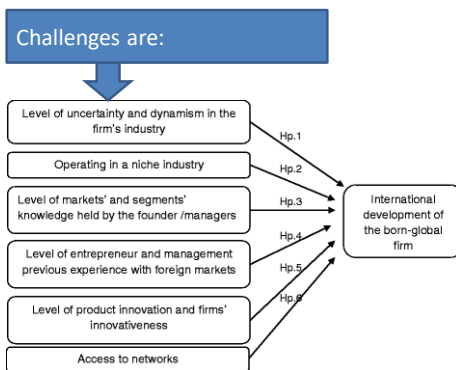


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9

2.2 SPATIAL SCALABILITY



- Born Globals – Geographic Expansion
- Leapfrogging Effect

<https://link.springer.com/article/10.1007/s11365-011-0197-9>

Baronchelli, G. & Cassia, F. Int Entrep Manag J (2014) 10: 67. <https://doi.org/10.1007/s11365-011-0197-9>

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10

2.3 STRUCTURAL SCALABILITY

- In the late 1970s, a research group lead by Christopher Alexander developed an approach to communicate architectural notions between laymen and architectural experts.
- They tried to find a way how people without professional training as designers could express their ideas about the configurations and relationships of the different elements of their envisaged living space.
- The main idea was to describe a situation (“pattern”) as a 3-part rule.
- They used the limited ability of language to express configurations by focussing on the relation between (1) a certain context, (2) a formulated problem and (3) a proposed solution:

“Each pattern describes a problem which occurs over and over again in our environment, and then describes the core of the solution to that problem, in such a way that you can use this solution a million times over, without ever doing it the same way twice (Alexander, Ishikawa, & Silverstein, 1977, p. x).”

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3. Methodology

PATTERN MINING – EXPERT GROUPS

3.0 IDENTIFICATION OF PATTERNS

In recent years, the value of using patterns to support business growth has been increasingly recognized and discussed in both research and practice.

- Business Model Innovation → 55+ Patterns (BMI Lab, University of St. Gallen), <https://www.thegeniusworks.com/wp-content/uploads/2017/06/St-Gallen-Business-Model-Innovation-Paper.pdf>
- Lüttgens and Diener (2016), Business Model Patterns Used as a Tool for Creating (New) Innovative Business Models, Journal of Business Models, Vol. 4, No. 3, pp. 19-XX
- Rising and Manns - Fearless Change: Patterns for Introducing New Ideas (2005), https://www.researchgate.net/publication/200773301_Fearless_Change_Patterns_for_Introducing_New_Ideas

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Source: https://fi.co/canvas_template 13

ROUND-BASED PATTERN MINING WITH EXPERTS

- Pattern mining began with more than 100 patterns, which were subsequently condensed in four rounds into patterns with relevance for the temporal, spatial and structural scalability of scale-ups, with subsequent central clusters of the patterns being visible.

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14

3.1 MAPPING GROWTH

1. The Stages

There is no one right way to build a technology company, but for the sake of simplicity we have outlined a basic, common framework.

IDEA-STAGE

This is where new entrepreneurs get inspired, learn best practices, develop skills, validate ideas, and begin to build their team and product.

LAUNCH-STAGE

In this stage, entrepreneurs establish and formalize the company, develop the product, get feedback from customers, and prepare for the next step.

GROWTH-STAGE

Here, a startup proves their utility, receives recognition, and scales up. This usually requires funding, angels, VCs, and ways to connect them to startups.

2. The Supporters

To facilitate the steps, every ecosystem needs strong supporters.

EVANGELISTS

Successful entrepreneurs must be the guiding forces of any startup ecosystem, especially in the Idea-Stage.

GOVERNMENT

Public organizations can play an important role by facilitating and supporting the community in the Launch-Stage.

TALENT

You can't grow without talent, and both universities and large technical employers attract and cultivate the local talent pool.

3. The End Product: Success Stories

It takes time, but the product of a strong ecosystem is a portfolio of companies that should be startup evangelists, as well.

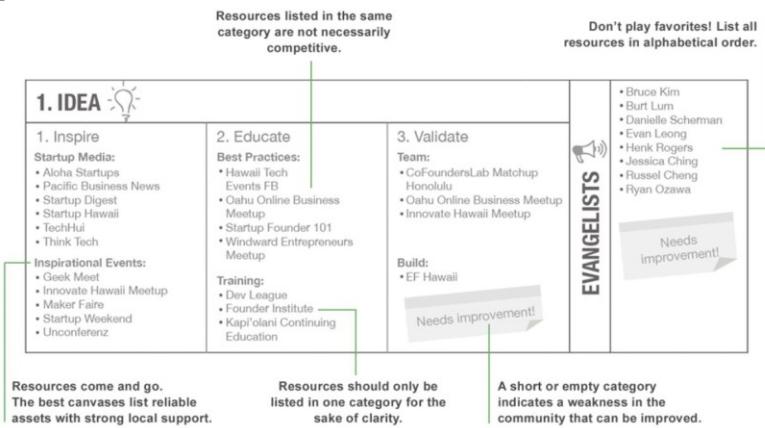
Mapping Challenge:
Stage-Based Approach

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Source: <https://fi.co/canvas>
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15

3.2 ECOSYSTEM CONTEXT



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Source: https://fi.co/canvas_template
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16

4. RESULTS



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Source: www.ganva.com

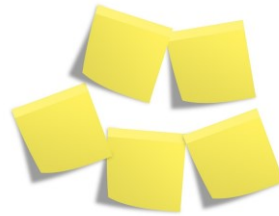
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17

4.1 GLOBAL CITIZENSHIP

Primarily, these patterns affect *the company's infrastructure and enable global growth and development.*

All in all, these are the patterns that can be implemented through simple expansion and investment.



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18



4.2 WORLD CITIZENSHIP

In the opinion of the experts, world citizenship models should encourage:

to contribute to substantially increasing the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

- Plurilingual competences enable people to be better prepared for employment, for further study, as well as to participate fully as citizens.
- Patterns and standards and tools in this area for Scaleuppers were developed in three fields:

Financial Management / Talent Management / Global Marketing and Sales

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5. DISCUSSION



- Questions
- Limitations
- Future Research

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21



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Pics: www.canva.com. Fotos from Workshop taken by Sophie Koschitz

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22