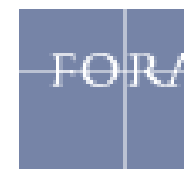
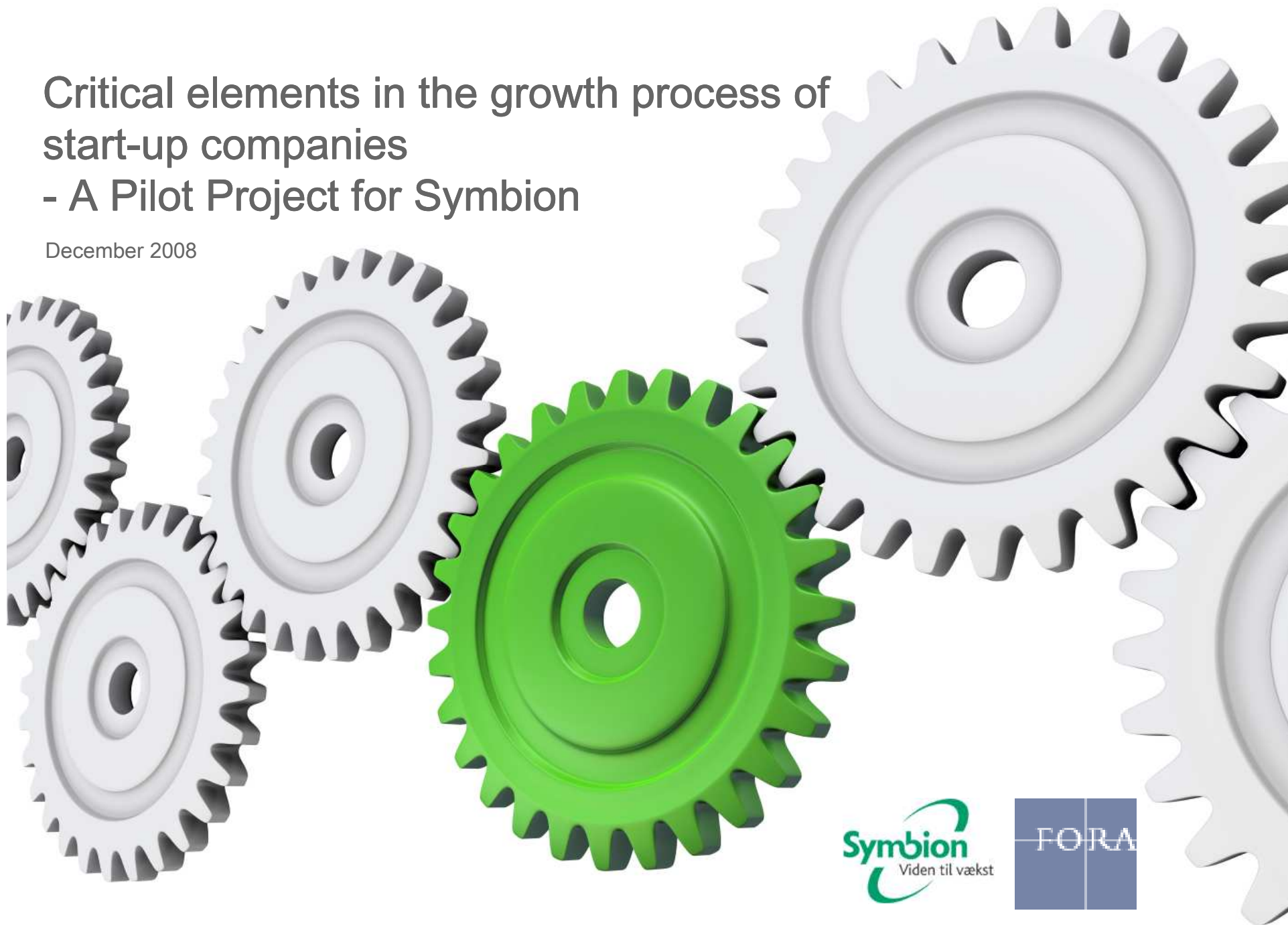


# Critical elements in the growth process of start-up companies - A Pilot Project for Symbion

December 2008



## Introduction

# Why some start-ups are successful – and why others are not!

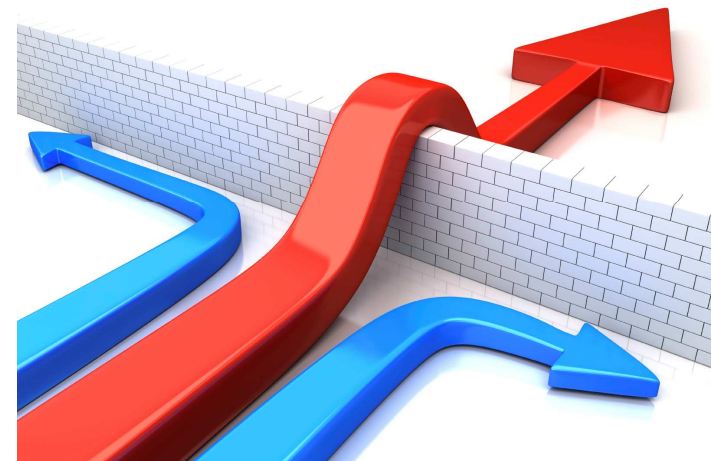
This is a very complex question, and one which probably cannot be answered in a satisfactory manner

It is obvious that successful start-ups are built on a good idea. It should also be obvious that a healthy entrepreneurial climate will result in more start-up companies. However, it remains less clear as to why some ideas lead to success and other do not.

This report attempts to identify the reasons behind the success of some start-ups in creating globally leading companies with hundreds, perhaps thousands of employees over the course of a few years.

This is by no means a definite list built on extensive empirical data, but rather a pilot study providing some interesting answers to the question.

Nonetheless, the outcome of the analysis provides a platform for identifying 5 proposals that will help create more entrepreneurs across the Capital Region of Denmark

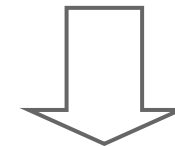


## Introduction

# Project platform

A key experience learned from working with entrepreneurs is that a good idea which is turned into an interesting prototype by no means will guarantee the product's success.

The decisive element is the value the product brings to the customer; a value that is higher than the costs associated with producing and marketing the product.



## Introduction

# Core idea behind the study

To draw up a number of hypotheses for what is necessary to be successful, and to test these hypotheses on a number of successful US start-up companies



Structure



1. Method

2. Results

3. Action points

4. Cases (enclosed)

# 1. Method

In this section we highlight the methods applied throughout the pilot study including hypotheses, selection criteria, selected companies and interview template.



Method

## Hypotheses

Symbion's first-hand experience was the foundation for the first hypothesis.

**Hypothesis I:** The company must develop the product in collaboration with the user.

Conversations with experienced advisors in the Danish entrepreneurship world and extensive dialogue with a couple of US entrepreneurial companies led to two other hypotheses:

**Hypothesis II:** The right management team should be in place at the right time.

**Hypothesis III:** The company should preserve an innovative culture



## Method

## Selecting companies

A range of succesful US start-up companies have been selected for further analysis.

We have focused on two of the most successful US entrepreneurship region: Silicon Valley og Boston.

Focus has been on high-tech companies that are comparable to the companoes that Symbion typically caters.





## Method

# Selection criteria

To be considered for the pilot project the company:

Had to be established within the past 15 years and have at least 125 employees.

Has to be listed among the best or fastest growing companies in various rankings (CNN, INC.com, E&Y or Deloitte).

Based on desk research and input from key individuals the project has produced a gross list of 20 interesting companies in Silicon Valley and 11 companies in Boston.

The gross list was then prioritized based on growth numbers and recommendations from industry experts.

All of the selected entrepreneurship companies were contacted. The companies that accepted the invitation were then interviewed.



Method

## Gross list of entrepreneurship companies

Silicon Valley	
<input type="checkbox"/> Bills.com	<input type="checkbox"/> Roamware
<input checked="" type="checkbox"/> Cybersource	<input checked="" type="checkbox"/> Salesforce.com
<input type="checkbox"/> ebay Inc.	<input checked="" type="checkbox"/> Santur
<input type="checkbox"/> Exigen Services	<input type="checkbox"/> SuccessFactors
<input type="checkbox"/> Facebook Inc.	<input type="checkbox"/> Tescra
<input type="checkbox"/> Fortinet	<input type="checkbox"/> Tessera Technologies
<input checked="" type="checkbox"/> Google Inc.	<input type="checkbox"/> Yahoo Inc.
<input type="checkbox"/> Intelliswift Software	<input checked="" type="checkbox"/> Merced Systems
<input type="checkbox"/> ISTS Worldwide	<input type="checkbox"/> Litepoint
<input type="checkbox"/> Natus Medical	<input checked="" type="checkbox"/> Netbase solutions
<input type="checkbox"/> Nimsoft	<input checked="" type="checkbox"/> Proofpoint
<input type="checkbox"/> Pericom Semiconductor	<input type="checkbox"/> Ascent Media Group (Los Angeles)

Boston	
<input type="checkbox"/> Acronis Inc.	
<input type="checkbox"/> Airvana	
<input type="checkbox"/> Akamai Technologies Inc.	
<input type="checkbox"/> Communispace	
<input type="checkbox"/> eClinicalWorks	
<input checked="" type="checkbox"/> Health Dialog	
<input type="checkbox"/> Phase Forward	
<input type="checkbox"/> Salary.com Inc.	
<input type="checkbox"/> TalentBurst	
<input type="checkbox"/> Tech Target	
<input type="checkbox"/> A123 systems	

Checkmarked companies agreed to be interviewed

Method








## The selected companies



The selected entrepreneurship companies come from different industries and vary in size from 25 to 17 000 employees.

Method

## The selected companies - Silicon Valley

	Business Area	Est.	# of employees (2007)	Contact
	Search engine/software	1998	16.800	VP
	CRM software	1999	2.600	VP
	IT security/software	1994	496	Bill S. McKiernan, Chairman & CEO og Bruce Frymire, Director of Corporate Communication
	Laser	2000	242	Byron Trop, VP sales og Simon Saba, Director of sales
	Service center software	2001	150	David Wittenkamp, CFO
	IT security/software	2002	140	Rami Habal, Product Director
	Search engine/software	2003	25 <sup>1)</sup>	Michael Osofsky, CIO

1) Netbase does not meet the employee criteria (125 employees) but was recommended by professor Eric von Hippel, MIT, who is a NetBase board member

Method

## - and Boston

	Business Area	Est.	# of employees (2007)	Contact
 Health Dialog	Health management	1997	1.600	VP

## Method

# Interview template

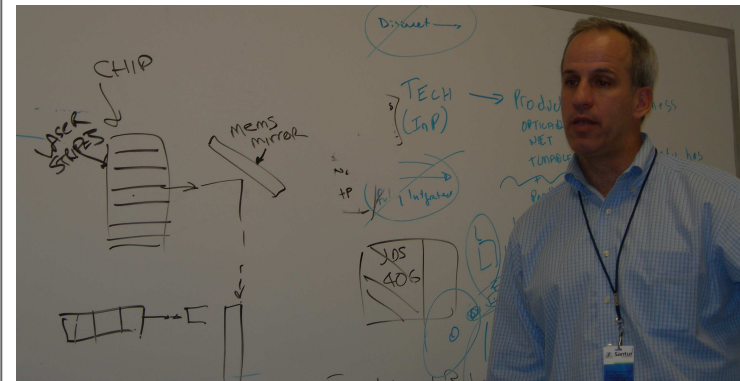
The first section of the interview focused on the company's history:

- > The interview was kicked off with a series of questions regarding the start-up and development of the company.
- > This was followed by questions regarding the company's technology and the company's product portfolio
- > The company was then asked to account for the initial customer contact. When did this take place and how did it proceed?
- > Finally, the company was asked to account for the management structure. What was the management team at the time of the start of the company and how has the management team developed over time?

It was crucial for the first section of the interview that the company was allowed to speak freely and not be confined to the interviewers hypothesis or prejudices.



Interview med Michael Osofsky, CIO i Netbase



Interview med Byron Trop, VP salg i Santur

## Method

# Interview template

The second part of the interview focused on hypothesis and explanations:

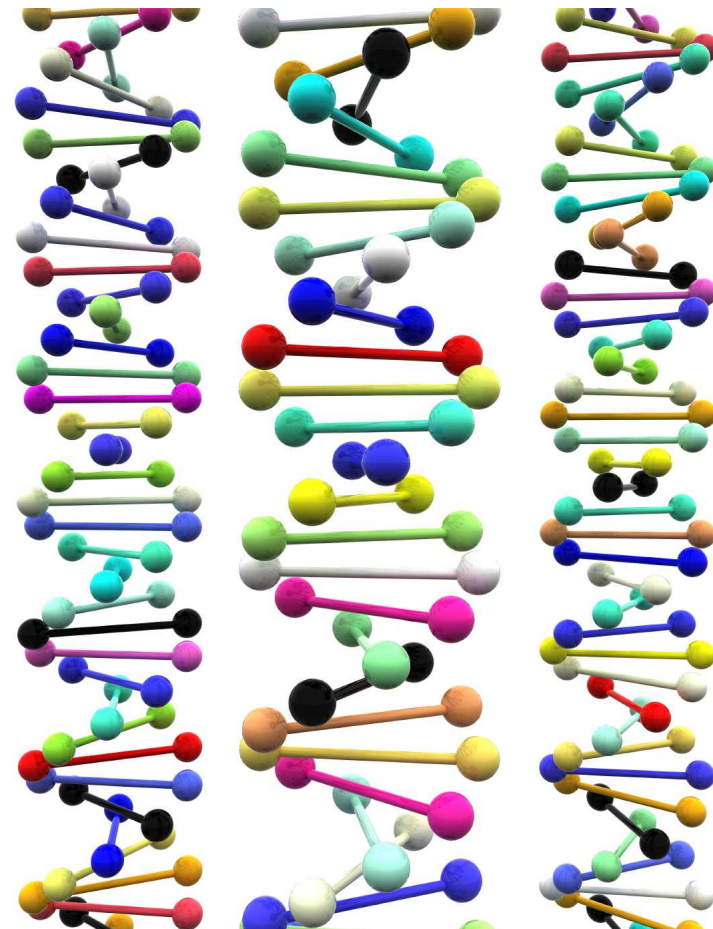
- > First, the company was asked to contemplate the three hypothesis on successful growth entrepreneurs.
- > Then the companies were asked to report on other characteristics of successful growth-entrepreneurs or any characteristics that had been mentioned, which had played a particular important role to the company in question.



Interview med Bill S. McKiernan, CEO og grundlægger, CyberSource

## 2. Results

The interviews carried out point to a set of patterns that appears to be characteristic to the DNA of successful entrepreneurship companies. These patterns will be introduced in the following section.





## Results

# Conclusion

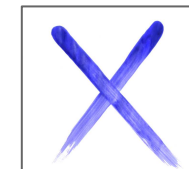
**Hypothesis I.** It was confirmed by all of the interviewed companies that the business idea and the product should be developed in collaboration with the user



**Hypothesis II.** The importance of the right management team at the right time was also confirmed by all of the interviewed companies



**Hypothesis III.** To maintain a very innovative culture was **not** confirmed



On the other hand, all of the interviewed companies pointed to another factor as crucial to their success:

**Hypothesis IV:** That the founder of the company stays with the company, from start-up to global success

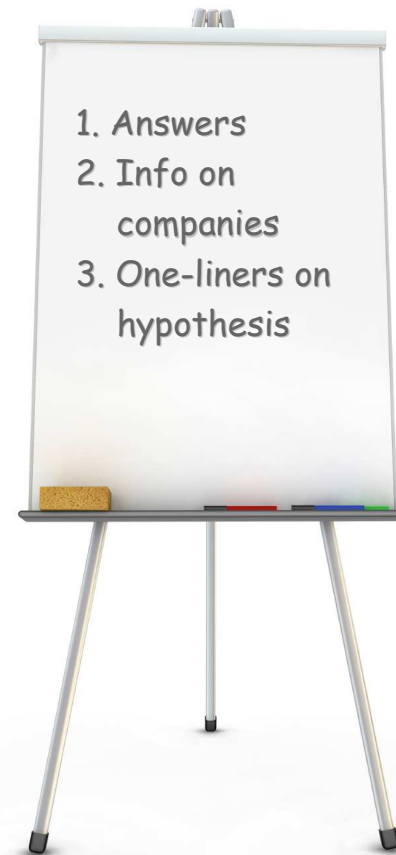


## Results

# Presentation of results

In the following section we highlight the responses to each of the four hypotheses based on the following template:

- > A summary of company responses
- > Important cues from companies
- > Interesting one-liners on the hypothesis



## Results

# Hypothesis I: Developing business idea and product with the customers

All of the interviewed companies have been founded to solve a problem in a new and better way. In some cases new technology was the origin of the idea or a precondition for carrying it out.

Common to all of the interviewed companies is that they have created considerable value through collaboration with the users.

They have either

- > Developed the product that made them successful in collaboration with the user

Or

- > That have from the start further developed their product(s) in collaboration with the user

All of the interviewed companies – of which most are market leaders today – have maintained a strong focus on the customer as a key element in developing new business areas.



Results

## Hypothesis I: Company Facts



**Salesforce** develops and markets net-based CRM software. Salesforce was founded in 1999 and began the development of a new technology for automatic registration over the net, which had multiple application areas. In 2000 Salesforce launched its first product in the market. Following this Salesforce invested potential customers to "Success Tours", where Salesforce introduced the automisation system and discussed possible areas of use with their potential customers. This became the foundation of an innovation culture, where the customer is an important source in developing new business solutions based on Salesforce's core technology.



**CyberSource** sells secure payment processing for internet commerce. CyperSource was founded in 1994. The core business idea was to sell digital goods (software) over the internet. In 1994, people were not thinking about the Internet as a sales channel. Because we were selling and distributing software over the Internet we needed to be able to process the payment, manage the fraud risk, calculate the sales tax, all via the Internet. CyberSource became one of the very first companies to introduce the "Buy Button". In 1996 customers like Apple, Adobe, Microsoft decided to start using our payment processing services and put buy buttons on their web sites. These customers marked the launch of CyberSources's new business in developing and providing secure payment processing for the internet. Today, the company is a market leader.



**Merced Systems** sells call centre software to improve call center effectiveness via, among other things, HR management. Merced Systems was founded in 2001 and began selling software that merely registered employee activity and which could be used to measure effectiveness. Among the first customers were T-mobile, United Healthcare og Electric Insurance Company. The customers wanted to improve their effectiveness. In collaboration with their customers Merced Systems developed an electronic system used for HR management and which has led, among other things, for longer employment. Today, the company's software is market leader in Sales and Service Performance Management.

Results

## Hypothesis I: Company Facts



**Health Dialog** sells care management and analytical services to health insurance companies and public sector health authorities. Health Dialog was founded in 1997. The founders worked with two physicians to develop the idea of patient counseling, supported by health care data analysis. The results provide patients with guidance about how to look after chronic health conditions and how to think about medical decisions. The customers demanded patient counseling in a wide range of health conditions. As Health Dialog acquired larger customers in the early 2000s, there was a need for better targeting of patient outreach, based on the large amounts of data available. Based on these requirements Health Dialog set Health Dialog Analytic Solutions as a platform for data analysis and strategic counseling.



**Santur** markets sophisticated laser technology. Santur was founded in 2000. After four years of technology development the company was ready to meet their customers. The first major customer was Nortel. Santur and Nortel engaged in a collaborative effort, which led to the development of first- class laser products. Today, Santur is among the market leaders.



**Google** is an American public corporation, earning revenue from advertising related to its Internet search, e-mail, online mapping, office productivity, social networking, and video sharing services as well as selling advertising-free versions of the same technologies. When Google was launched in 1998 the core idea was to sell company banner ads. Via feedback from the advertisers Google found that their customers required more flexibility in way of targeting their commercials. They developed performance-dependent AdWords ads, where advertisers only paid for users, who actually clicked on the company's ad. AdWords is targeted towards user search words on Google and the price per click drops if Google sees that the web site visits does not lead to a sale. Since launching AdWords Google's revenues has multiplied many times over. Google's ongoing product development is based on a very innovative culture and close collaboration with the users in terms of new business ideas.

## Results

## Hypothesis I: What did they say?

*"That real connection with the customer and developing that right feedback-loop is critical. Customers want to help (to) design a great product. They really do."*

*- VP, IT company*

*"The company is 100 % born with the idea of focus on the users, simplicity, accuracy, information"*

*- VP, IT company*

*"Any entrepreneurial venture has to listen to the customer. We created an internet commerce services business. It wasn't my idea, it was the customers' idea, we just acted on what the customers were asking for, that's all."*

*- William S. McKiernan, Founder and CEO, CyberSource*

*"It started off as a product idea - health-related videos for patients and telephonic coaching services. And then the service got gradually more customized and extended through client discussion."*

*- VP, IT company*

*"If you look at most of these companies, they're looking for the technology-solution for how to do it without worrying on about how the customer uses it..... we understood what the customers needed. and were able to scale".*

*-Byron Trop, VP Sales, Santur Corporation on how the company performed in relation to much larger competitors*

*"As an important part of formulating and creating the first products we were looking for – and found- customers that helped us develop products in line with market needs."*

*- David Wittenkamp, CFO, Merced Systems*

## Results

# Hypothesis II: The right management team at the right time

All of the interviewed companies has brought in experienced and competent managers from outside the company and often from large companies in similar industries.

Typically the companies:

- > Have brought in a sales and marketing executive once the company had reached app. 50 employees.
- > Have brought in a CFO, once the company had reached between 100 and 200 employees.

External managers were typically recruited via the company's network and the importance of the network – the entrepreneurship infrastructure - was strongly emphasised.

In the San Francisco area the companies estimated that  $\frac{3}{4}$  of the external managers were recruited within the Bay Area.

In the Boston area it was estimated that between  $\frac{1}{4}$  and  $\frac{1}{2}$  of the external managers were recruited from within the region.



## Results

## Hypothesis II: Company Facts



In the first year after its establishment in 1999 **Salesforce** recruited a sales manager and a CFO from vastly larger companies. Frank R. Van Veenendaal joined Salesforce from Actuate Corporation in 2001 to boost the company's sale, while Steve Cakebread left Autodesk to join Salesforce in 2002. Both were recruited from Silicon Valley.

In 1998 **CyberSource** hired Michael Walsh as Sales Manager. Walsh had worked in sales at Oracle in Silicon Valley. The following year Steven D. Pellizzer was hired by CyberSource. Pellizzer came to CyberSource from a position as manager with PricewaterhouseCoopers LLP and became CFO at CyberSource in 2003.



In its first four years **Santur** was very focused on technology and hired Richard Craig as its first CEO from JDS Uniphase, one of Santur's key competitors. In 2004 the company started to focus on sales and the company hired the Byron Torp as VP of sales. Torp had 20 years of industry experience and came to Santur from a position as VP of Bookham, UK, a company 25 times bigger than Santur at the time. In 2007 company sales had reached a level which required that a management team be established that could take the company public. The company hired Paul Meissner as CEO. Meissner came to Santur from EVP in the laser company Coherent, a company which is ten times larger than Santur. The company's first CFO, George Laplanta, came to Santur from a similar position in a Silicon Valley-based tele company, which is four times bigger than Santur.



## Results

## Hypothesis II: Company Facts



**Health Dialog** was founded by the entrepreneurs George Bennett and Christopher McKown in 1997. Bennett remained CEO until 2008 and continues to be Executive Chairman. The other founder of Health Dialog, Christopher McKown, was President of the company through 2008 and remains a board member. Health Dialog was sold to BUPA in 2007.



The founders of **Merced Systems** were consultants and sales people. The first appointments in the company were software engineers, who developed the core technology. The first non-engineer appointment in the management team was CFO David Wittenkamp in 2005. Wittenkamp came from a similar position at Dealix Corporation in Silicon Valley. Before that Wittenkamp had held positions with large corporations including LM Ericsson and IBM.



The first important non-engineering hiring at **Google** Omid Kordestani as head of Sales and Business Development in 1999. Kordestani came to Google from Netscape in Silicon Valley, which in 1999 had turnover of USD 200 million. This compared to Google, which had 40 employees and had recently moved out of a garage. Eric E. Smith was hired as CEO in 2001. He came from Novell in Boston, a company which was many times larger than Google at the time. In 2002 CFO George Reyes came to Google from Symantec. In 2007 Reyes was replaced as CFO by Patrick Pichette, which Google hired from Bell Canada.

## Results

## Hypotese II: This is what they said!

*"One of the first people that they found was Omid Kordestani who was a very seasoned business person from, he had been in Netscape, knew how to sell and structure the sales and business team"*

*-VP, IT company*

*"It's probably 75% + of the key people you need can be found in the Valley".*

*- William S. McKiernan, Founder and CEO,  
CyberSource on the number of key employees that can be hired from Silicon Valley*

*"Actually the management team was put in place fairly early and most stayed all the way through..... most of the senior management came from outside. Many of them were previous business associates of the founders or of the initial management group."*

*- VP, IT company*

*"You know most VCs in the Valley, they look at the management team more than they look at the technology".*

*- Byron Trop, VP Sales, Santur Corporation*

*"None of Merced System's founders are engineers, so the first person hired in the management group was a CTO. The founders had the necessary sales skills, so when the technology was in place I was hired as CFO.*

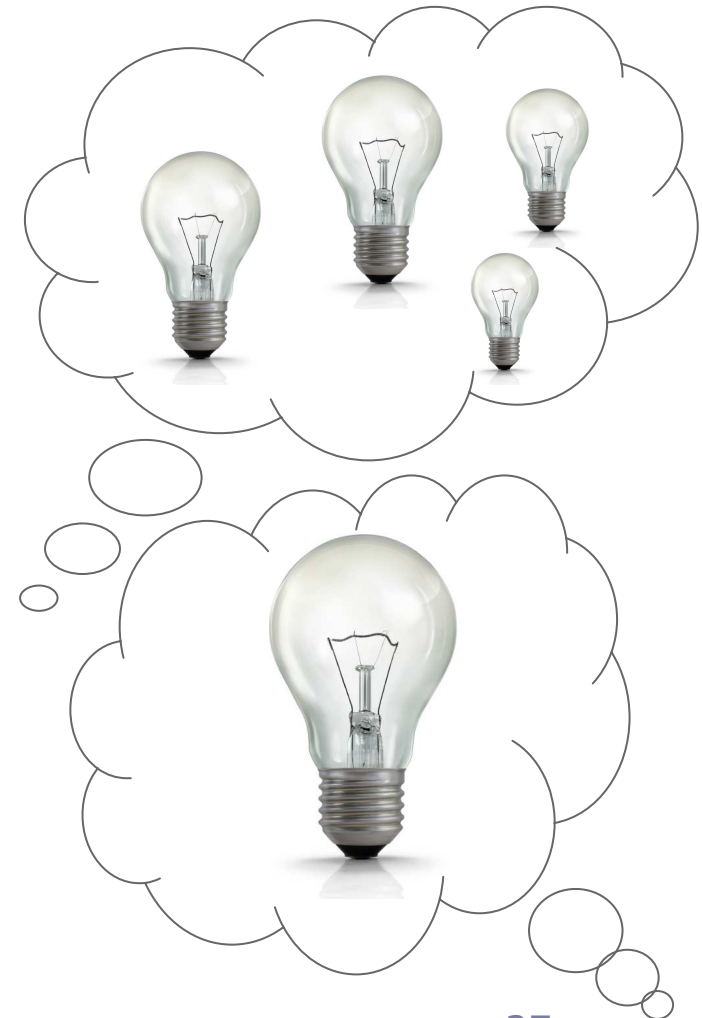
*- David Wittenkamp, CFO, Merced Systems*

## Results

# Hypothesis III: An innovative system in the company

The interviews companies are grouped in two in relation to the question on the importance of an innovative culture:

- > One group of companies supports the hypothesis. Included in this group are the two largest companies, Google og Salesforce, which could indicate that size is critical in giving high priority to maintaining and developing an innovative culture.
- > A second group of companies emphasise focusing on the original business idea and the original product, and fears that it will be costly to diversify too much.



## Results

## Hypothesis III: Company Facts

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In 2008 Salesforce launched a new initiative, a strategy committee, to help secure that good ideas – including those that do not immediately fit the current product profile – stays within the company

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Google requires that all employees dedicate 20 percent of their time to new projects and ideas. The company has developed a system to help secure that the good ideas are born and that they stay with the company.

## Results

## Hypothesis III: This is what they said!

*"Marc has just asked me to form a strategy committee to make sure that great ideas aren't getting stalled out and lowered down in the organization. We always have to balance that need to focus on the things that are going to make you hit the target for our growth and make our costumers successful but there are always going to be things that fall outside those that you come across.... we all have both a corporate focus and find great ideas that fall outside the box"*

*- VP, IT Company*

*"Yeah, everybody's asking, 'cause you wanna know, what's your 20% time project"*

*-VP, IT Company*

## Results

# Hypothesis IV: The impact of the founder

In all of the interviewed companies the founder has been with the company from start-up to global success and has had a key role in the management team.

The importance of the founder was typically explained by the fact that:

- > The founder made sure that the original business idea was maintained, which proved critical when navigating through the most critical situations.
- > That the specific character of the company was maintained and further developed.

This has led to the fourth hypothesis:

**Hypothesis IV:** The founder stays with the company all the way!



Results

## Hypothesis IV: Company Facts



At Salesforce the three founders have remained with the company as part of the management team. The main founder, Mark Benioff, is still the company's CEO.



Today the founders of Google, Larry Page og Sergey Brin, are Products Presidents and Technology President, respectively.



In 1994 William S. McKiernan founded CyberSource. Prior to this he held the position as President and COO of McAfee. Today, McKiernan is CEO and Chairman of the Board of CyberSource.



Health Dialog was founded by the entrepreneurs George Bennett and Christopher McKown in 1997. Bennett remained CEO until 2008 and continues to be Executive Chairman. The other founder of Health Dialog, Christopher McKown, was President of the company through 2008 and remains a board member. Health Dialog was sold to BUPA in 2007.



Santur was founded by engineers Bardia Pezeshki and Ed Vail. Pezeshki and Vail are still active in the company and hold the positions as CTO and Director of packaging, respectively.



Merced Systems two founders still hold prominent positions with the company. Matt Glickman is CEO, while Mark Selcow is President of Merced Systems.

## Results

# Hypothesis IV: This is what they said!

*"I think we've been very lucky that Mark was someone who could make that transition from being the founder, organizer, visionary to someone who could be a great operational executive as well",*

*- VP, IT company*

*"The talent of your founders, the entrepreneurs themselves is everything,..... All cultures in the company comes from the founders. The genetics of companies come from their founders".*

*- VP, IT company*

*"And I was the president of McAfee at the time which was a software company in the security space, anti-virus primarily and we were one of the first companies to distribute software electronically without a shrink wrapped box".*

*- William S. McKiernan, Founder and CEO, CyberSource*

*"...very important because he really set the culture for the whole organization and he still tries to talk to everybody that joins the firm....".*

*- VP, IT company*

*"I've seen startups where the founders weren't strong enough and it became chaos. In our company we had two founders. One was very strong personality wise, the other one was much more of a cooperative kind of guy..... I think Santur's success is in large parts starts with visionary leadership very early"*

*- Byron Trop, VP Sales, Santur Corporation*

*"The founders of Merced System's visions and customer focus are important reasons that Merced Systems today is a successful and solidly growing company."*

*- David Wittenkamp, CFO, Merced Systems*



## Results

# Is Hypothesis IV valid?

The companies' reasons for highlighting the founders impact can seem somewhat airy and without much substance. When challenged to be more specific there were no concrete replies, but the claim was sustained often with considerable force.

To shed light on the issue we interviewed a venture capitalist Lars Leckie, principal i Hummer Winblad Venture Partners.

Leckie confirmed hypothesis 1 and 2 but made a strong argument that it was critical for the venture fund to gain controlling interest. The basic rule was for the founders and owners to be replaced to gain global success.

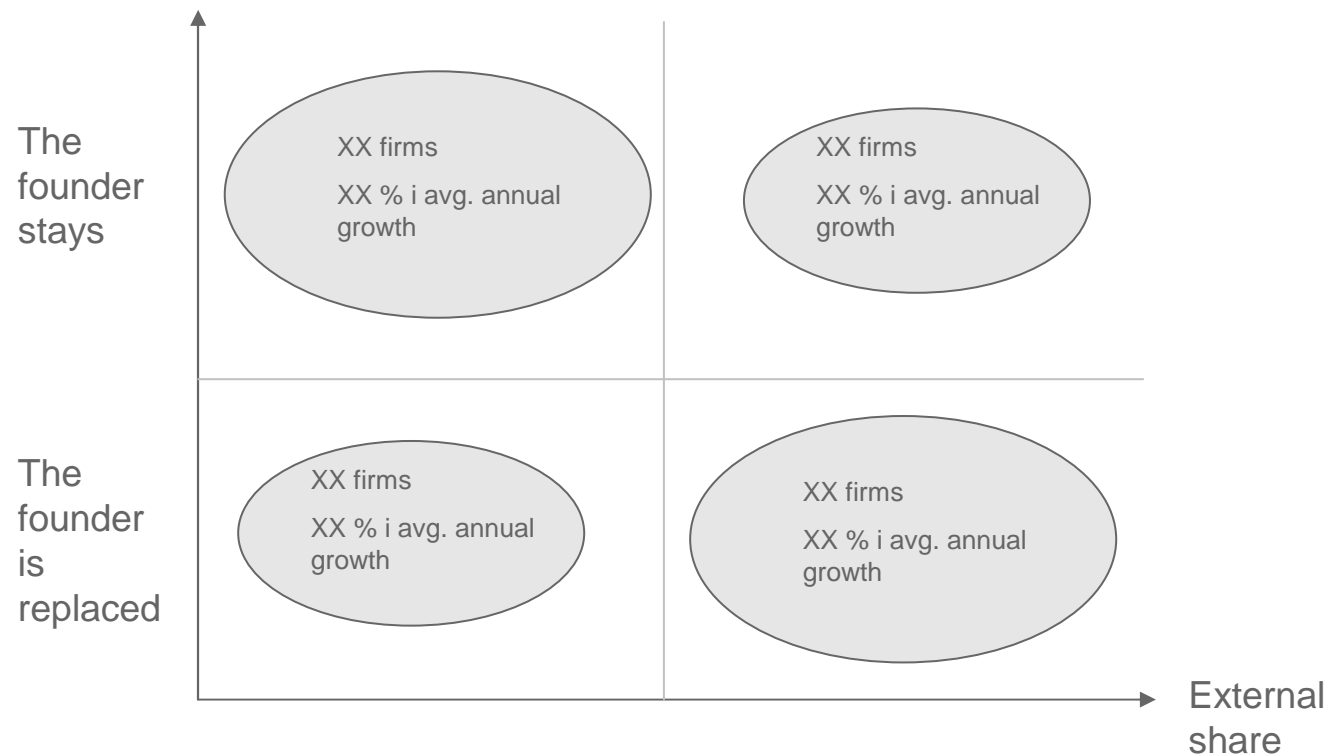
Both points of view – while apparently conflicting with each other – may be right. For venture funds it is all about yielding the largest possible return and this may require that the venture fund may decide the time of exit. For the founder it may be critical to secure long-term growth and success and this will in some instances presuppose that the founder has decisive influence all the way from start-up to global success.



## Results

## Can Hypothesis IV be verified empirically?


















The question on the founder's importance could possibly be investigated empirically by dividing entrepreneurship companies into four groups.



One could investigate the number of companies in each of the four quadrants and their growth. Based on this one could make a more substantial argument as to the founder's impact on the company's success.

Results

# Summary

	Customers take part in shaping the product	The right management at the right time	An innovative system	The role of the founder
 Yes  No				
Google				
Salesforce				
Cybersource				
Health Dialog				
Santur				
Merced Systems				

## Plan of action

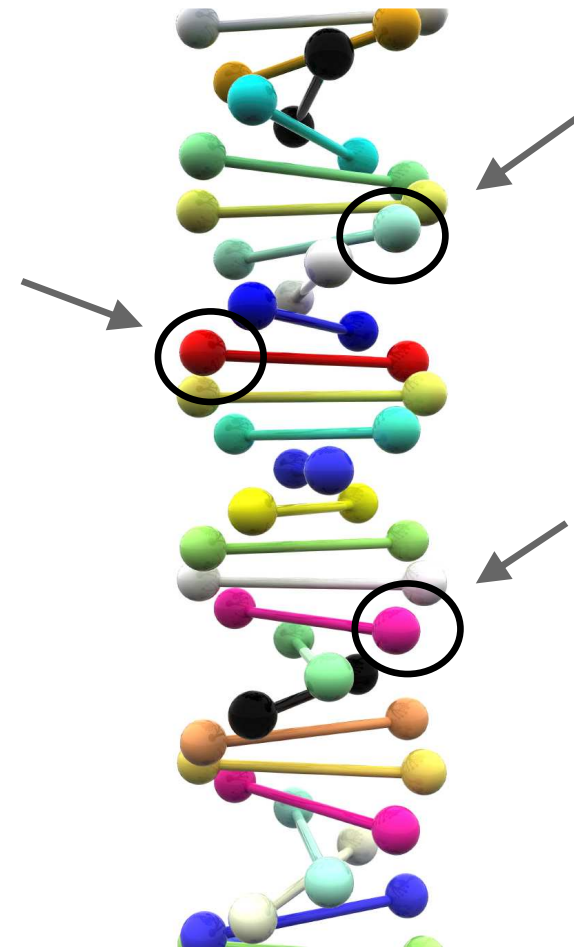
## Possible areas of action

Interviews carried out with successful entrepreneurship companies in Silicon Valley and Boston has uncovered characteristics that are probably critical to the region's success as an entrepreneurial region:

- > A strong entrepreneurial culture
- > A strong desire among experienced business managers to find employment in entrepreneurial companies.
- > Stronger collaboration between entrepreneurial companies and users in terms of product development.

Based on this five action points have been drafted:

- > The first three are proposals that will strengthen the entrepreneurship infrastructure in the Capital Region.
- > The fourth proposal aims at impacting the attitude towards entrepreneurs in larger corporations.
- > The final proposal aims at increasing awareness on the importance of user involvement during the business idea development phase.



## Proposal 1: Participation in Silicon Valley network

It is a well known fact – and was strongly confirmed during the interviews conducted for this study – that anyone working with entrepreneurship in Silicon Valley will emphasise the importance of a region's entrepreneurship infrastructure or eco-system.

The network is tied together by frequent professional meetings that stress the social aspect. Here people meet to discuss current events, make new acquaintances and building the trust necessary for doing business together.

All of the interviewed companies used the network to find the right advisers and the experienced and competent executives that will join the company, once the potential of significant global growth is realised.

Rather surprisingly everyone expressed the view that Danes working with entrepreneurship were welcome to join the network. The manager of Google's business development unit, Melissa Smith suggested that Denmark allocate an individual to Silicon Valley, who could get a first-hand impression of how the network was organised and then introduce the network to other Danes.

**We suggest that Symbion post a competent person with the Danish Innovation Center in Palo Alto with the task of bringing Symbion and its affiliated start-up companies into Silicon Valley's global network.**



## Proposal 2: Exchange scheme

One Silicon Valley entrepreneur, Rami Habal, Product Director at Proofpoint, proposed an exchange scheme involving employees in Silicon Valley and Denmark. Employees in Danish growth entrepreneur companies could for example be posted with a Silicon Valley company in a global growth phase.

Rami Habal believed that there would significant interest among local entrepreneurs to go to Denmark and learn from Danish and Nordic experience. The validity of this assessment should be investigated further.

It may be possible that employees from Silicon Valley's entrepreneurial companies are interested in learning more about the Danish entrepreneurship environment. But maybe it will be an advantage to offer other opportunities to make an exchange scheme more attractive.

**It is suggested that Symbion establishes an exchange scheme, where for a predetermined amount of time employees from Danish start-ups join successful US start-ups or US employees join a successful start-up or R&D department.**



## Proposal 3: University Collaboration

It is a well known fact that many universities in the US have extensive entrepreneurship education programs. Still, in Rami Habal's assessment only a limited number of US universities conducted research og offered teaching in growth and scaling. Rami Habal had surveyed entrepreneurship education at MIT's Sloan Scholl and stated. *"At the MIT entrepreneurship center we learned how to start a company NOT scaling a company"*.

Hopefully, the Danish government will decide to establish one or more high quality entrepreneurship centres. If this is carried out we suggest that a collaborative effort be put in place involving a Danish entrepreneurship centre and key US entrepreneurship centres that are interested in research and teaching related to growth enterprise scaling.

At the Harvard Entrepreneurship Center, Rock Centre, there is limited teaching in start-up companies but some in global scaling. Rami Habal expected that Cornell University would also be interested in entrepreneurship company scaling.

Co-operation could include research, teaching, exchange of researchers, teachers and students.

**Should the Danish Government decide to establish one or more world-class entrepreneurship centres through an invitation to tender among Danish universities, it could be a condition that a collaborative effort be established with interested US universities.**



## Proposal 4: The role of large corporations

The entrepreneurial culture in the Bay Area and, to some extent, Boston is characterised by the larger companies to be very open to collaborating with company start-ups. This is also evident in worker mobility. It is in fact quite normal for start-ups to be able to recruit experienced and competent management from large and renowned US companies. This is quite unthinkable in a Danish context.

Danfoss has developed a new culture for collaboration between Danfoss and the region's start-up companies. The Danish Enterprise and Construction Authority has set up a Summit Declaration among 10 large Danish environmental companies and the government, where the companies announce their participation in helping Danish growth entrepreneurs.

**It is suggested that Symbion takes the initiative for closer collaboration with interested, large Danish companies to shape interest and collaboration.**





## Proposal 5: Role Models

Role models and cases are both well known and recognized methods for learning and attitude influence

It is suggested that a number of cases be prepared based on actual Danish experience – and possibly some international cases – in terms of business idea and first product development in collaboration with the customer. Cases should address both the customer as end user and the company as end user.

**The cases should be used for teaching purposes across Danish universities and by Symbion for special events evolving around start-up scaling. It may have substantial effect if the company – or companies – involved in the case participate in the discussion and make themselves available for experience sharing.**

