

# Discovering the business, technology and HR issues in scaling up of solutions

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WP3 – Benefiting from platform economy

## Abstract

Companies and research projects often sprout new solutions and concepts which might have potential for scale up. Theoretical background of scale up analysis is in portfolio management. In larger companies these solutions compete against other solutions and in smaller companies the solution needs to be the right one as resources are not to be wasted.

## Approach

The research need was to understand the issues that are affecting the scaling up of a new product solution and make them comparable even when their context are different. Sessions with researchers and industry people were conducted and in addition there are findings from 9 different scale-up cases in Reboot IoT Factory –project. The approach has background in (at least partly) digital solutions and tool been designed that in mind

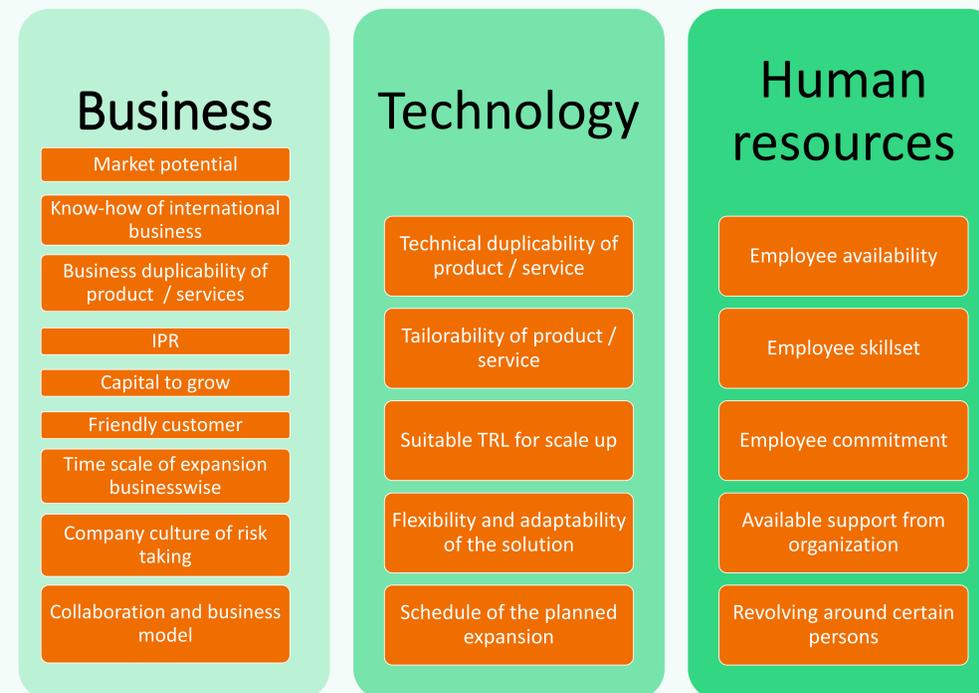


Figure 2: The scale-up issues in categories

## Results and Dissemination

Saari L. Rääkkönen, M. and Siira, E. *Evaluation Framework for Use Case based Joint Offering to be Co-created, The Technology Innovation Management Review* (in preparation, will be submitted in February 2022)

Rääkkönen M., Saari, L., Siira, E. *Joint Offering Evaluation Framework (JOEF)* contains both the **Playbook** and the **Business Value Toolset**. Scale-up analysis as part of the larger evaluation set.

Siira E. *Scaling up the solutions – what issues are affecting the scale up decisions* (in preparation)

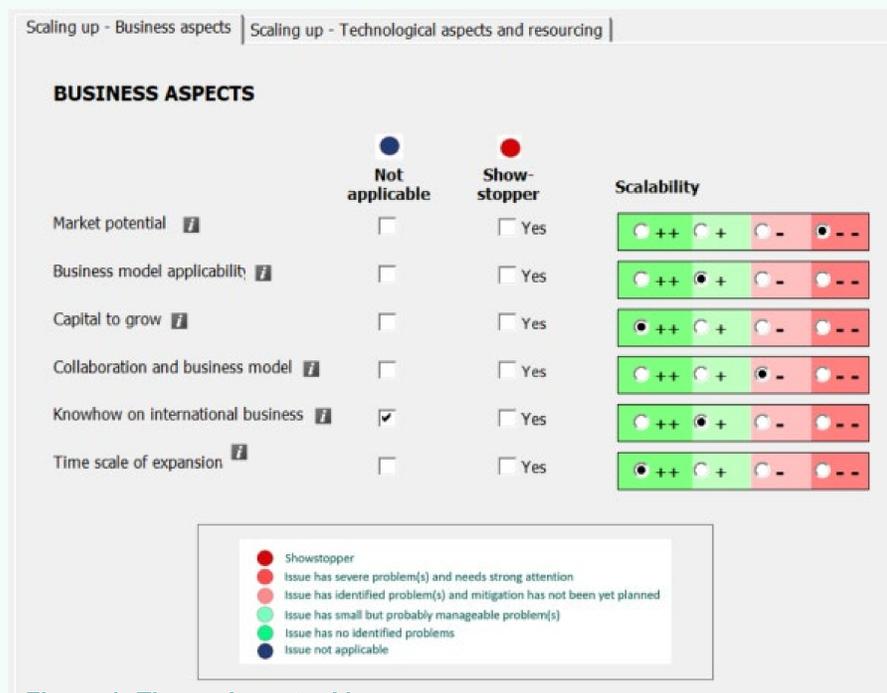


Figure 1: The scale up tool in use

## Benefits

- Understanding and identifying the underlying issues how solutions can be scaled up
- Categorization of scale up issues to three: technological, business and human resources
- Awareness of issues is created by the tool and it provides vocabulary and topics to discuss
- Contribution to portfolio management in field of scaling up
- A tool to measure the solutions and make them comparable
- Contribution to the Joint Offering Evaluation Framework (JOEF) by subset of scale-up tool for joint cases

## Conclusions

The research aimed to create metrics to give better understanding of issues around scaling up a solution for a company.

The research identified 19 issues in three categories: business, technology and human resources. The issues have longer descriptions to help analysis and to make possible comparison more even-level

- Creation of a tool to analyse the issues and compare concepts to each other

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