

## Keynote Speakers

Dr. Mark Hart | Director, Goldman Sachs 10,000 Small Businesses Program



Professor Mark Hart leads the UK's Goldman Sachs 10,000 Small Businesses program and is Deputy Director for the UK National Enterprises Research Centre, a body focused on understanding what drives SME growth? Mark's work bridges academia and industry and he has published extensively in the areas of entrepreneurship, enterprise and small business development and policy.

Mark jointly manages the Global Entrepreneurship Monitor (GEM) project in the UK and advises a number of UK Government Departments and the Devolved Administrations on enterprise issues. His work on High-Growth Firms (HGFs) at the Centre for Growth at Aston Business School has been influential in shaping policy discussions and actions in the UK and he is currently working for NESTA and the OECD on a range of follow-up projects.

Dr. Norris Krueger | Scholar, Educator and ... Agent Provocateur!



Norris often describes himself as a recovering entrepreneur-turned entrepreneurship scholar and educator. Norris attained one of the very first PhDs in entrepreneurship from Ohio State University, before heading to Montana to take up his first assistant professor job. In-between all this he dedicated time to starting his own entrepreneurial ventures and continues to consult on a range of entrepreneurial topics close to his heart. He is a highly respected Professor in Entrepreneurship and a founder/director of TEAMS, an entrepreneurship program that earned 6 national and 2 global best practice awards (including SBA and the Kauffman Foundation.) TEAMS blended project-based learning with community outreach.



Growth Compass is a community-driven scholarship initiative of Mount Royal University's Institute for Innovation and Entrepreneurship that delivers evidence-based insights and intelligence for scaling companies through innovative industry-academic partnerships. The Growth Compass collaborates with experts in research and data analytics both inside and outside of academia with a single goal - to scale company growth. [growthcompass.org]



The Institute for Innovation and Entrepreneurship's mission is to develop the high-impact talent that is essential to the continued economic prosperity of Alberta. This is accomplished by delivering transformative community-engaged learning experiences. To support this mission, the Institute has developed a series of annual Roundtables exploring three core research streams: High-Impact Talent, Small Business Growth and Sport Business Innovation. [mtroyal.ca/innovate]

Time	Item	Format
7:30 am	Registration and Light Refreshments	Open
8:00 am	Welcome to the Small Business Growth Roundtable 2019	Address: Ray DePaul, Director for the Institute for Innovation and Entrepreneurship
8:05 am	The Scale-Up Challenge and the Six Scaling Success Factors	Presentation: Dr. Simon Raby, Assistant Professor Bissett School of Business, Associate Director, Institute for Innovation and Entrepreneurship
8:30 am	Group Discussion	Table Facilitated Discussions
9:20 am	Playback	Table Facilitators Share
9:40 am	Concluding Remarks	Address: Dr. Mark Hart, Director of the Goldman Sachs 10,000 Small Businesses Program
10:00 am	Break/ Networking	Open
10:30 am	Welcome to the Small Business Growth Roundtable, part 2	Address: Dr. Simon Raby, Assistant Professor Bissett School of Business, Associate Director, Institute for Innovation and Entrepreneurship
10:35 am	The Scale-Up Challenge and Growth Enabling Competences	Presentation: Dr. Norris Krueger, entrepreneurial educator and scholar
11:00 am	Group Discussion	Table Facilitated Discussions
11:50 pm	Playback	Table Facilitators Share
12:10 pm	Concluding Remarks	Address: Dr. Norris Krueger, entrepreneurial educator and scholar
12:30 pm	Networking/Close	Open

# THE ALBERTA SCALE-UP CHALLENGE

Leadership as a Route to Small Business Growth

November 21, 2019 | 08.00 - 12.30  
Mount Royal University





# Alberta's Scale-Up Challenge

Alberta, like Canada, has a scale-up gap. While half of all startups survive over 5 years, only 0.1% of small firms become mid-sized, and only 2% of mid-sized firms become large. Examining why becomes the focus of Mount Royal University's Institute for Innovation and Entrepreneurship 2019 Small Business Growth Roundtable. For our purposes, a scale-up is a High Growth Firm (HGF) with at least ten employees, sustaining an annual growth rate of 20% or greater over a minimum of three consecutive years.

As a leader of a scale-up attending this Roundtable you will discuss the major decisions you and your peers have taken to scale their companies. Together, we will learn about:

- The Scale-up challenge and gap
- The difference between starting-up and scaling-up
- The evidence on how Calgary companies effectively manage the scaling process
- A new set of practical "Scaling Strategies"

You will hear international keynote speakers Dr. Mark Hart and Dr. Norris Krueger share their perspectives on the entrepreneurial competencies leaders require to drive growth. You will also have an opportunity to network with other like-minded ambitious business leaders.

## From High Growth to High Impact

High Growth Firms (HGFs) contribute disproportionately to job creation and are rare (OECD, 2012). Between 2009 and 2012, HGFs made up 1.24 percent of all Canadian firms and accounted for 63 percent of the total net job growth (Government of Canada). The troubling fact is that non-HGFs destroy more jobs than they create. 'High impact' firms differ to HGFs in that they represent organizations that are not only achieving high growth (in revenue, profit and employees), but are also experienced in innovation and diversified in the markets they serve (BDC, 2015). Our research shows high impact firms have high impact leaders that possess a Leaders Growth Mindset demonstrated by an advanced set of entrepreneurial and leadership skills.

*"HGFs represent 1.24% of all Canadian firms and account for 63 percent of total net job growth"*

## Leadership as a Route to Small Business Growth

There are a plethora of routes firms can take to achieve growth. For example, firms can capture new markets or export, raise capital for investment, hire new or develop existing talent, develop and launch new products or services, and engage in operational excellence to improve productivity (Enterprise Research Centre, 2015). What is the most essential route to growth often overlooked? Leadership skills. Across all studies, the most important predictor of growth is the ambition or willingness of the leader to grow their firm, and their capacity to lead strategic and innovative change. In the first and only Alberta-based study on the drivers of growth in small and medium-sized enterprises (SMEs)<sup>1</sup>, Raby (2017) identified a unique mindset that leaders of 'high impact' firms possess. The takeaway from this large scale study? Over 90% of Alberta business leaders could learn and leverage the requisite mindset to grow their firms.

*"Across all studies, the most important predictor of growth is the ambition or willingness of the leader to grow their firm"*

## Collaborating to Understand the Alberta Scale-Up Challenge

To confront this challenge, Mount Royal University's Institute for Innovation and Entrepreneurship, industry and policymakers is leading a research program exploring the requisite leadership skills of high impact business leaders and examining the implications for developing and graduating high-impact talent (HIT). To date, our researchers have published evidence-based findings on the Alberta Leaders Growth Mindset, and will publish a new study in the New Year on the "Alberta Scale-up Challenge" containing further evidence on the way leaders are embracing the scale-up challenge.

## Who Will Attend?



As a collaborative initiative, the Roundtable will include business leaders, post-secondary educators, policymakers and students in higher education in a hands-on, working session. All participants will roll-up their sleeves, collaborate and contribute their expertise and energy to the scale-up challenge.

## What Will Be The Outcome?



The outputs of our discussions will underpin an evidence-based report on the ways business leaders, post-secondary educators, and policymakers can work together to meet the scale-up challenge. Mount Royal University's Institute for Innovation and Entrepreneurship will act as a conduit to facilitate the partnerships of individuals and organizations to transform the discussion into actionable intelligence. Armed with these insights, leaders in industry and higher education can confidently move forward with implementing coordinated programs and policies that will have a significant impact on the Alberta scale-up challenge.

## Questions We Will Explore

At the 2019 Small Business Growth Roundtable we will collectively explore the following questions.

### On understanding the leadership skills necessary to scale-up:

1. Which route(s) to growth did you choose to focus on, and why?
2. What action(s) did you take to realize this route to growth?
3. What lessons have you learned in pursuing this/these route(s) to growth?

### On understanding the graduate talent needs necessary to scale-up:

4. If you wanted a graduate to enable the growth of your organization, what precisely would they do? What core skills and behaviours would enable growth?
5. In order to perform at their highest level, what experiences would these students need to be exposed to? How does Work-Integrated-Learning (WIL) contribute to systematically developing and refining these requisite growth enabling skills and behaviours?

## Contact

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