Conceptualizing Commercial Scaling Capabilities: findings from eight case studies

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Abstract

Most ventures fail to scale and never become established firms. Scaling requires more than growth; it refers to the process of growing the customer base at a faster rate than the size of the venture and involves capabilities that remain underexplored in the literature. This study conceptualizes Commercial Scaling Capabilities (CSCs), venture-level routines enabling ventures to move beyond launching customers and capture their target market. Using an inductive and explorative case study of eight technology-driven ventures, we identify three CSCs: customer accumulation, product updating, and reflective market validation. Our preliminary findings suggest that ventures showing early signs of scaling exhibit distinct capabilities compared to their counterparts not showing early signs of scaling. Our findings advance marketing and sales literature by conceptualizing the capabilities required for scaling.

Track: Innovation Management & New Product Development