1221.8151.01
Scaling Ventures

Syllabus – Summer 2026

About the Lecturer

Martin Kupp is a professor for entrepreneurship and strategy at ESCP Europe, Paris and a visiting professor at the European School of Management and Technology (ESMT), Berlin. His focus in research and teaching is on deep tech entrepreneurship, decision making under uncertainty, scaling ventures, and corporate and competitive strategy. His recent publications have appeared in Harvard Business Review, MIT Sloan Management Review, California Management Review, Journal of Business Strategy, The Economist, and the Wall Street Journal. In 2019 Martin co-founded the first continental European fusion start up, Renaissance Fusion.

Ron Waldman serves as a Senior Adjunct Lecturer in the business schools of Tel Aviv University and ESCP Business School in Paris, France. Ron teaches courses in Innovation, Management, Competitive Intelligence and Consulting. Additionally, he is an experienced business consultant with over 25 years of experience in Israeli and international markets. He recently co-authored a book titled: “Israel Valley: The Technology Shield of Innovation”

Course Section Details

Section	**Day**	**Hour**	**Lecturer**	**Classroom**
	Sun-Thurs	9:30 -12:15	Martin Kupp	**TBD**

Lecturer:
Office hours: after class, contingent upon an appointment.

Course Units

Course units _____2____

2 course unit = 4 ECTS units

The ECTS (European Credit Transfer and Accumulation System) is a framework defined by the European Commission to allow for unified recognition of student academic achievements from different countries.

Course Description

This hands-on course explores the crucial but often-overlooked **extrapolation** phase of venture development, where companies transition from early product-market fit to sustainable, scalable business models. Students will be introduced to **real-world scale-ups**, work in teams to develop recommendations based on class insights, and present their findings at the end of the course.

Course Objectives

Upon completing the course, students will be able to:

1. Understand and apply core concepts in scaling ventures, including product-market fit, profit-market fit, and business model constraints.
2. Analyze and diagnose the scaling challenges of real-world ventures.
3. Apply the theory of constraints and the extrapolation framework to guide scale-up strategy.
4. Collaborate with real scale-ups in structured project work.
5. Present actionable recommendations based on rigorous analysis and class frameworks.

Assessment and Grade Distribution

Assignment	Percentage of Grade	Date	Description
Class participation	20%	Ongoing	Contributions to discussions, feedback, and cases
Individual Reflection Paper	20%	Session 4	Personal insights after Visit 1
Team Case Analysis (Midterm)	25%	Session 6	Written analysis of scale-up growth issues
Final Project Presentation	35%	After session 10	Consulting-style presentation to company & class

Course Assignments

Class participation: Active and thoughtful contribution to class discussions, workshops, and peer feedback sessions. Students are expected to engage critically with readings, share insights from company visits, and contribute constructively during team activities.

Individual reflection paper: A short (1 page) personal reflection on insights gained from the first company visit. Students should connect field observations to course concepts such as product–market fit, scaling challenges, and organizational growth dynamics.

Team Case Analysis: A written group report (max. 3 pages) analyzing the growth and scaling challenges of the assigned company. The analysis should apply class frameworks (e.g., theory of constraints, extrapolation framework) and provide diagnostic recommendations for overcoming bottlenecks.

Final Project Presentation: A consulting-style team presentation delivered to company representatives and the class. Teams synthesize course learnings to propose actionable scaling strategies, supported by data, field insights, and theoretical grounding. Peer and instructor evaluations will both factor into the grade.

Grading Policy

As of the 2008/9 academic year, the faculty has implemented a grading policy for all undergraduate-level courses. This policy applies to all undergraduate courses in the faculty and will be reflected in the final course grade. Accordingly, the final average of the class for this course (which is an elective course) will fall between 83-87.
Additional information regarding this policy can be found on the Faculty website.

Evaluation of the Course by Student

Following completion of the course students will participate in a teaching survey to evaluate the instructor and the course, to provide feedback for the benefit of the students, the teachers and the university.

Course Site (Moodle)

The course Moodle site will be the primary tool used to communicate messages and material to students (For example: exam details and updates regarding assignments) You should check the course site regularly for information on classes, assignments and exams, at the end of the course as well.
Course material will be available on the course site.
Please note that topics that are not covered in the course materials, but are discussed in class, are considered an integral part of the course material and may be tested on in examinations.

Course Outline*

Class	Topic	Key Elements	Readings / Assignments
1	Introduction & Scale-Up Briefings	Introduction to course; meet 5 scale-ups and hear their growth challenges; team formation	HBR: Rayport et al. "The Overlooked Key…"Team/scale-up assignments
2	Product-Market Fit → Profit-Market Fit	Lecture on transition dynamics; Extrapolation phase	*The Lean Startup* (Ries), Ch. 7-8Startup Owner's Manual (Blank)
3	Scaling Conditions & Growth Engines	Necessary/sufficient conditions for scaling; network effects, monetization	HBR: "How Freemium Works", "Blitzscaling"
4	**Company Visit 1: On-site Field Trip**	Visit to Scale-Up A with tour + Q&A; field notes due	Company background materials
5	Organizational Ambidexterity & Culture	Ambidextrous orgs, modular teams, scaling talent	HBR: "Ambidextrous Organization"
6	Theory of Constraints for Scaling	Bottlenecks, growth constraints, strategic experimentation	*The Goal* by Goldratt (excerpts)
7	**Company Visit 2: On-site Field Trip**	Visit to Scale-Up B; deep-dive into monetization and scaling struggles	Company materials, Field reflection due
8	Scaling Strategies Workshop	Coaching, rapid iteration, feedback from mentors/scale-ups	Final prep
9	Final Project Presentations	Teams present recommendations to company reps & class	Final presentation, Peer evaluations

*** note the coverage of these topics may change slightly.**

Required Reading

- Rayport, Sola, Kupp. "The Overlooked Key to a Successful Scale-Up" (*HBR*, 2023)
- Ries, Eric. *The Lean Startup*
- Goldratt, Eliyahu. *The Goal* (excerpts)
- Tushman & O'Reilly. "The Ambidextrous Organization" (*HBR*)
- Additional readings and case material will be posted on Moodle

Recommended Reading