



Francie Lange, Nino Tomini, Florian Brinkmann, Dominik K. Kanbach, Sascha Kraus,  
Demystifying massive and rapid business scaling – An explorative study on driving factors in digital start-ups,  
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Abstract: This study explores the concept of massive and rapid business scaling (MRBS) in the context of digital start-ups by identifying 20 factors clustered into seven core drivers. Through inductive qualitative research, the study builds on 53 semi-structured interviews with founders, executives, and advisors, leading to the development of a framework that uncovers seven core drivers of MRBS contributing to the scaling process. These core drivers are as follows: 1) scanning the environment and recognizing opportunities, 2) iteratively adjusting the business model with an asset-light structure, 3) achieving operational excellence through digitization, 4) building an efficient and entrepreneurial workforce combined with leadership and vision, 5) leveraging internal resources to strengthen positioning and expand the market, 6) attracting capital to facilitate growth realization, and 7) cultivating organizational agility and a transformation culture. While core drivers one to five imply a processual nature, the sixth and seventh core drivers serve as a foundation for MRBS. Moreover, this study outlines several areas of tension within the process of MRBS. Therefore, the study provides valuable insights for scholars and practitioners.