

Enrollment No./Seat No.:

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA - SEMESTER - III EXAMINATION - WINTER 2025

Subject Code: N2539401

Date: 16-12-2025

Subject Name: Startup Scalability

Time: 10:30 AM TO 01:30 PM

Total Marks: 70

Instructions

- 1. Attempt all questions.**
- 2. Make suitable assumptions wherever necessary.**
- 3. Figures to the right indicate full marks.**
- 4. USE of SIMPLE calculators AND non-programmable scientific calculators are permitted.**

	Marks
Q.1 Attempt ANY 6 Questions.	18
(1) Repeatable Business Model	
(2) Sales - Mktg Integration	
(3) Role of Building in sustainability	
(4) Strategies for creating Robust Margin	
(5) Growth Potential Index for Startup Ecosystem	
(6) Driving Forces behind Inorganic growth	
(7) Growth as Catalyst to Economy	
Q.2 (a) Explain the concept of the High Growth Wheel of Success. Describe its key components and analyze how this model helps organizations achieve sustainable and scalable growth. Illustrate your answer with suitable examples.	07
(b) A startup is experiencing rapid growth in customers but declining profitability. Using the Scalability Matrix, analyze the company's position and suggest strategic actions to move toward a scalable growth quadrant.	07
OR	
(b) An e-commerce company has strong demand but faces operational bottlenecks. Using the Scalability Matrix, diagnose the scalability challenges and suggest solutions.	07
Q.3 (a) A fast-growing startup has achieved rapid customer acquisition but is facing rising costs, founder dependency, and operational stress. Using the concept of Building and Engineering Sustainability, explain how the startup can redesign its business model, processes, and organizational structure to achieve scalable and sustainable growth.	07
(b) Explain the concept of Growth Strategy. Distinguish between Organic Growth and Inorganic Growth.	07

OR

- (a) Sustainability in startups goes beyond environmental concerns and includes economic, operational, and cultural dimensions. Explain how Building and Engineering Sustainability helps startups scale responsibly. Illustrate your answer by linking sustainability with scalability frameworks such as the Scalability Matrix or High Growth Wheel of Success. 07
- (b) Compare and contrast Organic and Inorganic Growth strategies. How should managers decide the appropriate growth approach for achieving long-term competitiveness and sustainability? 07
- Q.4 (a) Explain the concept of the Growth Potential Index (GPI). Discuss its key dimensions and examine how it helps organizations evaluate and prioritize growth opportunities. 07
- (b) Assume you are the founder of a startup based on your chosen business idea. Identify and explain the key ways you would generate growth for your startup during the first three years of operations. Justify your choices with respect to market expansion, product development, customer acquisition, and scalability. 07
- OR**
- (a) Describe how the Growth Potential Index can be used as a strategic tool for business expansion. Highlight its importance in assessing market attractiveness, scalability, and long-term sustainability. 07
- (b) Based on your startup idea, analyze how internal and external growth levers can be used to accelerate business growth. Explain how these growth strategies will help your startup move from early-stage survival to scalable and sustainable growth. 07

Q.5**Case Study: ScaleKart AgriTech – Scaling a Gujarat-Based Startup**

ScaleKart AgriTech Pvt. Ltd. is a Gujarat-based agritech startup founded in Ahmedabad in 2019. The startup connects small and marginal farmers from districts like Anand, Mehsana, and Surendranagar directly with urban retailers and food processors through a digital procurement platform.

Initially, ScaleKart operated with a lean team, manual onboarding of farmers, and localized logistics partnerships. The model showed strong traction—farmer income improved by 15–20%, and retailers benefited from predictable supply and pricing. Within two years, ScaleKart expanded to five districts in Gujarat and onboarded over 6,000 farmers.

However, as demand increased, scalability challenges emerged:

- Operations were founder-dependent, especially for partnerships and pricing decisions.
- Logistics costs increased disproportionately with volume.
- Technology systems were not integrated, leading to data silos.
- Middle management lacked experience in handling rapid growth.
- Maintaining farmer trust and organizational culture became difficult during expansion.

To address these issues, ScaleKart adopted several scalability measures:

- Introduced process standardization and SOPs for farmer onboarding and procurement.
- Invested in a scalable cloud-based ERP system.
- Built district-level leadership teams to reduce founder dependency.
- Formed strategic partnerships with logistics providers instead of owning assets.
- Embedded a sustainability-focused culture, emphasizing fair pricing, transparency, and long-term farmer relationships.

ScaleKart now plans to expand beyond Gujarat into Rajasthan and Madhya Pradesh, while ensuring that growth remains economically viable, operationally efficient, and socially sustainable.

Based on the details, answer the following questions:

- (a)** Analyze the scalability challenges faced by ScaleKart AgriTech during its growth phase. Using startup scalability frameworks, suggest how the company can achieve sustainable and scalable growth while expanding beyond Gujarat.

10**OR**

- (a)** Examine how Building and Engineering Sustainability can support ScaleKart's long-term scalability. Explain how economic, operational, and cultural sustainability can be integrated into the startup's growth strategy. **10**
