

## WHY THE SOFTWARE INDUSTRY IS GLOBAL

Akeydor Limited is a software house, a consulting and training company exclusively working with information technology professionals. We provide individual consulting, we develop and facilitate company ideas and workshops to enable clients become market leads. We use many different software products/services because we perform many different jobs and because our processes are extremely digitized, but can also be carried out manually depending on the job.



## Challenges of growth

There are many challenges. The first one is to build the momentum. So you hired your first few people, you built the vision, and you have to start hiring the talent and hiring the right people who are a good cultural fit for your growth and your speed. Realizing that is a first element.

The second is to enable the processes to actually come in early. Even though you are an early-stage organization, you have to bring the processes in early to enable that growth and limit the chaos. You tolerate a bit of chaos when you're a hypergrowth organization, but given who you're serving and given the scale that you're trying to establish right away, you have to bring processes very early, which is not a natural thing for a start-up. The first thing is build a culture, bring the processes, and bring the talent in the organization. If you manage those three things correctly, and you stay focused on your core values, you have a good recipe.



## Grow fast or die slow

Software and online-services companies can quickly become billion-dollar giants, but the recipe for sustained growth remains elusive.

I think it's grow fast or die fast. In the world that we're disrupting, the die slow is not really happening. You have to grow really fast. If you have a solution that fixes a global problem, you have to go global right away. You have no choice, otherwise someone else is going to take that spot.

You want to capture the market, you want to build the relationship with your customers right away. The companies that you are disrupting, I think they'll die fast, not necessarily slow. But that's not what I wish for them.

## From start-up to world leader

I had the opportunity to start the company roughly 28 years ago. I don't look at it as one company; I look at it as many different companies, because each stage is so different. The growth is what makes it possible to broaden the impact, and impact is what makes it possible to grow again.

It is far from simple to keep doing that on an ongoing line. The reality is it comes in waves, and each of those waves brings about strategic challenges, execution challenges, globalization challenges, and people-evolution challenges. What is so exciting about managing against these growth expectations, requirements, or desires is that at any point in time you need to be constantly watchful of each of these aspects and make them evolve.

**Work by KcKinsey & Company**