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Scale What?



Erik R. Larson
CTO | Author | Speaker

International Speaker Convention
Renaissance Barcelona Hotel · 7 November 2026
Connecting Worlds, Expanding Opportunities

WHAT DOES SCALE MEAN?

More clients

Work harder

Same work, more reach

Go viral

Raise money

Hire a team

Passive income

More revenue

Get bigger

Automate it

Sell a course

Franchise

What would yours say?

GROWTH

More output requires proportionately more input.



one in, one out

NOT ALL GROWTH IS SCALE

GROWTH

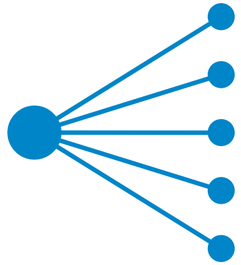
More output requires proportionately more input.



one in, one out

SCALE

More output, without more input.

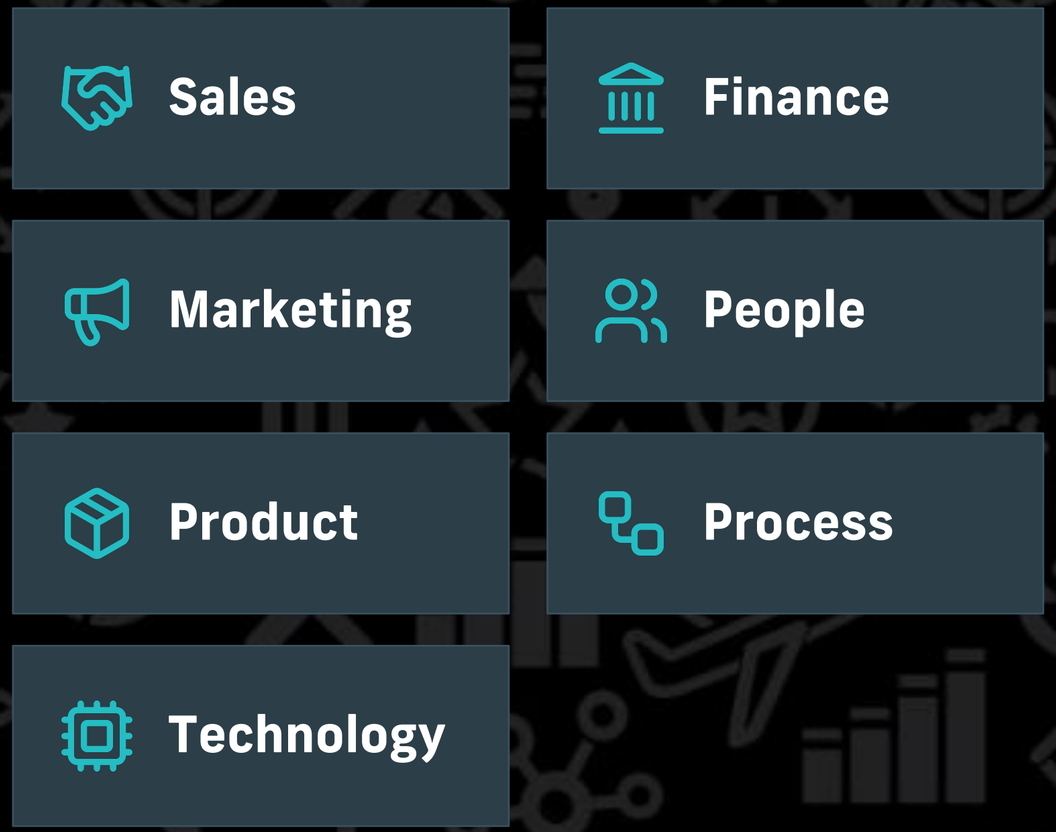


one in, many out

Most "scale your business" advice is growth advice.


Growth has a limit.
The limit is you, and your time.

Businesses don't scale. Parts do.



The question is not: will the business scale?
The real question is: which parts can scale?

MEASURING THE PARTS



Better

quality



Faster

velocity



Cheaper

cost-optimization



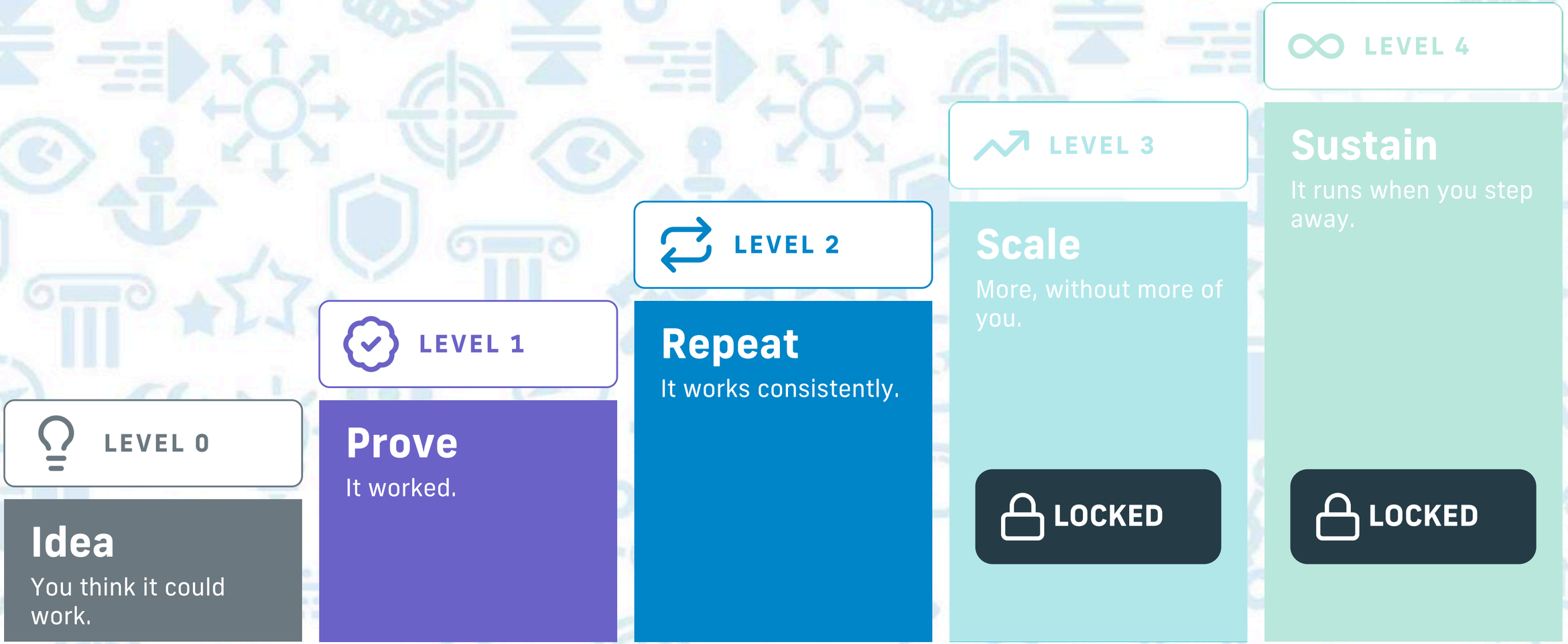
Safer

security

Does it actually work? Effective.


How do we know?
Measure the maturity.

YOU CANNOT SKIP A LEVEL



You cannot skip a level.

SCALE EFFECTIVELY

PROVEN

It works.

+

REPEATABLE

It works the same way, every time.

+

ALIGNED

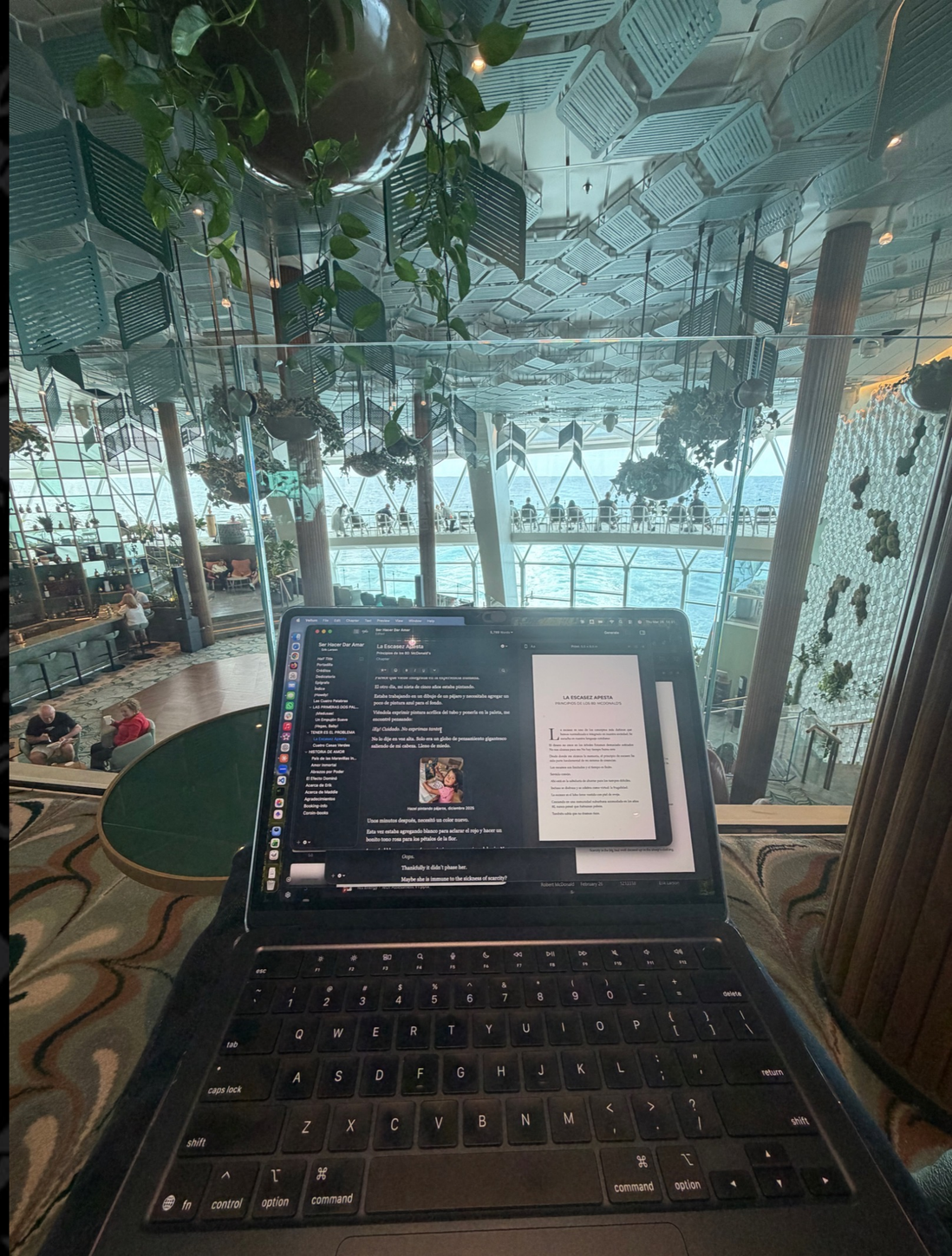
Every part pulls the same way.

Scale what is proven, repeatable and aligned, and you scale effectively.

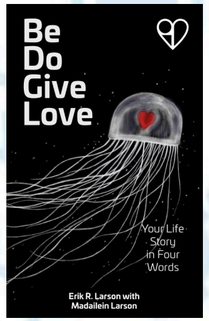
LEVEL 0

The idea.

Off the coast of New Zealand, March 2026



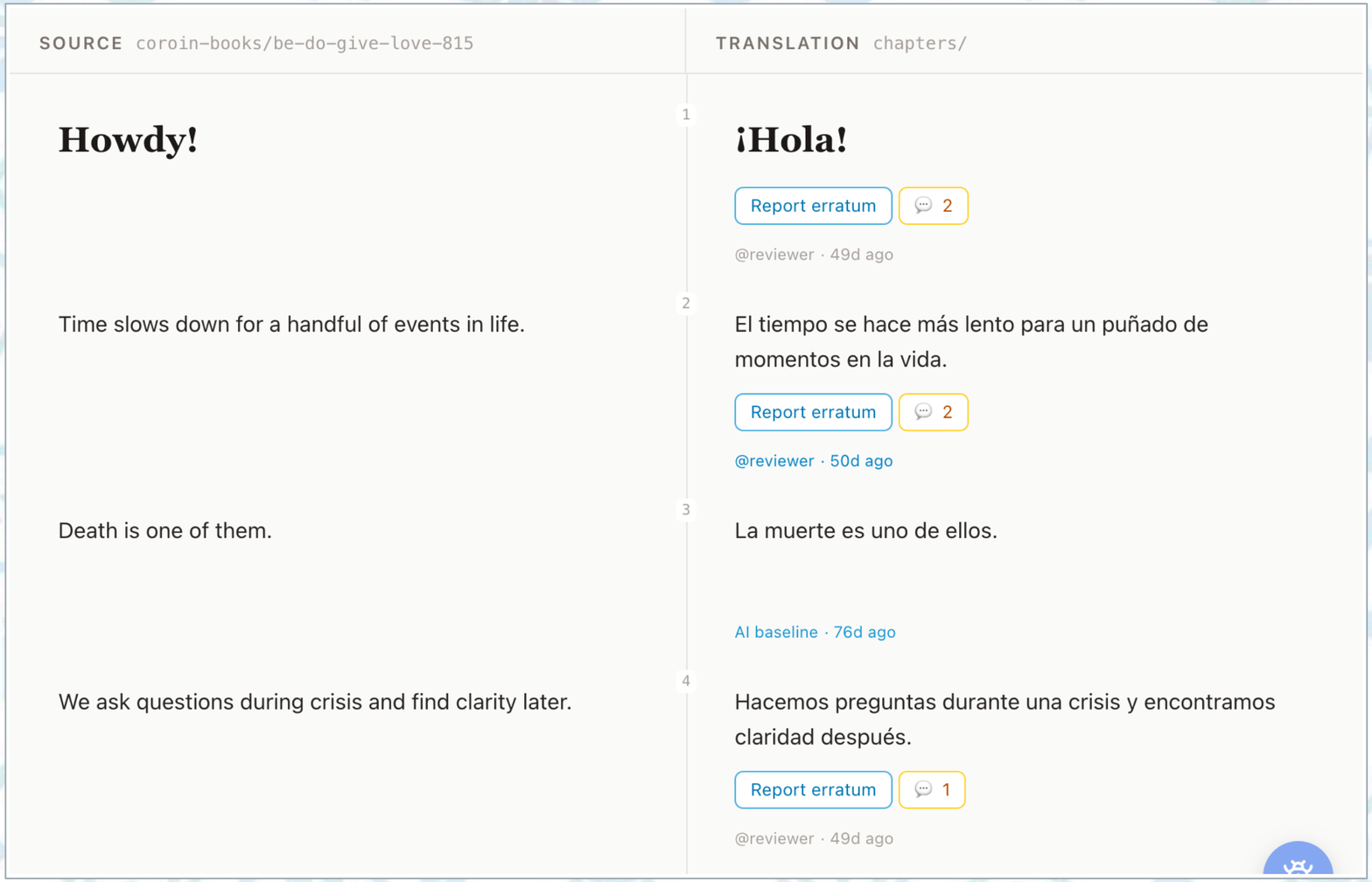
THE NINE-BOX

Spanish	Portuguese	French
Swedish		Danish
Italian	Norwegian	German

One book.
Eight translations.
Nine languages.

SCALE: MORE MARKETS

SAME SCREEN, EVERY LANGUAGE

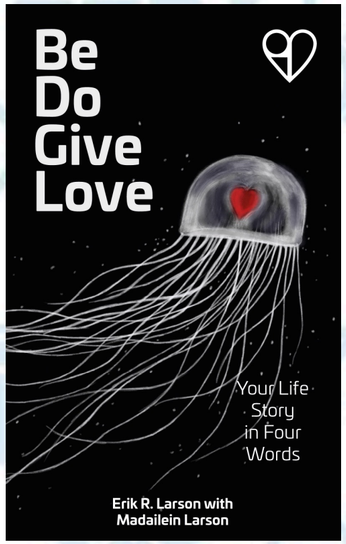


AI creates a base translation.

Humans make it real.

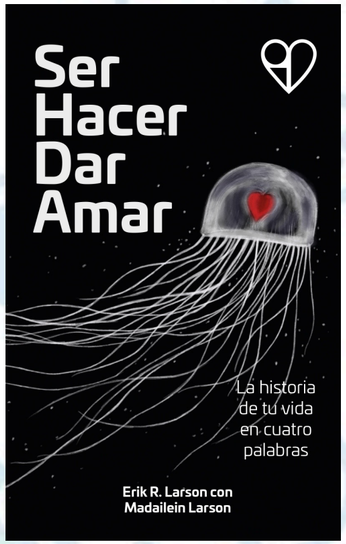
SCALE: MORE MARKETS

ONE BOOK, FIVE LANGUAGES



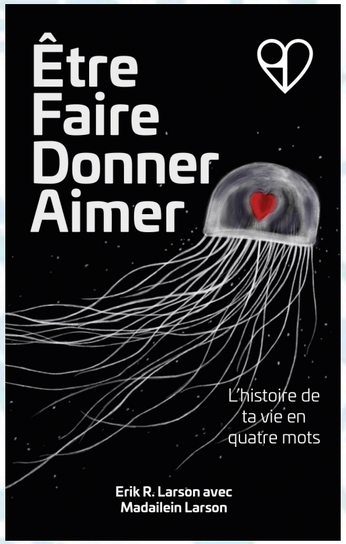
English

the original



Español

shipped 1 October



Français

shipped 1 November



Italiano

in process



Deutsch

in process

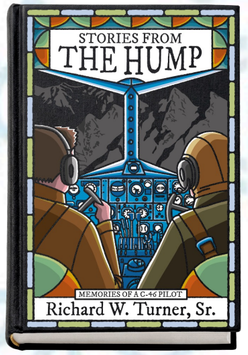
Connecting worlds means humans in the loop.

SCALE: MORE OFFERS

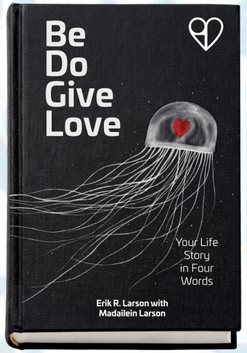


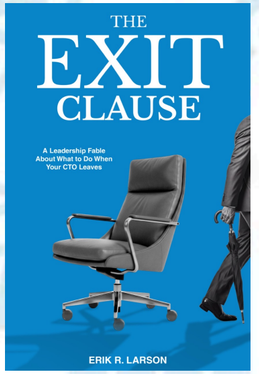












Carlos Maraver

vectorlance.com · based here in Barcelona

Connecting worlds, expanding opportunities.

More markets
expand your reach.

More offers
expand your catalog.



YOUR BUSINESS, FOUR PARTS

PRODUCT + SERVICE

Method

the recipe

what is offered: often, you

SALES + MARKETING

Menu

the counter

what is sold, and to whom

PEOPLE + TOOLS

Muscle

the kitchen

people, playbooks, tools, AI agents

RESULTS + REVENUE

Measure

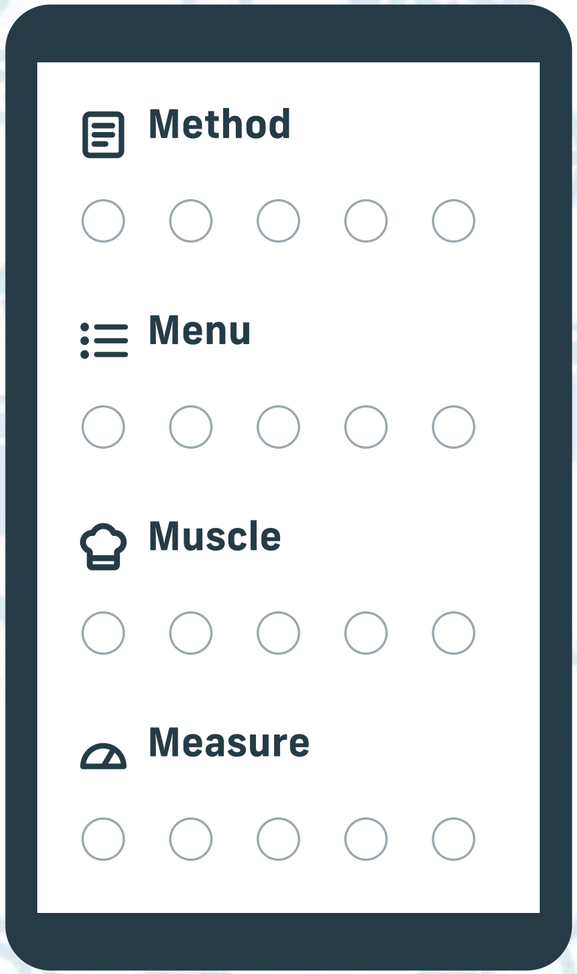
the tasting

client results, quality, revenue

Four parts. All at the same level of maturity?


What about your business?
Which parts can scale?

HOW DO YOU MEASURE IT?



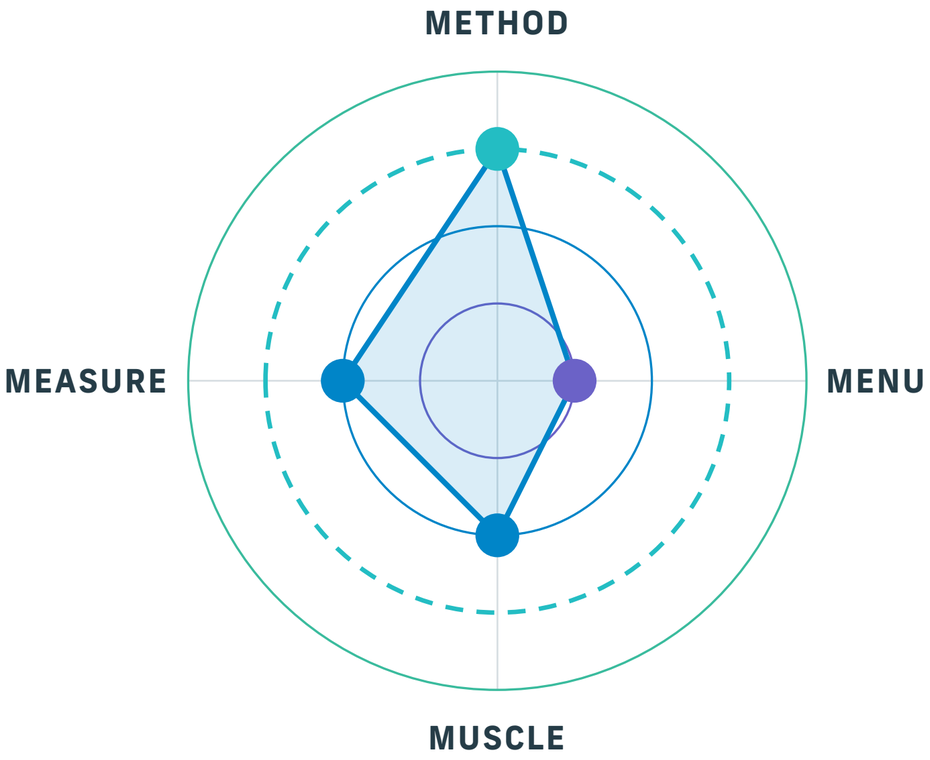
Twenty questions.

Your four parts, each at its level of maturity.

One next move.

Before I ask you to take it, I took it myself.

MY RESULTS



dashed: the target, Scale

METHOD	Scale
MENU	Prove · next move
MUSCLE	Repeat
MEASURE	Repeat

Twenty questions, four minutes, your own shape.

Use the strong parts to lift the weak one.

SCALE WHAT?

Prove it.

It works.

Repeat it.

The same way, every time.

Scale it.

More, without more of you.

Sustain it.

It runs when you step away.

The first three are the work. The fourth is the freedom.

The recording

The full talk, once the video is ready.

These slides

Download the deck as a PDF.

The Scale What diagnostic

Twenty questions, about four minutes. Your four parts, and your next move.

Bonus: build your own diagnostic

The free tool behind it. Runs in your own Google Drive: your data, no subscription.

Scan, or type:

erikcto.com/bcn2026

Thank you • Gracias • Merci • Danke

APPENDIX

Behind the talk.

About this talk, about the model, and about Erik.

Scale What?

PSA Spain International Speaker Convention · Barcelona · 7 November 2026

Everyone says scale your business, but what does that really mean? Scale is one of the most misused words in business. For nearly a decade Erik R. Larson has assessed scalability for private equity firms deciding whether to invest, and in this talk, he brings that same lens to speaking businesses. He breaks down what growth and scale really are, and why scale is a specific kind of growth, not just a synonym for more. Before anything is worth scaling, it should be proven and repeatable. That sounds simple, and it is. Simplicity is a design principle, and it is where clear priorities and obvious next steps come from. Attendees will leave knowing exactly where to focus their attention next.

ABOUT THE MODEL

The four levels of maturity, read four ways.

	Prove	Repeat	Scale	Sustain
Outcome	viability	repeatability	scalability	durability
What it looks like	it worked	it works consistently	more, without more of you	it runs when you step away
Failure mode	endless tinkering	one-hit wonder	divergence	founder dependence
The fix	ship it	write it down	check the value holds	build the handoff

Every part of your business sits at one level. Rarely the same one.

ABOUT ERIK



Erik R. Larson

CTO | Author | Speaker

It is easy to scale chaos.

The hard part is building something worth scaling.

Erik R. Larson is a CTO, author, and speaker who works where technology meets finance. A seven-time chief technology officer, he has led more than 250 technology diligence projects for private-equity investors and the companies they back, and steps in as interim CTO when a company is in transition. He is the author of Be Do Give Love, a father–daughter memoir written with his daughter and co-author, Maddie Larson, and publishes through his independent press, Coroin Books. He lives in Galveston, Texas.

25+	7×	8	250+
YEARS BUILDING SOLUTIONS	CHIEF TECHNOLOGY OFFICER	YEARS PRIVATE-EQUITY ADVISOR	DILIGENCE PROJECTS

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