

Notes on Scaling Strategy Template

Collaborative Landscape

This category pushes the social entrepreneur to look at those working in the same field, as well as other members of the ecosystem (governments, private sector, academia, media etc) whose involvement and/or support would be necessary to help spread the impact of the model.

** Who are the natural and perhaps not so obvious allies for you and your idea, and why? (Also think beyond the social sector: i.e. who uses similar inputs or creates and distributes similar output; whose work do you enable with your system change?)*

Here you may want to consider those who are not in your field or sector but who may be looking to build their own client base, serve a community with various services that they may not already have or build good will.

Example: Kavin Naidoo, the Ashoka Globalizer Fellow behind the International Center for Eyecare Education, works to assure that all who need quality eye care have access to it. As part of his program he imports low-cost frames and lenses and distributes them through a global research center and Vision Center branches. A key discovery during his Globalizer planning process was that a critical player to engage would be a company with a strong distribution network. With some advisory team contacts he was connected to a leading international courier company and is now in conversation with them about a collaboration that could significantly reduce the end costs of the products by cutting down the distribution component.

Example: Steve Collins, Ashoka Globalizer Fellow, promotes the treatment of severe malnutrition through “ready to use therapeutic food” administered by community members. He wanted to scale the impact of his work and also build on the idea of local economic empowerment. As he was spreading the reach of his product, he reached out to the National Association of Small Farmers in Malawi to engage them in fulfilling the factory’s input needs. The Association has become an important partner who now coordinates production and quality testing from small local farmers, freeing up organizational resources that had formerly been directed to managing procurement.

Goals and Timeline

*** What will your own organization look like 5 or 10 years from now? (Will it have grown, or shrunk, or changed its role, or...)*

Example: Realizing that impact can grow without having the organization grow, some entrepreneurs actually end up reducing the size of their original organizations and/or radically changing their roles in order to scale their impact. After creating organizations directly involved in programming using football/soccer for development, Jürgen Griesbeck realized that there were many organizations out there doing similar work that could greatly increase their impact if they were brought together into a powerful network. So instead of operating direct service programs he created an organization, streetfootballworld, focused on fostering and strengthening a network of organizations working in this area.

Potential Paths to Scale

1. Growing your own organization (ex. Organic growth, Branches, Franchise, M&A, etc.)

Most similar to how businesses tend to grow. Allows for greater control over what gets replicated but can be very resource-intensive and slow to grow.

Branches - The creation of local/regional sites through one large organization, much like company-owned stores in private sector.

Example: With access to significant resources and the desire to maintain strong control over its model, Teach for America has created branch offices that work in 43 different communities throughout the United States. (Each receives funding from the Teach for America Headquarters and also generates local funding to cover costs.)

Franchises - Formal contractual relationships with other organizations to operate a model or product that provides use of brand name, strong guidance and some control from the original organization.

Example: Dialogue in the Dark, offers franchises to museums and other social organizations to deliver their model of exhibitions that engage blind guides to lead sighted visitors through pitch-dark spaces. They collect a one-time fee for acquisition of the model as well as on-going royalties based on sales. This franchise model has enabled them to reach and sensitize over 7 million people in over 30 countries to understand their limits and respect others and has generated over 7000 jobs for the blind.

Mergers and Acquisitions – Joining forces with another organization to make a larger, more powerful organization.

Example: Genocide Intervention Network and Save Darfur Coalition joined forces, forming a larger organization to create a more powerful constituency focused on preventing genocide and mass atrocities.

2. Opening up your idea for replication (ex. licensing, Open Action, etc.)

Can allow for much faster spreading but also means letting go of some or all of the control of the model.

Open Action - Making the idea and methodology available to the public through open source, open distribution, crowd source, open design, networks.

Example: Kaboom put their methodology, tools and support on an on-line platform to enable communities to design, build and improve their local play spaces on their own and to share their experiences and learning with each other and the broader public.

Licensing - Providing your methodology to others to replicate, usually along with a one-time fee or some formal agreement with other parties in exchange for the right to use the methodology.

Example: The JumpStart program geared towards engaging college students to help disadvantaged pre-schoolers be better prepared for success has increased its impact by

licensing its program to universities across the U.S. to operate rather than managing the programs itself.

3. Creating "smart networks" through which you can distribute your product/methodology/tools and turn others into your salesforce/allies (ex. network associations, partnerships where you piggyback, etc.)

Example: Aflatoun, an organization geared toward teaching and spreading children's financial education, works in conjunction with children's organizations worldwide to spread their methodology through them. The Aflatoun Secretariat actively supports the local partners through capacity building and acting as a resource center.

Example: streetfootballworld operates solely as a network connecting the organizations around the world that use football/soccer as a tool to empower disadvantaged young people. Its work consists of fostering and strengthening the network and its members to generate the broadest impact and social change, providing capacity building, festivals, and a platform to enable collaboration among members.

4. Setting new standards (ex. advocacy, campaigns, movements, policy change, creation of new protocols and standards, specialized training, etc.)

Many of these methods are tied together and often work in conjunction to generate greater impact or systemic change.

Advocacy and specialized training

Example: The modern hospice model shows how one entrepreneur, Dr. Cecily Saunders, kicked off a movement and began setting new standards initially by teaching it in a nursing program and advocating for it through public speeches. The movement she initiated resulted in policy change and widespread use of the hospice system and the protocols associated with it throughout the world.

Similarly, Florence Nightingale, upon establishing effective means to improve hospitals, used a combination of advocacy through publications and political contacts and setting up her own nursing school to promote new hospital standards and protocols that revolutionized the field of nursing.

New protocols and Standards

Example: Transparency International has developed indexes and surveys that track and tackle corruption at every level of society, producing a change in systems of monitoring and governance globally.

Campaigns - Organized efforts to persuade people to accept, adopt, modify or abandon certain ideas, attitudes, practices or behavior.

Example: Ashoka Globalizer Fellow Jerry White and his organization Survivor Corps formed part of the Nobel Peace Prize-winning International Campaign to Ban Landmines. This global network of organizations in over 90 countries works for a world free of antipersonnel landmines and cluster munitions, where survivors of these can lead fulfilling lives. Their campaign work has led to a treaty to ban landmines from all future conflicts and has resulted in over 50 million mines being destroyed, as well as a drop from 26,000 to 5,000 annual casualties within a decade.