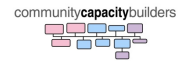


Introduction Scaling Social Impact



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Meanings of Term “Scaling Social Impact”

Table 1
Definitions of scaling social impact (ordered alphabetically).

Authors	Definitions
Alvord et al. (2004, p. 275)	Scaling up [...] includes) three major patterns for widening the impacts of successful social entrepreneurship initiatives: (a) expanding coverage to provide services and benefits to more people, (b) expanding functions and services to provide broader impacts to primary stakeholders, and (c) initiating activities that change the behavior of other actors with wide impacts, scaling up impacts indirectly.
André and Pache (2016, pp. 664-665)	Scaling across refers to an approach that focuses on disseminating and sharing the social innovation developed by the social entrepreneur with other actors. ... Scaling deep refers to an approach that focuses on improving and enriching current processes in order to enhance the impact on beneficiaries. ... Scaling up refers to the approach that focuses on designing operations to reach out to new beneficiaries in geographical locations not yet served by the venture.
Blundel and Lyon (2015, p. 93)	Scaling of social impact is also evident through the replication process as other organizations draw on the HEFW model and adapt it for their context.
Bocken et al. (2016, p. 305)	“Scaling up” in this paper is defined ... as: Increasing the number of customers or members of a business as well as expanding its offer and maintaining its revenues until it reaches millions of people.
Dees et al. (2004, p. 30)	(Scaling social) impact should not just be about serving more people – it should be about serving them well.
Dees and Koch (2014, p. 148)	Scaling social impact is the process of expanding or adapting an organization’s output to better match the magnitude of the social need or problem being tackled.
Gauthier et al., (2019, p. 350)	Increasing the impact a social purpose organization produces to better match the magnitude of the social need or problem it seeks to address.
Guha (2019, p. 1367)	Scaling up can be defined as “expanding, adapting, and sustaining successful projects, programs, or policies over time for greater development impact”.
Khare and Joshi (2018, p. 33)	Scaling can be understood as increasing the reach or geographical spread of the enterprise termed as Scaling Up.
Kirkul et al. (2018, p. 410)	Scaling social impact can be defined in two categories: ‘depth impact’ and ‘breadth impact’. The first, refers to a qualitative improvement in terms of development of products/services scope in serving the needs of the target community while the second, refers to the quantitative growth of impact, designed to reflect geographic expansion or increases in the number of people benefitting from the solution.
Lee and Restrepo (2015, p. 462)	The ability of a social business to increase the impact of a given program for more beneficiaries, while maintaining financial stability to ensure survival.
Lyon and Fernandez (2012, p. 69)	Scaling up takes into account the number of beneficiaries, the quality of the service as well as its sustainability.
Palomares-Aguirre et al. (2018, p. 4500)	Scaling up can be seen as a continuum ranging from internal organic growth controlled within the organization to wider dissemination of good practice. This continuum therefore represents a shift from the complete control within an organization to a situation where the originator of the innovations and developments has limited power over how this is implemented. In each case the objective is to increase social impact, although how this is done may change.
Smith and Stevens (2010, p. 588)	The ability of a social business to increase the impact of a given program for more beneficiaries, while maintaining financial stability to ensure survival.
Smith et al. (2016, p. 681)	Scaling up refers to the growth in social value by expanding a current programme to other geographic locations. ... Scaling drop means “focusing ... energies and resources on achieving greater impact in your home community by doing one of the following: improving the quality of your services, achieving greater penetration of your target client population, finding new ways to serve your clients, extending your client services to new client groups developing innovative financial management approaches and serving as an example to others in your field” [emphasis in original].
Tjorboe and Westley (2012, p. 179)	Scaling is defined as increasing the magnitude of the social impact of the organization and focuses on the efficient growth or expansion of social impact.
Uvin (1995, p. 927)	Scaling up refers to the replication and growth of the innovation in new markets and locations through market mechanisms; scaling up refers to a change strategy that targets institutions, resource flows, and beliefs at a broader systemic scale.
Uvin et al. (2000, p. 1410)	Increasing the impact of grassroots organizations and their programs.
VanSandt et al. (2009, p. 421)	Scaling up is about “expanding impact” and not about “becoming large”.
Westley et al. (2014, p. 237)	Scaling is the term used to describe efforts to expand in order to move from solving local, idiosyncratic problems to addressing issues that affect increasing number of people over larger geographical areas.
	“Scaling up” refers to identifying opportunities and barriers at broad institutional scales, with the goal of changing the system that created the social problem in the first place. ... “Scaling out”, defined as the organization attempting to affect more people and cover a larger geographic area. [emphasis in original].

Islam, 2020



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Scaling

- 'increasing the impact a social-purpose organization produces to better match the magnitude of the social need or problem it seeks to address'

Dees 2008, p. 18



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Learning Objectives

- Participants:
 - Compare and contrast different approaches for scaling social impact
 - Develop a scaling strategy to increase their social impact



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Unit 4: Sections

1. Scaling Your Social Impact
2. Scaling Social Impact Through Others
3. Scaling Social Impact With Others



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References:

- Dees, J.G., 2008. Developing the field of social entrepreneurship. A report from the Center for the Advancement of Social Entrepreneurship, Duke University.
- Islam, S. M. (2020). Towards an integrative definition of scaling social impact in social enterprises. *Journal of Business Venturing Insights*, 13, e00164.



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