

Scaling Impact vs Scaling a Social Enterprise



1

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

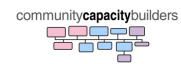


2

Social Enterprise Growth

- 'Creating new service sites in other geographical locations that operate under a common name, use common approaches, and are either branches of the same parent organisation, or very closely-tied affiliates of a parent organisation'

Wei-Skillern et al., p. 259



3

Social Enterprise Growth

- Motivations behind growing a social enterprise:
 - Achieving the social enterprise's mission;
 - Demand from new communities for their service;
 - The need to achieve economies of scale;
 - The personal ambitions of the organisation's leaders

Wei-Skillern et al., p. 260



4

Social Enterprise Growth

- Should only be pursued if it is the most efficient, effective and sustainable approach to achieve greater social impact
 - Requires significant management and resource challenges

Wei-Skillern et al., pp. 260-261



5

Scaling Social Impact

- Social entrepreneurs who pursue pattern-changing (systems changing) ideas are more concerned with scaling their impact than with growing their enterprise
- Pattern-changing (systems changing) social entrepreneurs scale their social innovations by:
 - Direct scaling; growing their own organisations, and
 - Indirect scaling; influencing other organisations

Sherman, 2006, p. 10



6

References

- Dees, J.G., 2008. Developing the field of social entrepreneurship. A report from the Center for the Advancement of Social Entrepreneurship, Duke University.
- Sherman DA (2006), Social Entrepreneurship: Pattern-Changing Entrepreneurs and the Scaling of Social Impact, Case Western Reserve University, Weatherhead School of Management, Cleveland
- Wei-Skillern, J., Austin, J., Leonard, H. and Stevenson, H. (2007), Entrepreneurship in the Social Sector, London: Sage Publications

