Strategic Options for Scaling Out

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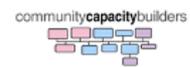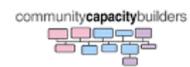
In this lecture we are going to look at the scaling out approach to scaling and a number of options for scaling out.

Scaling Out

- Scaling by affecting more people with an intervention and covering a larger geographic area.

Westley, 2014, p. 237

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Scaling out is an attempt to affect more people with an intervention and to cover a larger geographic area with an intervention.

Assessing Scaling Options

- Need to consider:
  - The readiness of the intervention and their organisation
  - The resources required for each scaling option
  - The readiness of communities and the key institutions in them to embrace the intervention
  - The risk to their organisation and to the successful replication of the intervention for each option, and
  - The benefits each scaling option provides for magnifying the social impact

Dees et al., 2002

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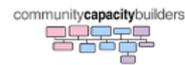
When considering scaling a project, program or other type of intervention, the things that need to be considered include:

The readiness of the intervention and the organisation that has developed it

The resources required for each scaling option

The readiness of communities and the key institutions in them to embrace the intervention
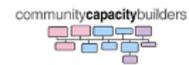
The risk to their organisation and to the successful replication of the intervention for each option, and

The benefits each scaling option provides for magnifying the social impact

Options for Scaling Out

		How: Mechanisms for Extending Reach			
		Dissemination		Affiliation	Branching
		Only	With TA	Loose Moderate Tight	
What: Framing the Social Innovation	Program				
	Organization				
	Principles				

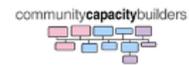Dees et al., 2002

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There are a number of choices of approaches to scale out. This framework has been developed to assist with understanding and assessing the range of scaling options available.
It highlight two fundamental decisions that need to be made when pursuing scaling; determining what to scale and determining how to scale

What to Scale?

	How: Mechanisms for Extending Reach		
	Dissemination	Affiliation	Branching
	Only With TA	Loose Moderate Tight	
What: Framing the Social Innovation — Program			
Organization			
Principles			

Dees et al., 2002

Common ways to package an intervention, the 'what to scale', include one or a combination of scaling the general principles, scaling a program or scaling an organisation.

General principles are *'guidelines and values about how to serve a particular social purpose'*;
A program is *'an integrated set of procedures and routines for directly serving a specific social purpose'*; and
An organisation is *'a self-contained system for mobilizing people and resources to serve a social purpose'*.

Theories of Change

- Contain:
  - The underlying assumptions about how and why the program will achieve the expected results
  - The outcomes the program is expected to achieve over time, and
  - The connection between the programs strategies and outcomes.

Gutierrez and Tasse, 2007

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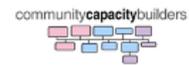
The decision as to 'What' to scale is guided by the theory of change for an initiative. We looked at theories of change in Unit 3.

Theories of change contain:

•The underlying assumptions about how and why an initiative will achieve the expected results

•The outcomes it is expected to achieve over time, and

•The connection between its strategies and outcomes.

What to Scale

- Should be guided by:
  - the 'minimum critical specification' of the intervention: 'the fewest program elements possible to produce the desired value', and
  - The ability of the minimum critical specification to be standardised

Bradach, 2003, p. 21
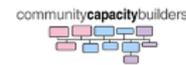
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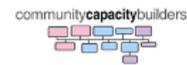
The movement of an organisation's theory of change to a new location is considered to be at the heart of replication, and the more complex an organisation's theory of change, the more difficult it is to replicate the innovation.
The decision of what to scale should be guided by
the 'minimum critical specification' of the intervention: 'the fewest program elements possible to produce the desired value', and
The ability of the minimum critical specification to be standardised

How to Scale?

| | How: Mechanisms for Extending Reach | | |
	Dissemination	Affiliation	Branching
	Only With TA	Loose Moderate Tight	
Program			
Organization			
Principles			

What: Framing the Social Innovation

Dees et al., 2002

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Once which elements of the initiative to scale has been decided, the next decision is' how to scale' the initiative.
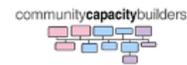
One or a combination of dissemination, affiliation or branching are usually used for how to scale.

•Dissemination is the sharing of information only, or providing information with a short term agreement, where technical assistance can be provided to those using the information to replicate the intervention

•Affiliation is an ongoing agreement between the person/organisation that has the intervention and the replicating organisation, enabling the replicating organisation to be part of an identifiable network, with the agreement loosely, moderately or tightly prescribing such things as branding, program content, funding responsibilities, quality control and reporting requirements,

•Branching is where an organisation that has the intervention sets up remote sites that are legally part of the same original organisation.

How to Scale

- Reach versus Control
  - Dissemination greatest reach
  - Branching greatest control

Wei-Skillern et al., 2007, p. 265

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Whilst scaling through dissemination enables social entrepreneurs to have the greatest reach, social entrepreneurs generally pursue organisational growth through affiliation, or branching, or a combination of affiliation and branching, due to concerns about quality and control (Wei-Skillern et al., 2007, p. 265). Branching is a similar approach to scaling as the creation of company owned stores in the for-profit sector (Dees et al., 2002, p. 5). Whilst branching provides the social entrepreneur with the greatest degree of control, it has the disadvantage of being the most resource intensive option for scaling (Wei-Skillern et al., 2007, p. 265; Dees et al. 2002, p. 6).

How to Scale

- Affiliation
  - Tight forms similar to for-profit franchising
  - Lessons from franchising model:
    - The value of leveraging a proven program
    - A recognisable model makes it easier to attract resources and customers, and
    - Being part of a larger system enables resources and expertise to be acquired

      Bradach, 2003

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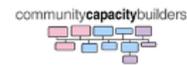
Tight forms of affiliation have some similarities to franchising in the for-profit sector. The franchising model offers a number of lessons for social initiatives:
•The value of leveraging a proven program; as need substantive evidence that a theory of change is strong to justify replication
•A recognisable model makes it easier to attract resources and customers, and
•Being part of a larger system enables resources and expertise to be acquired

References

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