



Topic 3.2 Lecture 3

Scaling through Others




Welcome to lecture 3 of Topic 3.2. In this lecture we are going to look at the approach of scaling through others.



Scale through Others

- Social entrepreneurs should work with and through others to scale their social innovation
 - Due to the scale and complexity of most social issues

Wei-Skillern, 2007, p. 263




It has been suggested that in order to increase impact, social entrepreneurs should work with and through others to scale their initiatives, given the scale and complexity of most social issues.



Scaling through Others

- Social entrepreneurs need to work with larger organisations that have the capacity to scale social innovations:
 - ‘Often the innovative and creative “bees” (social entrepreneurs or inventors) need to find supportive “trees” (big organizations with the machineries to make things happen on a big scale).’

Mulgan, 2006, p. 153



Mulgan (2006, p. 153) uses the metaphors of bees and trees to describe the need for many social entrepreneurs to work with larger organisations that have the capacity to scale social innovations:

‘Often the innovative and creative “bees” (social entrepreneurs or inventors) need to find supportive “trees” (big organizations with the machineries to make things happen on a big scale).’



Scaling through Others

- 'In charities and social enterprises, the founders who were just right for the organization during its early years are unlikely to have the right mix of skills and attitudes for a period of growth and consolidation.....The skills and mind-sets required for creating a radically new market not only differ from, but actively conflict with, those needed to grow and consolidate. Big companies are often better placed to move new ideas from niche markets to mass markets, and many have concluded that they should subcontract the creation of new and radical products to start-up firms, thus concentrating their own efforts on consolidating markets and buying up companies or licenses that they see as promising.'

Mulgan, 2006, p. 154



Mulgan (2006, p. 154) further suggests that scaling social innovations may require the start-up social entrepreneur to sell or license their social innovation to a larger organisation:

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References

- Mulgan, G. (2006) 'The Process of Social Innovation', Innovations, Spring 2006, vol. 1, no. 2, pp. 145-162.
- Wei-Skillern, J., Austin, J., Leonard, H. and Stevenson, H. (2007), Entrepreneurship in the Social Sector, London: Sage Publications

