SCALING UP

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BACKGROUND

- Preschool Startup
  - 20 staff, 100+ students

- Hardware Startup
  - 5 staff, 1000 customers

- Facebook
  - 10,000+ staff, 1,000,000,000+ users
WHAT IS SCALING?

• **Scale** - “Do more of something”
  - Help more people
  - Raise more funding
  - Ship more product

• **Leverage** - “Do more with less”
  - More impact per dollar
  - More output per staff member
  - More donations per donor
CHOOSING WHAT TO SCALE

- **Metrics** - “Things that you measure”
  - Nothing improves without being measured

- **Direct Impact Metrics**
  - Emissions reduced; Resources saved; Lives saved

- **Indirect Impact Metrics**
  - Funds raised; Staff size; Social media audience

- **What actually matters to you?**
GOALS

• **10x Goals vs. 10% Goals**
  • “We want to grow by ___ this year.”
  • These are qualitatively different!
  • 10x is not just repeating 10% one hundred times

• **Commit to Scaling**
  • Aggressive goals force creative thinking
FAILURE

- Failing sometimes is OK
  - Failing quick let’s you try your next strategy
  - One successful 10x goal = 100 successful 10% goals

- Pick aggressive (but possible) goals
  - 50%-50% success-fail rate is a good target
TRACKING & REPORTING

- **Measure metrics frequently**
  - Weekly or monthly

- **Report regularly**
  - Emphasize priority and impact, boosts morale

- **Monitor progress**
  - Forces important but difficult conversations
SCALING STRATEGIES

• **Product vs. Service**
  • “Productize” your services when possible

• **Training & Education**
  • Use “recipes” to simplify complex subjects

• **Funding Models**
  • Seek models that scales with impact, not effort
SUMMARY

• Choose Metrics that Matter
• Set Aggressive Goals
• Track Your Progress
• Pick Scale-Friendly Strategies
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