

SCALING UP

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Board of Directors

Solar Cookers International

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 donar

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 succesful 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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