

# Scaling Services Up: the Leadership Requirements

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# The Problem

Firms face large problems to scale up their service designs and innovations.

*“... scaling-up services is one of our biggest problems..”*

*“... a key problem is not the the design of services, but how to scale these...”*

*“... we struggle to scale our services...”*



# Objective

To explore the leadership requirements and characteristics for scaling services up.



## Research question:

What are the leadership requirements and characteristics for scaling services up ?

# What is scale up?

Scale up .... Is the increase, expansion or growth...

*"...efforts to increase the impact of innovations successfully tested in pilot or experimental projects so as to benefit more people and to foster policy and programme development on a lasting basis".*

Simmons and Shiffman (2007). Scaling up health service innovations: a framework for action.  
*Scaling up Health Service Delivery: From Pilot Innovations to Policies and Programmes.*  
Geneva: WHO, 1–30.

# Types of scaling strategies

**Vertical** - replication,  
geographical replication

**Horizontal** – expansion,  
growth of projects

Simmons and Shiffman (2007). Scaling up health service innovations: a framework for action. *Scaling up Health Service Delivery: From Pilot Innovations to Policies and Programmes*. Geneva: WHO, 1–30.

# Assessing the success of scaled-up services

# Indicators of success: scaled up services

Lagging Indicators

Leading Indicators



# Leaderships factors in scaling up services

Targeting, coordinating & promoting service scale ups

## Transactional Characteristics

Business Skills

People Skills

Personality

Job

## Transformational Characteristics

Transformational

Leading Top Mgmt Teams

Exploration & Exploitation Drive





# Transactional leadership characteristics enabling successful service scale up

## Business

- Foresee future trends
- Bridge traditional and service worlds

## People

- Orchestrate different skillsets and work-streams
- Make changes at employee level

## Personality

- Visionary, entrepreneurial, decisive, risk taker, tenacious

## Job

- Understand how the innovations integrates into the portfolio

# Transformational leadership characteristics enabling successful service scale up

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## Transformational leadership

- Intellectual stimulation
- Inspirational motivation

## Leading top management teams

- Diversity of expertise and information
- High complementary skills
- Shared vision

## Managing exploration and exploitation

- Visionary, ability to manage the exploration and exploitation of people's abilities
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# Summary of key aspects to consider

1. Horizontal scale up matters
2. Too often horizontal scale ends at the point of “evaluation”
3. To really scale services, we need better leadership and better KPIs
4. The KPIs have to cover the five categories – financial, context, operational, strategic and competitive
5. Better leadership requires transactional and transformational characteristics
6. We develop a methodology for assessing how to successfully scale up your services

# Thank you

## Questions

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