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Scaled Factors Opinions expressed by Entrepreneur contributors are their own. You're reading Entrepreneur South Africa, an international franchise of Entrepreneur Media. Questions govern our lives more than we care to admit. Indira Gandhi said it best: "The power to question is the basis of all human progress." Bigstock There can be no better example to illustrate the direct relationship between questions and human progress than during the space race between Russia and the United States.In 1962, John F. Kennedy gave his famous "we choose to go to the moon" speech and just 2 503 days later Neil Armstrong and pilot Buzz Aldrin stepped onto the moon. It was indeed a small step for man but a giant leap for mankind. The entire world celebrated the moon landing.We marvelled at a new dawn of human achievement and the possibilities that lay before us. Yet despite all the innovation that had occurred as a result of the Space Race, there was plenty more waiting in the wings. One of those innovations was wheeled luggage.Related: Video: The Mindset You Need To Scale From R100 000 To R1 MillionThat's right, we put a man on the moon 13 years before we put wheels on luggage. Why? Because the best minds in the world were focused on putting a man on the moon, not making normal travel a bit easier.Ask better questionsThis same principle is true for you, because as an entrepreneur on any given day, you can create any number of possible futures for your business and for yourself. And so, the question becomes how do you create the future you truly desire?Well, the simple way is to ask better questions, because if you don't ask the right questions, you'll never get the right answers. You will always be acting on less-than-okay information. And with less-than-okay information you will inevitably make less-than-okay decisions.And decisions are your ultimate power. Whether you choose to scale up or not, your decisions today will always predict the outcomes of tomorrow.Related: How Osidon Has Gone From Start-up To Scale-up in 2 YearsSo, what kind of questions should you be asking? Start by asking yourself: What do I want? Do you want to make the human race a multi-planetary species and colonise Mars like Elon Musk?Do you want to prove to your dad that you can build a bigger business than he ever could? Do you want to build a bigger business than your ex-wife's new partner? Do you want to live a simple life in relative isolation, made possible by an online information product business that makes \$50 000 a month?Find your inner valuesNext, ask yourself why? For example, if you want to build a billion-dollar business, then ask yourself why? It may be because you want people to admire your achievements or maybe your risk radar is broken and you'll do anything just to see if you can pull it off.At its essence, it's about understanding what motivates you as a human being. The world's leading expert on the human psyche, Tony Robbins suggests that there are six needs that drive us as humans. These are broken down by the four needs of the personality and the two needs of the soul.The needs of the personality:Certainty - the desire to know what is going to happen.Uncertainty - the desire and appetite for risk.Love - the desire to connect with people.Significance - the desire to be seen and admired by others.Related: 5 Lessons to Take Your Start-up to Scale-upThe needs of the soul:Growth - the desire to grow and improve.Contribution - the desire to give back.Most of us are motivated by one or two of the above needs more than the others. If you were to select two of the above six, what would they be? How can you see these needs being expressed in your behaviours and importantly, in the things that you want for yourself and for your business?The thing about your motivations and the goals you set for yourself is that they will change over time. When I was in my twenties, when someone asked me what I wanted out of life, my need for significance would kick in and I would say, "I want to be the owner of a billion-dollar business."But when I'm asked that question today, the answer is all about contribution. Most entrepreneurs go through this same transformation. My good friend Rich Mulholland, who is one of South Africa's (if not the world's) best speakers, says it best: "When I was 20, I wanted to be a billionaire. When I was 30, I realized that I probably would never be one and at the age of 40 I stopped giving a fuck."Related: Do You Have That 1 In 100 Business That Can Scale And Land An Investor?He's busy building a great new startup that he plans to scale around the world, but his why has changed.The greatest entrepreneurs are motivated by passionWhat I have observed about the motivations of the entrepreneurs who have built businesses to scale, is that they are very rarely - if ever - motivated by material things. Since the very first interview I conducted on my podcast, my last question to every guest has been this: "Why do you do what you do? What gets you get out of bed in the morning?"You may be surprised to learn that I've never received an answer that had anything to do with wanting to be successful or about chasing a number in a bank account.In fact, the large majority are motivated by spiritual needs, a deep desire for personal growth and a need to contribute to humanity and the world around them. In all cases, there is a great deal of meaning attached to their actions.Find the hungerBack to growth versus scale businesses. The biggest difference I've encountered between an entrepreneur who chooses to build a growth business versus one that chooses to pursue a scale business comes down to one thing - hunger.Related: Why Start-ups Like Uber Stumble When They Scale"Scalepreneurs" or entrepreneurs who do build a business to scale, remain hungry despite their successes. It's never about the money.Instead, their motivations are firmly placed in the areas of uncertainty, growth and contribution and they have an insatiable fascination and curiosity to see how big something can become.Their love for the game of business is tireless. If this sounds like you, then you are probably chasing a scale business and I would also bet that you are not reading these words by chance.This is an edited excerpt from Matt Brown's new book, Your Inner Game: 12 Principles For High-Impact Entrepreneurs.To attend the launch, go to The First Rule For Fast Growing Businesses? Scale Yourself Economies of scale refer to economic efficiencies that result from carrying out a process on a larger scale. Scale effects are possible because in most production operations fixed and variable costs are involved; the fixed costs are not related to production volume; variable costs are. Large production runs therefore "absorb" more of the fixed costs. An example is a printing run. Setting up the run requires burning a plate after a photographic process, mounting the plate on the printing press, adjusting ink flow, and running five or six pages to make sure everything is correctly set-up. The cost of setting up will be the same whether the printer produces one copy or 10,000. If the set-up cost is \$55 and the printer produces 500 copies, each copy will carry 11 cents worth of set up cost. But if 10,000 pages are printed, each page carries only 0.55 cents of set-up cost. The reduction in cost per unit is an economy due to scale. Very much the same thing happens when an author writes a book and gets it published. Writing the book is the fixed cost. If the publisher pays the author a \$10,000 advance and then only sells 25 copies, each book cost the publisher \$400 in fixed cost alone—and the publisher will lose a lot of money. If the book sells 5,000 copies, each carries \$2 dollars in fixed cost. An effective supervisor can supervise 10 to 12 people as effectively as three; after that the supervisor's "span of control" will be affected. This example shows that economies of scale have limits. A forging press cannot be operated longer than 24 hours a day. A moderately sized accounting department cannot handle a growing volume of transactions indefinitely: it will have to add employees eventually.Economies of scale are closely tied to systems of production where something standardized is replicated many times—or to fixed facilities that may be utilized for a few hours only or for 24 hours a day. Limitations are thus imposed by equipment capacity, time, and the nature of the product or service. Heart by-pass operations, although many thousands are performed every day, are always unique. A heart surgeon's personal action is involved and cannot be mechanically multiplied. Economies of scale are thus not available in heart surgery. Neither are they available in barber shops. In general, therefore, businesses or activities that provide unique services delivered in person are less able to generate economies of scale. People who ultimately sell their time—rather than something that they have made (which can be multiplied)—tend therefore to charge more for their time; the higher the skill level, the more they charge.It is frequently repeated that small businesses have less opportunity to apply economies of scale for the simple reason that they are small and unlikely to be engaged in mass production. The generalization is true enough if economies of scale are viewed narrowly. In effect economies of scale are also available to small businesses—and increasingly so as a consequence of modern developments in the services sectors and in electronics.Many small businesses achieve economies of scale by purchasing their payroll services from a large payroll company; they receive sophisticated services, including annual tax notifications, at a much lower cost than they could achieve by paying a payroll accountant in-house. Accounting services are purchased similarly, often in combination with using a modern software program for keying data in at the company's location and having a professional accountant check and use the software for tax preparation purposes. The small business using the professional accountant only uses a small portion of his or her time—and pays only a small percentage of the accountant's fixed costs. Small business are adept at using services rather than doing the job in-house. Any organization servicing a large number of small businesses (like a payroll service) is, from the small business perspective, an "economy of scale." In many locations across the country chambers of commerce or other organizations offer health insurance services to small businesses. In these instances, the chamber becomes the effective "large scale" purchaser of insurance on behalf of its members. It thus creates a large pool of people much more attractive to the insurance carrier; the latter enjoys the scale effect by dealing with a single purchaser; the small business enjoys an attractively low premium unavailable except by this participation—an extension of the concept of economies of scale.Developments in computers and the spread of the Internet have created economies of scale at low cost to the small business which the small business is able to exploit. In the mid-2000s a small business with a handful of employees, a few computers, and an Internet connection can deliver services that, in the 1950s, would have required 200-some-odd employees. Aspects of this subject are covered under a variety of different contexts throughout this volume. The Internet has enabled small operations to be much more productive in purchasing, marketing, hiring, data collection, accounting, selling for credit, desktop publishing, and in other areas.Overlooked in the general discussion of economies of scale, narrowly construed, is the fact that small businesses are themselves providers of economies of scale. By their very nature they are physically closer to the consumer and therefore efficient outlets for the consumer who wishes to save time. Large retail discount houses attract by low pricing—but they are usually at a substantial distance. Small businesses are nimble, flexible, and creative precisely because they are small and, being small, they are not subject to the massive systems-responses of the giants whose recorded voices assure us that "Your call is important to us." Our call is important but sometimes never answered by a living voice. "Corporate E-cycling." Los Angeles Business Journal, 9 May 2005. DeYoung, Robert. "The Performance of Internet-Based Business Models: Evidence from the banking industry." The Journal of Business, May 2005. Henricks, Mark. "Learn To Share." Entrepreneur, March 2001. "No Special Relationship." Utility Week, 28 November 2003. Potter, Donald V. "Scale Matters." Across the Board, July 2000. Sinnock, Bonnie. "Industry Needs to Grapple with Issue of Outsourcing Jobs Overseas." National Mortgage News, 15 March 2004. Taylor, Marcia. "How Big is Enough?" Top Producer, December 2003. 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