

2nd Edition

Repositioning your Social Enterprise for new realities

A strategy and impact
measurement workshop

STRATEGY SESSION

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AN UNCERTAIN TIME

“We are caught between managing hunger and sustaining an economy that is not only dependent on commercial activities in Lagos alone but also in other states. We are at the stage where we have to balance public health safety and the economy that affects the wellbeing of the people.”

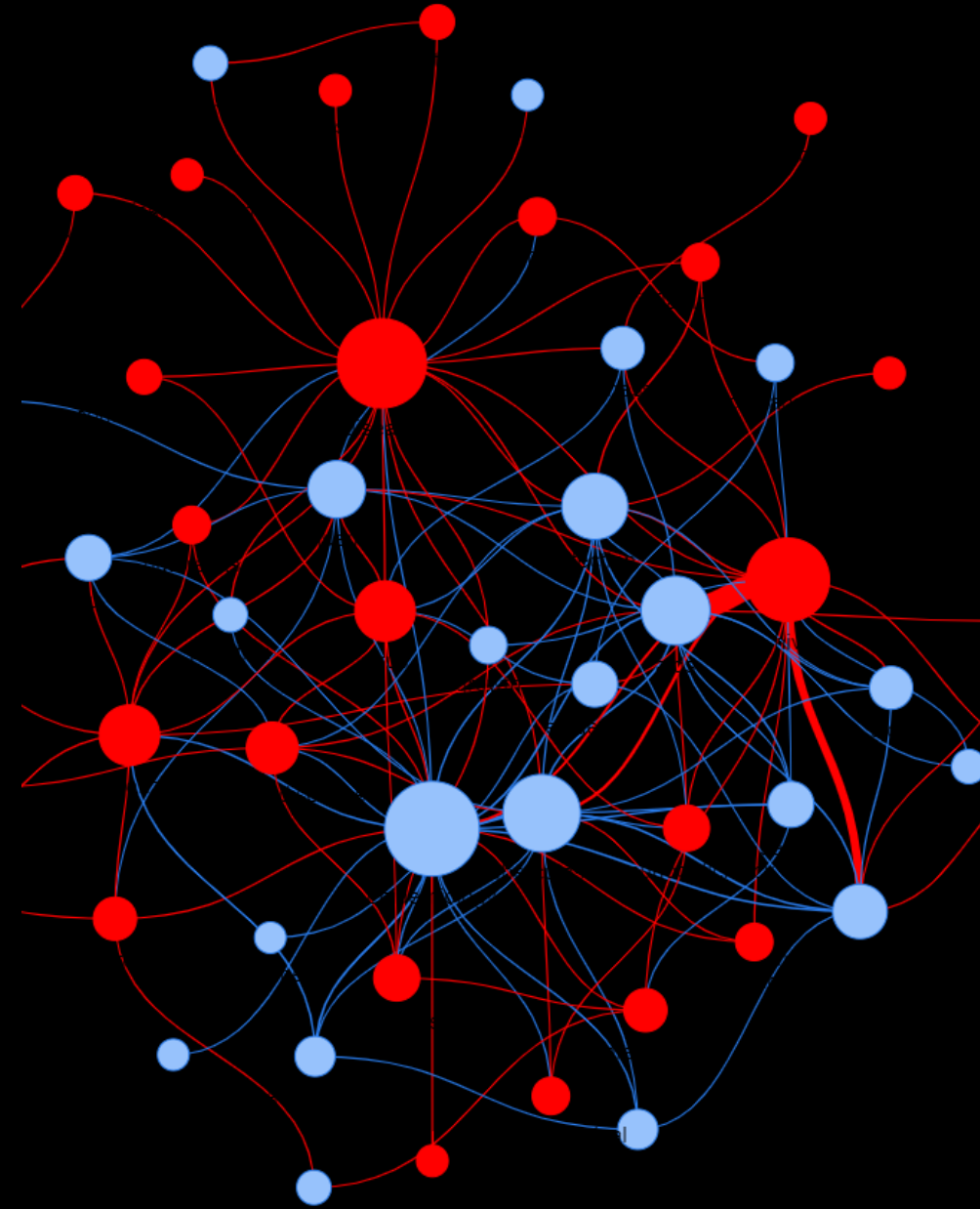
*Babajide Sanwo-Olu,
Executive Governor of Lagos state.*

'THE NEW NORMAL' – CURRENT UNCERTAINTIES

*Studies have shown that for the next **18-24 months**, the following key trends are likely to alter the way organizations, particularly social enterprises, operate:*

- **Metamorphosis of demand**
- **Demand for services**
- **An altered workforce**
- **Regulatory uncertainty**
- **Understanding the virus**
- **Consumer income**

(Adapted from McKinsey & Company, 2020;
Finegold, Wallis, Stumbitz, Lyon & Ian Vickers, 2020)



UNCERTAINTY MATRIX FOR FAMBULTIK

High Impact/Critical

Plan

- Demand for service

Understand better (scenario planning)

- Metamorphosis of Demand
- Altered Workforce
- Regulatory uncertainty
- Understanding the virus

Monitor

- Consumer Income

Review

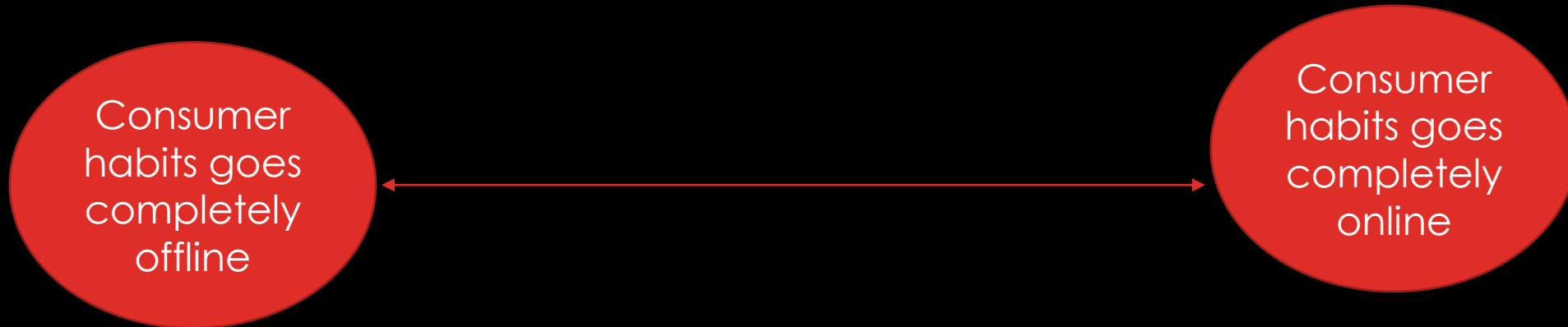
Certainty/Predictable

Uncertainty

Lower Impact

AXES OF UNCERTAINTIES

- E.g. The two extreme ends of metamorphosis of demand are:



STRATEGIZING FOR ACTION

How can we prepare our social enterprise for these uncertainties?

Four key areas of strategy to take note of:

- **Multiple objectives**
 - **Stakeholders**
- **Internal processes**
 - **Resources:**

(Adapted from Somers, 2005; Lee & Moon, 2008)





WORKSHOP