



**STAGE 1- scan the environment and identify uncertainties that might affect your organization going forward. The following six have been selected based on research on drivers of changes that is likely to persist into the near future.**

## **‘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** – New consumer habits as it shifts online and may continue to shift

**Demand for services** – With the impact of the pandemic in poor communities and households, demands for social and environmental services are likely to rise and keep rising. Simultaneously, trading might be hampered due to fall in demand for products and services.

**An altered workforce** – remote working is the new norm in order to cushion the effect of the pandemic and might become a permanent feature in social enterprises

**Regulatory uncertainty** – Rise in trade tensions between countries e.g. China and some western countries. Changing government regulations that might affect manufacturing locations and supplier markets. Disruption in global and local supply chains might become common a common occurrence.

**Understanding the virus** – No silver bullet or magical solution to the virus in sight and as its understanding evolves, it might require a changing set of responses.

**Consumer income** – Plummeting consumer income as most people are out of jobs, being furloughed or paid less than the usual. This will continue to change over the coming month as the impact of the pandemic on the global economies becomes clearer

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



**STAGE 2: Think about the areas of your organizations where you require strategic actions or the key aspects of your organizations that are core. These four has been selected from research on the balanced scorecard approach for social enterprises.**

## **STRATEGIZING FOR ACTION**

Four key areas of strategy to take note of when thinking about how the scenarios affect the social enterprise:

**Multiple objectives:** Do you have clear objectives? What is your commercial, social and/or environmental objective? How do you make money and make impact? Commercial goals can be anything around increasing trading revenues or non-trading revenues e.g. grants or reducing cost. Social goals will be your intentions to impact people and your environment will be what you are doing to reduce environmental degradation.

**Stakeholders:** Who are they and what kind of relationships do you have with each of them? Stakeholders can be any of the followings - employees, customers, users, community beneficiaries, suppliers, partners, board of advisors etc.

**Internal processes:** What does your day to day operation look like? What are the processes you need to excel at to deliver your objectives? This could also include information sharing across delivery teams, impact measurements, internal and external communications etc.

**Resources:** What are the key resources for your daily operations? What is/are the resource(s) you cannot operate without? This can include information technology, skillsets, network partners etc.

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



**STAGE 3:** Put forward the following question to your stakeholders and use the focus question to guide the discussion through the rest of the exercise.

### **FOCUS QUESTION FOR DEVELOPING STORIES/SCENARIOS**

**What will our organization have to contend with over the next 18-24 months?**



**STAGE 4:** Place those uncertainties into the matrix below according to their possible level of impact on your organization and the certainty of occurrence i.e. is it predictable or unsure if and how it will occur. The upper quadrant on the right (understand better) are the ones to focus the question in stage 3 on and the rest of the exercise on.

The four uncertainties in red were selected as focus for this workshop based on how they apply to the sample case. The uncertainties will differ for your organization mostly based on the level of impact of the six uncertainties above on the key areas of organizational strategy, whether high or low. Remember to discuss which of these uncertainties matter for your organization with your stakeholders.

		<b>High Impact/Critical</b>			
<b>Certain/Predictable</b>	<u>Plan</u>	<u>Understand better (scenario planning)</u>			
	<ul style="list-style-type: none"> <li>• Demand for service</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Metamorphosis of Demand</b></li> <li>• <b>Altered Workforce</b></li> <li>• <b>Regulatory uncertainty</b></li> <li>• <b>Understanding the virus</b></li> </ul>	<b>Uncertain</b>		
<u>Monitor</u>	<u>Review</u>				
		<b>Lower Impact</b>			



STAGE 5: After identifying the key uncertainties in stage 4, construct the axes of uncertainties as shown below, showing each axe on a continuum i.e. from the best case to the worst case.

### AXES OF UNCERTAINTIES

For building scenarios, the following axes have been selected based on the case study:

#### Metamorphosis of Demand

Completely online



Completely offline

#### An Altered Workforce

Completely remote working



Completely non remote working

#### Regulatory Uncertainty

Severed trade relations between countries e.g. Us/China



Good trade relations between countries e.g. Us/China

#### Understanding of the Virus

Poor understanding of the virus leading further lockdowns etc.

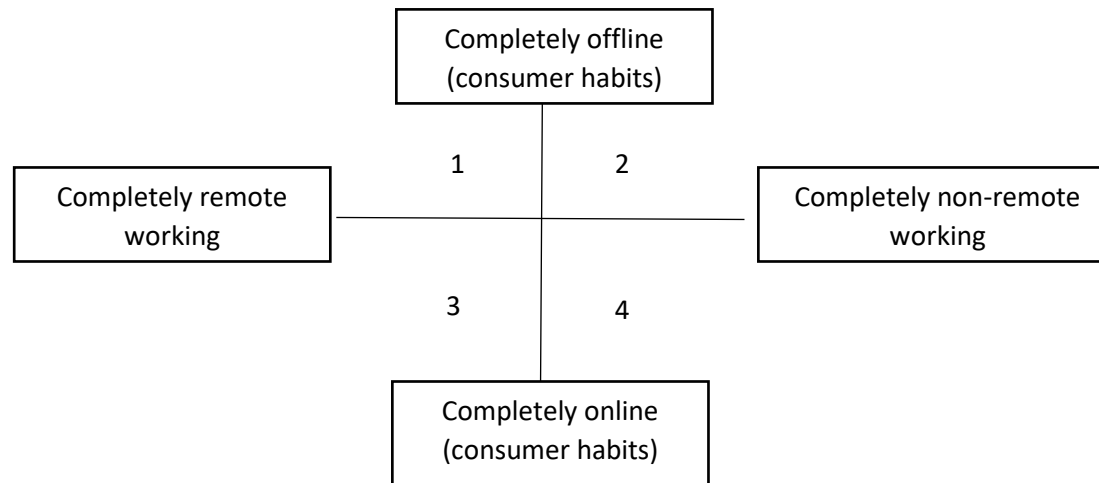


Good understanding of the virus preventing lockdowns etc.



**STAGE 6:** Place any two of the uncertainties and their axes together to form a quadrant, as shown in the example below. Together with stakeholders, discuss the four possible scenarios or stories of what such potential future looks like and what it would mean for your organization, using the question in stage 3 and the strategic areas of action in stage 2.

**For example, picking two uncertainties and applying it to the case, we have:**



**Potential situations for FamBulTik:**

1. Consumers offline habits with a remote workforce
2. Consumers offline habits and a non-remote workforce
3. Consumers online habits with a remote workforce
4. Consumer online habits with a non-remote workforce



**STAGE 7: Now develop possible action steps for the four scenarios in stage 6 via discussions with your stakeholders. Think of action steps to prepare for such potential futures. Sometimes narratives and strategies flow along together i.e. stage 6 and 7. Remember to document the whole process and results.**

**Story #3**

Family visitation will be affected

Hard to monitor the family and how they are doing

There will be connection break

Their service is based on in-person and they can still work offline

Reduction of staff strength

Challenges with internet network

People don't have access to gadget ..some gadget don't meet online requirement

Logistics might be affected...and you need to be able to track it.

**Strategies..**

There will need to be a training for those doing monitoring and evaluation for the caregivers-reskill

Re-orientate and educate the families on the new normal and how they can deal with it

It might take a while to move them from normal to the internet- Gradual shift (reduce meeting and meeting with social distance observed)

PC network that they can have access to.



Underground support from their community

**ACTIONS TO PREPARE: How is your organization likely to respond to any these future scenarios?**

What is likely to be your response? How will it be implemented? Who will do what within your team? Which external stakeholder will you be engaging? etc.

**Actions**

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