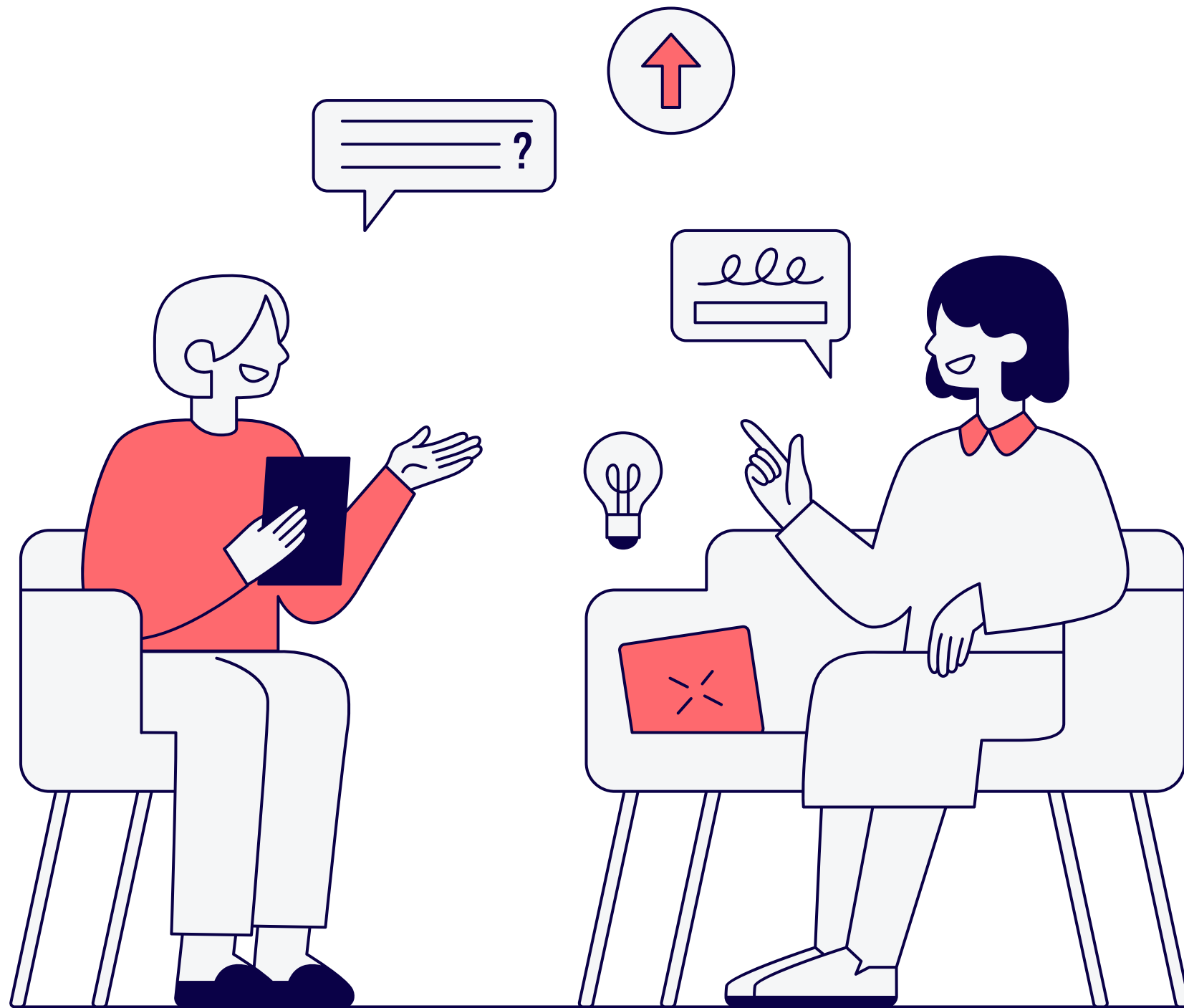




Strategy for Expansion

SUSS CENTRE OF EXCELLENCE FOR SOCIAL GOOD (CESG)

PLAYBOOK FOR THE SOCIAL SECTOR
August 2024



Objective:

The playbook aims to serve as a self-help guide for non-profit organisations (including social service agencies and volunteer centres) to explore guided steps towards achieving the desired organisational and social outcomes.

Strategy for Expansion Process Guidelines

Strategic Planning

The process of devising a good strategy requires a thorough understanding of the threats/opportunities related to environment in which the organisation is currently/will be operating in. It also requires the organisation to know about its own strengths/weaknesses. When an organisation could gather relevant data/information to understand the threats/opportunities and know its own strengths/weaknesses, it could then devise a strategy to identify and muster the right resources; to target at leveraging on its own strengths to achieve its planned goals to seize opportunities or to nullify threats and reduce internal weaknesses.

Strategy Execution

Strategy execution is the process of establishing action plans that enables an organisation to systematically utilise its resources to work towards its planned goals. It requires establishing timelines, action tasks, milestone targets, that in turn guides the implementation of resources to help the organisation to achieve its planned goals.

Strategy Refinement

Strategy that is implemented to achieve growth and expansion is a multi-year process. Given that environment and situations may change as time proceeds, all strategies require periodic monitoring and if needed, refinement. During strategy execution, organisation needs to monitor its progress regularly (through measuring its implementation and meeting of milestone targets) while at the same time, monitors the environment for changes. At times, due to drastic changes in operating environment, the organisation may need to refine its strategy (that is, refine its planned goals and reconsider the resources needed).

Suggested Readings

Angwin, D., Cummings, S., & Smith, C. (2017). The strategy pathfinder-Core concepts and micro-cases. Blackwell Publishers Inc.

Donald Sull, Stefano Turconi, Charles Sull, James Yoder, "How to Develop Strategy for Execution," MIT Sloan Management Review, 2017

Richard Rumelt, "The Perils of Bad Strategy," McKinsey Quarterly, June 2011

