



## Strategic Planning for Social and Ethical Business

A business strategy is essential for any type of organisation as it determines where you are going, what you are doing and who you are doing it.

For Social and Ethical business it is particularly important as :

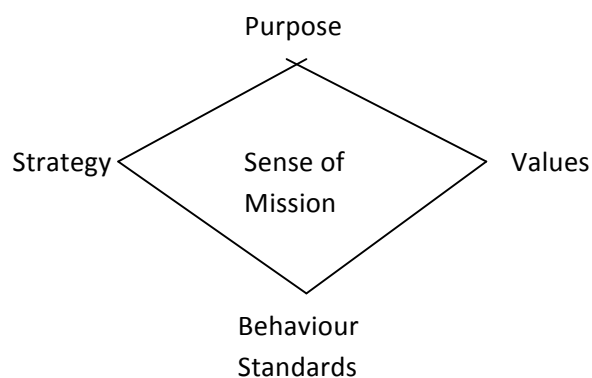
- They are usually more value driven. This means that people are more committed to what the business stands for
- The culture of the business requires a more inclusive democratic management style.
- Performance measurement is broader due to measurement of social impacts.
- External funding and investment often means greater accountability.
- Priorities are often imposed from outside by regulators, finance provider and collaborating agencies and many change relatively quickly.

*Why bother with Strategy?*

- It provides a sense of direction.
- It enables you to prioritise resources.
- It serves to coordinate organisational units.
- Objectives facilitate measurement and control.
- It provides middle management with a framework.
- It serves to communicate reasons of actions.

## Starting Point: The Mission

The mission is intended to capture an organisations unique and enduring purpose, practices and core values. However, the key is to develop a sense of mission whereby the organisation's stated purpose and values are aligned with those of its stakeholders.



Cambell, A Yeung, S. (1991) 'Creating a sense of mission', Long Range Planning, Vol 24 No 4 pp 10-20.



Purpose	What is the company for and in who's interest does it operate?
Strategy	Provides the logic and plan as to how the purpose will be achieved.
Behaviour Standards	That are consistent with the mission need and embedded in all policies and procedures.
Values	Are the moral / ethical principles that underpin corporate culture and giving meaning to behaviour.

## Developing a sense of mission

***“The essence of competitive strategy is relating an organisation to its environment”.***

Understand the environment in which the organisation operates in is essential in developing a sense of mission.

- There needs to be a reason why the organisation is established ~ the purpose.
- Reasons why the organisation operates in a certain way ~ behaviour standards, values.
- What it aims to achieve in the long term ~ vision.
- How it will achieve its mission, vision and values ~ objectives.

These reasons need to be evidence based, they need to meet stakeholders needs and expectations, they need to be central to the organisations purpose. These factors are key to an organisations success.

## Make it Happen's approach to strategy

We believe that there needs to be an evidence based reason for the development of a sense of mission.

How often do you find yourself saying “Why am I doing this”?

Our initial approach to developing a sense of mission is to analyse the external environment in which the organisation operates.

To do this we look at the macro (wide) environment that you operate in, we assess the political,



social economic and technological impacts within your market, this takes into account:

- Government policy
- Local area agreements
- Demographics
- Statistics
- Social needs
- Economic impacts
- New and existing technology

We then look at the micro (sector) environment in which you operate:

- Sector needs
- Segments of the sector
- Requirements of the sector
- Statistics
- Competitors

We then carry out a stakeholder mapping exercise to identify:-

- Who are your stakeholders?
- Which stakeholders hold power and influence?
- What do the stakeholders want from your organisation?

Stakeholders are all people and organisations who have a stake in what you do and include funders and commissioners, staff, volunteers, members, customers, service users , board members, trustees.

Finally we assess the findings against the following factors:-

- Legal requirements
- Quasi-Law (standards, service level requirements, institutional behaviour?)
- Ethics (what society perceives is right or wrong)
- Organisational culture (the way things have been done in the organisation)

These findings are then used to develop your strategy and will result in the organisations purpose and include:-

- Mission
- Vision



- Values
- Guiding principles (code of conduct)
- Objectives

These are then embedded into the development of your organisation and help you:-

- Communicate your value to stakeholders.
- Recruit the right people for your organisation.
- Gives you direction for growth.
- Give an evidence based reason for existence.
- Ensure that everyone understands how, why and what your organisation does.
- Gives define objectives to work to
- Stops 'firefighting'
- Gives people a reason to support your organisation.
- Puts the 'soul' into the organisation.
- Ensures sustainability.

To ensure a sense of mission, the purpose needs to be communicated widely internally and externally and must be embedded into all business decisions and plans, only then will it be of value to the success of the organisation.

A process chart of Make It Happens approach can be found at Appendix A

