CASE STUDY: "SOCIAL EMPOWERMENT LTD" (Note: This is a fictitious Non-profit Organisation, based loosely on information about real organisations.)

Social Empowerment Ltd (SEL) was established in 2012 as a not-for-profit organisation under Singapore Law. It provided direct aid in the form of finance and other support to people in need in South-East Asia (SEA), sponsoring projects that are sustainable both from an ecological and economic standpoint. SEL is a non-governmental organisation (NGO) engaged in several developments and aid projects over several countries in SEA. Besides Jonathan as the CEO of SEL, he had one executive that managed all administrative matters including finance and another assistant manager for community engagement and volunteer management. While all three of them had specific roles and responsibilities, they worked as a team to support each other and also manage various humanitarian projects collectively.

SEL was partnering with a network of corporations, venture capitalists and foundations who support their projects by donating funds and providing specialist know-how and/or by taking on such responsibilities as planning, designing, training, coordination and controlling both in Singapore and the rest of SEA. These partnerships and network provided SEL with the leverage to penetrate the already highly saturated and competitive market segment.

Jonathan started SEL purely from his compassion for the people-in-need when he was a tourist in Cambodia. He saw the plight of the poor families living off the rubbish in the dumping ground. He decided to incorporate SEL in Singapore even though most of the people he served were from the neighbouring countries, eg. Cambodia, Vietnam, Indonesia and the Philippines. The process of incorporating a company in Singapore was simple and straightforward, with little hidden cost to navigate the approval process. This was reinforced with governmental support in the philanthropic organisation. With the establishment of SEL, Jonathan envisions it as a bridge to connect resources to needs. He visualised the resources as the empowering tools for the villagers' self-sustenance and livelihood. He also identified the causes of the poverty as lack of education, skills, and structure for community support. Jonathan explored several independent programs like financial management course, micro-financing scheme, and supplying live stocks and seeds to start their own farming. Each of these programs failed to sustain their livelihood.

After some trials and errors, Jonathan learnt that a holistic approach to enable and promote the self-sustainability of the rural population is the best way. Purely depending on donations and specialisation of aid will eventually face with sustainability issue. Jonathan developed the concept of a smart village. A smart village leverage technologies and cooperative business model for developing capabilities for self-sustenance and eventually be profitable. The smart village used farm data, climate data, and market demands to forecast and schedule the village's production to achieve efficiency and productivity.

Jonathan set up the Cambodia office to pilot the smart village project in a rural village in 2015. In the Cambodia office, he partnered with a local law graduate, Boran, in running the smart village. He met Boran in a casual function in 2014 and became Boran's mentor during his final year in university. As his mentor, Jonathan had instilled a sense of purpose in humanitarian work and encouraged Boran to get involved in helping his fellow countrymen. With the initial seeding fund of US$3 million, they registered the Cambodia office as a not-for-profit organisation, bought a piece of land and started the smart village with farms for chicken, pig, fish and vegetable. The technology and technical know-how for the farm came from Switzerland, Singapore and China. The initial consideration for setting up a not-for-profit organisation was to gain easy access into the country plus tax-exemption benefits. As the pilot smart village generating more revenue, Jonathan is considering transforming SEL from a not-for-profit organisation into a social enterprise to gain access to more business opportunities and partnership with a venture capitalist. With this option, Jonathan encountered several resistances from Boran and senior employees who pioneered the Cambodia office. To gain the support of Boran and the employees, Jonathan conducted several town hall meetings and closed-door dialogues with employees from different departments to understand their fear and concerns. Jonathan also capitalised the sessions to explain the medium and long terms financial benefits of this transition from not-for-profit to social enterprise, and how these benefits can provide better education and livelihood for their children and generations beyond.

As the smart village developed and started generating revenues, they started a primary school and vocational institution to educate the children and impart vocational skills to and youngsters in the

village. They even introduced the Singapore school curriculum into the system. In essence, the school was an international school but with a much lower school fee to cater to the villager's financial status. Jonathan hoped that he would have a group of educated and skilled young villagers who feel empowered to set up more smart villages in the future.

At the beginning of the smart-village project, Jonathan and Boran had to gain the trust and buy-in of the villagers so that they agree to join the program. Jonathan explained to the villagers what they stand to gain, financially and wellbeing for their children, if the plan succeeds. Boran also demonstrated how his experimental farmhouse set up by him and his wife generated enough crops, eggs and meats for his consumption and sales for extra cash. Jonathan also brought in several supermarket owners and meat suppliers to support this project to ensure there is a demand for the produce from the farm. Jonathan managed to get the supermarkets to create a segregated segment to promote their products to test the market response. With the support of the supermarkets, SEL was able to position and price their products. Through the partnership with the supermarkets and suppliers, SEL was able to identify the customers' profile and adapt SEL's products towards their needs.

Jonathan had a vision of replicating the smart village model to the rest of Cambodia and subsequently to other parts of SEA. He had to ensure consistency in the upscaling; he documented all the procedures and processes and set in place a succession planning to train future leaders to establish more smart villages. While the procedures and processes ensured consistency, Jonathan and Boran were instrumental in creating a culture of empowerment where they facilitate regular sessions for the community farmers sharing their learnings and good practices with each other. Jonathan also used the forum to inculcate the SEL's Vision, Mission and Values to the farmers.

Jonathan and Boran planned to re-structure SEL so as to transit from a Not-for-profit organisation to a Social Enterprise effectively and efficiently.

END OF CASE STUDY

TUTORIAL QUESTIONS

Before each tutorial, please answer the relevant questions indicated below in a Word document titled tutorial_1_yourname (tutorial_2_yourname etc.). You are to submit your Tutorial Answers into the relevant Turnitin Folder in the Assessment folder in the NTULearn site. "Turnitin" is a software program that will check your submission against every written document (including websites) on the worldwide web! It will show up any significant overlap between what you have written and what is elsewhere on the web (including all past and present university assignments). If the overlap is high enough to suggest "plagiarism", your instructor will have a serious talk with you! Please make sure that your Tutorial Answers are *your own work*!

Note that you are required to complete and attach the "Cover page for Tutorial Answers" to the front of a Word Document that has your answers to the case study questions.

Your Tutorial Answers will be used as the basis for group discussions, so please do your assignment before each tutorial.

Some of the questions are based on application of management concepts to the case study, while some require you to do extra research or thinking about other situations.

Tutorial 3 (Covers Lecture 4 and 5)

Lecture 4 – Planning Process & Management of Strategies

Q1. Based on the understanding of the case, especially Jonathan's Vision, Mission, and Values for SEL, propose an appropriate strategy for SEL to transit from a Non-profit Organisation into a Social Enterprise.

Q2. Using the Planning Process taught in the Lecture, briefly describe how you develop a plan to realise the proposed strategy.

Q3. Using the Concept of Competitive Advantage, illustrate how did SEL create its competitive advantages. Provide to two (2) examples from the case to support your illustration.

Lecture 5 – Organising Process & Organisational Structure

Q4. Using information from the case study, describe SEL initial organizational structure. Support your answer with 2 examples from the case study. Describe one (1) advantage and one (1) disadvantage of having such an organizational structure.

Q5. Based on the renewed Vision, Mission and Goals of the incoming CEO, propose an organizational structure that would serve SEL well. You are required to sketch the structure as an organizational chart and name the type of organizational structure you proposed.

Q6. Explain the reasons for proposing the above organisational structure and state one (1) advantage and one (1) disadvantage of such an organizational structure. Suggest one (1) way to mitigate the disadvantage.

Tutorial 4 (Covers Lecture 6 and 7)

Lecture 6 – Controlling Process & Managing Change and Innovation)

Q1. According to the Mechanisms of Control, there are three (3) types of control. Suggest one example for each control as the systematic process through which SEL regulate organizational activities to make them consistent with the Mission, Vision and Strategic Goals.

Q2. Apply the Three Innovation Strategies for New Products and Technologies, brainstorm at least 2 innovative ideas that SEL can experiment for success.

Q3. Based on Jonathan's vision to turn SEL into a social enterprise, what are the resistances to change?

Lecture 7 – Leadership

Q4. Which contemporary leadership model best describes Jonathan? What are three (3) characteristics/behaviours of this style that Jonathan demonstrates? Based on information in the case study, briefly describe each characteristic.

Q5. Describe a leadership role model that influence you and your leadership style. (Hint: Make use of the theories that were covered in the lecture to structure your description.)