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BUSINESS MODEL INNOVATIONS IN NON-GOVERNMENTAL ORGANISATIONS: TOWARDS THE IMPLEMENTATION OF BUSINESS MODEL FOR LAUGHING WOMEN

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by

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DECLARATION

The author declares that this thesis is her own work and has not been published before. This thesis has not been submitted for a degree at any other University.

ABSTRACT

Business models are tools used to communicate organisational goals with stakeholders depicting a value creation system for all critical stakeholders. However, its use in the not-for-profit sector has not received significant mention, despite its benefits established in the for-profit sector. Besides, the NGOs have rarely been involved in their business model's continuous monitoring, assessment, and management, which has threatened their operations during the COVID-19 pandemic, with the lessening of substantial donations and increased crisis to address among general people. Additionally, potential and actual challenges (or barriers) to business model implementation were assessed. This work using a non-governmental organisation (NGO) – *Laughing Women* – as a case study examined business model components and processes involved in business model implementation.

The study used a participatory research methodology involving observation, focus group, and semi-structured interviews of various employees across levels and volunteers of *Laughing Women,* employing the virtual conferencing tool like Zoom. Findings identified four major components of the business model being operated by *Laughing Women*: simplicity, flexibility, donor dependency, and value orientation. Although the business model was discovered to be basic, flexible, and easily adaptable, it had some negatives – too many redundant strategies like lack of relationships with corporate bodies and dependency on donors alone, reactive rather than proactive and the donor-dependency may not be sustainable. Additional findings showed the process for business model implementation, which involved critical stakeholders such as management driving change through all staff, volunteers, and partners. Significant challenges and barriers to business model implementation include funding/monetary barriers, lack of communication across the different strata of the organisation with timely and appropriate feedback, stakeholder and employee resistance, and lack of adequate training.

Little research exists on the design of tool kits to assess and improve the viability and sustainability of business models in NGOs. Hence, this study significantly contributes to designing a tool kit to support NGOs while also providing insights to support its implementation, viability, productivity, and sustainability as the enterprise evolves. The study's Toolkit emphasised that a new business model incorporates a new corporate culture and necessitates behavioural changes, contingent on the business model's evolution concerning the organisation's future and the fulfilment of its vision and mission. The study's contribution also lay in employee wellbeing, training and involvement in every process of the business model change, thereby acting as a base for the NGO literature to be further developed along the lines.

LIST OF SELECTED ABBREVIATIONS

NGOs   Non-Governmental Organisations

UK   United Kingdom

LW   Laughing Women

NPO   Not-for-profit organisation

BMI   Business Model Implementation

CHAPTER ONE
INTRODUCTION

1.1 Background to the Study

Non-Governmental Organisations (NGOs) belong to the umbrella term of non-profit organisations (NPOs), which are essentially based on social investment (funding to achieve social purposes and financial viability) (Puentes et al., 2012) in the form of loans (including charitable loans), subscriptions or purchase of shares, and patient capital (financing over an extended period and at discounted rates) (Kingston & Bolton, 2006). These organisations provide collective goods to the society or environment, which the government organisations—primarily built to cater to these needs— fail to provide. In simple words, "NPOs supplement the governmental supply of collective goods" (Badelt & Weiss 1990; 78). NGOs, as NPOs, cater to the dissatisfaction of a certain sub-group of a constituency with the government organisation's supply of goods and services.

Therefore, these organisations are privately owned and run, voluntary, not-for-profit, and autonomous entities, carrying out activities to alleviate suffering, promote the interests of a target group or cause, protect the environment, provide basic social services, or spur community development. In theory, an NGO, like a private for-profit sector, is an entity that operates outside the state system to a large extent, although funding from the government agencies often affects its independent functioning (Ali, 2019; Bloodgood & Tremblay-Boire, 2016). However, there is a core difference between NGOs and private sector organisations (PSOs)— although both strive to provide quality goods— the former mostly cater to individuals from a lower socioeconomic status (Puentes et al., 2012).

In general, NGOs finance, encourage, advise, and manage a series of economic and social activities whose recipients are usually the least favoured sectors of the society, constituting an

organisational spectrum that covers all areas of concern for the living conditions of humanity (Choto et al., 2020) virtually.

Many NGOs operate only on a national scale, while others do it internationally since the problems they address transcend borders. The term non-governmental organisation can refer to a voluntary organisation with both its human resources and materials from public donation and private support. Alternatively, it can be referred to as a non-profit establishment, autonomous and independent from the field of government, whose actions do not seek a profit but rather impact areas of interest.

NGOs share two general features that explain their prestige and international recognition: the institutional autonomy and their orientation toward promoting popular participation (Werker & Ahmed, 2007). Institutional autonomy allows NGOs to promote their programmes and projects based on specific needs and specialise in certain fields of impact, which results in a higher quality of support. In addition, the low personnel costs of the NGO - due to the intensive use of volunteers - and its commitment to using low-cost technologies and simplified services allow them to operate on reduced budgets. Institutional autonomy also enables them to allocate financial resources to certain sectors and projects; otherwise, they could not count on any recourse.

The second characteristic of NGOs – their orientation towards promoting popular participation, supposes that the work carried out by its members has a strong volunteer component, motivated by different factors such as (religious beliefs, sense of social responsibility, political convictions, solidarity ethics, among others). Such participation enables them to be linked with how the popular sectors approach their daily lives in a dynamic and creative relationship that can strengthen these groups' capacities to deal with the problems that affect them.

However, for effective functioning, the NGOs require a robust business model like for-profit organisations or corporates (Chesbrough et al., 2006; Welch-Jr, 1995) since they explain how

a business is carried out (Franca *et al.*, 2017) and the value companies propose, produce, deliver, and capture (Bocken *et al.*, 2018). A business model can be described as an 'activity system' that explains the business's design or architecture: the content, structure, and control of important company operations. It can also be described from a value-basic perspective (for example, client orientation and value proposition) (Amit & Zott, 2012), expressed in activities, values, concepts, or a process-oriented perspective. A business model extends beyond modifying customer product and service offerings, and it involves changing business conduct rather than business activities (Amit & Zott, 2012).

Yang *et al.* (2016) pointed out that business models aim to improve customer extrapolation and value chain advantages to enhance the execution of other business elements. There are a variety of different ways to conceptualise business models. Originally employed to communicate effectively with potential investors, business models are now being used to analyse, plan, and communicate the configuration and implementation of one or more organisational units. They are also considered a strategic asset, presumably leading to competitive advantages and improved business performance (Casadesus-Masanell & Ricart, 2010).

Zott *et al.* (2011) argued that business models became more popular during the dot-com boom in the 1990s as they established novel income techniques. As Veit *et al.* (2010) argued, business models, are an instrument for start-ups and existing for-profit organisations to represent, innovate, and analyse their business strategy. However, charitable and non-profit organisations may not as readily use business models or face additional challenges when implementing business model change.

Nonetheless, business models are blueprints of the organisation and, if necessary, facilitate change (Demil and Lecocq 2010) and therefore, this study focussed on their implementation in NGOs through change management strategies. They communicate the firm's good intentions to attract clients further, build confidence with clients, and meet the company's needs (Amit &

Zott, 2014). It was established by Osterwalder (2004) that business models help organisations enhance their decision-making, strategic planning, communication, and process design. Having a business model allows companies to communicate with stakeholders and customers and improve planning and decision-making within the organisation.

At the same time, business models need to be improved when they no longer serve the organisation's goals, albeit with effective change management strategies to ensure the operational and financial viability of the model and its innovation as and when the need arises (Geissdoerfer et al., 2018; Zott & Amit, 2015). Business model innovation provides value by changing or updating outdated business models for companies, customers, and society (Osterwalder & Pigneur, 2010), creating a competitive advantage if the model is properly implemented and difficult for other companies to replicate (Teece, 2010). This innovation can be conceptualised in different ways. For example, Schaltegger *et al.* (2012) categorised business model innovation as accommodating or proactive. Moreover, business models can be used as defensive methods to protect existing sources of income, accommodate environmental and social objectives (i.e., environmental production or health and safety), and serve as a proactive strategy that contributes to economic and social development (Schaltegger *et al.*, 2012).

Besides, numerous factors influence whether companies need to reinvent or update their business models. Changes in technology are a prominent example (Parker *et al.*, 2017). Thus, business model innovation can yield larger returns than innovations in products and processes and may become a competitive "renewable benefit" that increases its relevance to organisational strategies (Casadesus-Masanell & Ricart, 2010), making it imperative to have a robust toolkit facilitating business model change.

Conclusively, a business model change serves multiple functions, including articulating the value proposition, identifying the value chain, and specifying the revenue mechanisms or the

company's positioning in the value network (ecosystem) while simultaneously formulating its competitive strategy in the market (Franca *et al.*, 2017). Therefore, it was imperative to develop strategies (in the form of a toolkit) assisting NGOs, especially the regional ones with limited national or international outreach, to implement business models, which can later be innovated to address the dynamic environment through continuous evaluation across various parameters. Nonetheless, before proceeding with the description of the case organisation, understanding the issue of business model change implementation in NGOs, in general, is important to establish the implications of the study against the research gap.

1.2 Statement of the Problem

Through change management strategies, business model implementation concepts are not widely used within most NGOs, implying that there is no way to organise organisational components, communicate organisation goals quickly with the stakeholders, and create a system that could produce value for both customers and the organisation itself. Furthermore, the literature on business models suggests that most NGOs do not provide sufficient information on the structure of their current business models. However, for NGOs to remain capable of delivering on their mission, they will need to look to the business world for models that can ensure long-term capacity to accomplish their objectives.

Osterwalder (2004) argued that one way to understand an organisation, for example, an NGO, is through its business model. Besides, control, evaluation, and management of a business model require ongoing monitoring, assessment, and management within a changing environment (Porter & Kramer, 2011), yet the business model's continuous monitoring, assessment, and management are not prevalent among NGOs.

Nonetheless, NGOs need to be adaptable and sensitive to funding and changing dynamics (Foss and Saebi 2017) to cater to changing demands of the masses. Under such circumstances, few scientific studies of NGOs and how they might use business models to change and implement

a modified version implies a lack of adequate guidance for their adaptability and innovation (Sanders, 2014). Moreover, most NGOs have not considered an ongoing business model to generate revenue to sustain the organisation's financial requirements. Similarly, de Langen (2018) posits that applying the business model among NGOs leads to misunderstanding and rejection due to using terms and components that are more commonly applied to the for-profit sector. Such lacunae contribute to the NGOs' lack of construct clarity, boundary setting, and eventual uncertainty about outcomes, thereby threatening the viability of the business models and the organisations' prolonged sustenance (Bocken et al., 2019).

Larsen & Brockinton (2018) and Zollo *et al.* (2013) present business model frameworks for an NGO using a series of component definitions showing that the visualisation of the framework is of use to practitioners. However, the studies did not include the value of each component and how easily these components can be altered to adapt to constant changes. This indicated that, although most NGOs do not have an adequately described and tested business model, they could benefit from implementing business models.

Although research in business models has been somewhat new in management, a broad discourse on innovation in business models has arisen (Zott *et al.*, 2011). There are a variety of ways that address individual phases or activities of the business model innovation process (Lüdeke-Freund *et al.*, 2018) or combine various tools into a complete process. Although these tools can provide some support in the design of business models, they offer limited direction. Additionally, the way organisations apply new business models is still understudied (Boons & Lüdeke-Freunde, 2013; Foss & Saebi, 2017), wherein this research's contribution lies.

Schaltegger *et al.* (2016) argued that challenges faced in the implementation process of the business model are not well-investigated. However, innovative implementation appears to be underperformed when developing business models, particularly for start-up organisations (Patel, 2015). Some authors (Jaziji & Doh, 2009; Storbacka, 2011) confirm these issues. For

example, Chesbrough (2010) pointed out that the primary difficulty for business model innovation is identifying adequate new technologies or solution business models; this challenge frequently prevents organisations from innovating.

Storbacka (2011) indicated that disruptive technology's obstacles to companies include difficulty in identifying suitable business models and inertia in modifying the current business model due to misallocation of resources. While the theory of the causes of the design-implementation gap was discussed in the study of Amit and Zott (2001) and Christensen and Raynor (2003), as previously mentioned, there are limited empirical studies on the root and underlying forms of failure. Michelini and Fiorentiono (2012) concluded that further research should be conducted on all hybrid business models to create shared value.

Research on business models has expanded over the last few years to cover social businesses (Jaziji & Doh, 2009), solution-oriented enterprises (Storbacka, 2011), sustainable enterprises (Boons & Lüdeke-Freund, 2012), living systems (Storbacka, 2011), individual businesses (Svejenov, 2012), and social business (Sanderse, 2014). however, there is no research on the design of tool kits or implementation maps to assess and improve the present and future viability of the business model in NGOs. Although (Bocken et al., 2019) have developed an implementation map to enable systemic business model experimentation in two NGOs (The Ecology of Business Models Experimentation (EBME) map), the viability of the same has not been tested. The study focuses more on the redesigned business model's sustainability instead of its viability concerning the NGOs' functionality against the dynamic environment. Therefore, as Breuer and Lüdeke-Freund (2017) indicated, there is a dire need for scholars and researchers to expand the available literature to incorporate these organisations.

Hence, this study was conducted to examine the business model adopted by Laughing Women to design a tool kit to support its implementation, viability, and improvement or innovation. Change management is the cornerstone of any business transformation because it allows an

organisation to change its strategy, structure, policy, operations, procedures, and culture for maximum impact. Hence, it requires a deep understanding of current operations and a vision of what should be done. There are many models and theories of organisational change, and each one has potential benefits or weaknesses for each organisation. However, there will be a common denominator underlying any given model in each case.

Furthermore, these models may be of varying degrees of complexity and can have multiple assumptions. Therefore, to implement and successfully integrate the tool kit to innovate the NGOs' business model, it is of essence to review the models of organisational change that the new business model will float upon, particularly in not-for-profit organisations like the Laughing Women. However, before proceeding with the conceptual understanding of the change management and business model implementation strategies for developing the toolkit, a brief description of the case organisation was necessary.

1.3   A Brief Overview of Laughing Women as an NGO

Laughing Women is a charity established in 2016 headquartered in the United Kingdom (UK) and has additional teams across ten countries. The charity aims to empower women and children; and is based on the Word of God in Genesis 21:6, where Sarah said, "God has brought me laughter, and everyone who hears about this will laugh with me". This Ministry reaches out to various individuals, including widows, orphans, and the underprivileged, particularly underprivileged children. Her mission is to "Help one to Help Millions". The focus of Laughing Women is to enhance the community through leadership development, improved communication, and the creation of a support network to mobilise the community to address pressing concerns. The organisation's vision is to create a platform that trains, equips, and supports children, youths, and women with everything they need to impact their communities and change their lives for the better **(**www.laughingwomen.org**)**.

The Researcher is currently one of the Founders of Laughing Women and sits on the Board. Researcher does not have direct dealings/operational engagement or relationship with the staff of Laughing women.

The educational arm of Laughing Women was established in 2014 to create educational opportunities for some of the most vulnerable children in the world. Laughing Women has five divisions through which it reaches its beneficiaries and impacts the communities:

1. LAUGHING WOMEN – The vision of this organisation was to reach out to millions who need the love of God. Laughing Women impacts the world by engaging with feeding programmes, old age homes, orphanages, and leprosy centres; encouraging and benefitting widows, conducting women conferences and ministry work within prisons, winning souls, and soon, counselling prostitutes. In addition, laughing Women distribute food to feed vulnerable people by God's grace almost every week.

2. LAUGHING WOMEN ACADEMY– This is a global learning initiative facilitating opportunities to empower and develop women worldwide. The Laughing Women Academy specialises in training, coaching, and mentoring individuals by cultivating leaders, providing them with mentorship, courses such as business masterclasses, spiritual masterclasses, leadership programmes, business workshops, and many other training programmes in different countries.

3. TOBAMS CHARITY – Tobams Charity is the educational arm of the Laughing Women Organisation, founded in 2014. Tobams Charity aims to ensure that children in certain less privileged communities can receive a good quality education. The charity organisation believes that all human beings are equal and have the right to good education and a proper standard of living. Currently, the charity caters to 300 students across Africa and Asia.

4. LAUGHING WOMEN YOUTH CHAMPIONS – The purpose of this group is to encourage leadership amongst youths in universities to serve their communities better. Every month, a proposal is required from youths regarding what they want to do to impact their community, including a reasonable budget. The best two proposals are accepted, and funds are allocated to the youths. Although the organisation is called Laughing Women, both male and female students participate. The students get certificates every quarter after completing all monthly activities. In addition, they are awarded a medal of excellence once a year.

5. LAUGHING WOMEN FOOTBALL ACADEMY – Our very own football team! Laughing Women Youth Initiative is currently scouting for talent (www.laughingwomen.org). It aims to support youths interested in football by creating learning opportunities and providing adequate support as needed.

1.4   Research Questions

This study provides answers to the following questions:

i.   What are the processes involved in implementing a business model by Laughing Women?

ii.   What are the challenges faced in implementing a business model by Laughing Women?

iii.   How can the present and future viability of the business model adopted by Laughing Women be improved?

1.5   Aim and Objectives of the Study

The study aims to examine the business model adopted by Laughing Women to design a tool kit to support its implementation, viability, and improvement.

The objectives of the study are to:

i.   examine the various components of the business model adopted by Laughing Women.

ii.   identify the processes involved in implementing the business model by Laughing Women.

iii.   identify the various barriers faced or likely to be faced by Laughing Women in the implementation process of the business model and

iv.   develop a tool kit to improve and assess the present and future viability of the business model adopted by Laughing Women.

1.6   Contribution of the Study

The findings of this study are significant in that they provide a blueprint of the processes involved in business model implementation. The study's outcome is helpful to understand the various barriers faced or likely to be faced by Laughing Women as an NGO in the business model implementation process. The study helps to understand the various components of the business model adopted by Laughing Women as an NGO, contributing to the, thus far, limited research on business models within NGOs. The study developed a tool kit useful to improve and assess the present and future viability of the business model of Laughing Women and other NGOs. Lastly, the study serves as a basis for further research in this academic field and adds to the existing knowledge body.

1.7   Limitations of the Study

One of the study's major limitations is a bias that often comes with utilising a convenient and purposive sample. While the goal was to conduct survey research using semi-structured interviews and administration of a questionnaire, it was not easy to ensure that the participants represented the wider population of interest. However, the researcher ensured that the correct number of respondents and participants were sampled from the population. Additionally, because most subjects were selected because of personal connection, respondents may respond in a way that suggests they are not being completely truthful to please the researcher. However, their responses were correlated with past literature in the field to ensure their authenticity and

reliability. Also, interviewer bias portends a minimal limitation, which was taken care of as the researcher ensured that respondents were properly selected, adhering strictly to convenient and purposive sampling techniques.

1.8   Delimitations of the Study

This study focused exclusively on an NGO based in the UK called Laughing Women. Furthermore, the study focused on the various components of the business model adopted by Laughing Women, the processes involved in implementing the business model by Laughing Women, and the various barriers faced or likely to be faced by Laughing Women in the business model implementation process. Finally, the study developed a tool kit to improve and assess the present and future viability of the business model adopted by Laughing Women, which can also apply to other NGOs.

1.9   The Organisation of the Thesis

The structure of the thesis is presented below:

Chapter 1: Introduction

This chapter provided a background of the study, an overview of the NGO called Laughing Women, statement of the problem, research questions, aim, and objectives of the study, approaches to research methods, limitations of the study, delimitations of the study, and the organisation of the remainder of the thesis.

Chapter 2: Literature Review and Theoretical Framework

In this section, the secondary information collected from literature were discussed and analysed. Therefore, the entire literature review section is conducted on a thematic analysis. The literature review are bolstered relevant sources to increase reliability. The augmentative approach helps to identify the pros and cons of the assertions made by past researchers based on which the conclusions can be derived, and the research gap identified.

Chapter 3: Research Methodology

The research methodology section discusses the various parameters selected for data collection and analysis. This section also discusses sampling techniques and procedures for data collection. The chapter discusses the research paradigms, including, but not limited to, research philosophies, approaches, and designs. In this chapter, the semi-structured interview technique and focus group discussion adopted for the current study are described and justified.

Chapter 4: Results and Discussion

This chapter analyses and discusses respondents' responses based on the three-research question. It brings to light salient issues regarding the various components of the business model adopted by Laughing Women based on the data obtained from respondents. Findings from past literature were used to check the validity of responses, and results were discussed in the light of empirical data. Acceptable and persuasive findings on the second research question are presented and analysed in this chapter. The chapter showcases data on the processes involved in the implementation of the business model by Laughing Women which is the second objective of the study. Furthermore, the chapter provides a blueprint for various barriers faced or likely to be faced by Laughing Women in the business model implementation process based on the data obtained from respondents. Findings are compared to past findings within the literature on the topic.

Chapter 5: Summary of Findings, Conclusion, and Recommendations

The findings of the study are summarised in this chapter, and the conclusions drawn from the study and corresponding recommendations are presented accordingly. This chapter also provides areas for further research.

Appendix I and II: Development and Discussion on the Tool Kit to Improve and Assess the Present and Future Viability of the Business Model Adopted by Laughing Women

Using this study's qualitative data, a tool kit to improve and assess the present and future viability of the business model adopted by Laughing Women was developed and discussed in

this chapter, specifically using the focus group discussion technique. Past research on the topic were used to check the reliability and validity of the tool kit and discuss current findings related to the tool kit.

1.10 Conclusion

This chapter provides information on the background of the study on the examination of the business model adopted by Laughing Women as an NGO, notes the challenges faced in the implementation of the business model and provides an intervention by designing a tool kit to support its implementation, viability, and improvement.

This introductory part provides information on the background, an overview of Laughing Women as an NGO, a statement of the research problem, research questions, aim and objectives of the study, approaches to research design, delimitation, and limitations of the study, organisation of the study. The next chapter will provide a critical review of relevant literature on the subject matter on a thematic basis.

CHAPTER TWO
LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1   Conceptual Review

The study, as mentioned above, aimed to develop a toolkit to support the business model change in non-governmental organisations (NGOs), focussing on the model's implementation, viability and improvement. Therefore, to achieve the aim, a concrete understanding of the current state of business models in NGOs was necessary upon discussing the concept of business models. Later, the chapter discussed various change management models and evaluated them for application in the study's context. The inclusion of such change management models and their extensive discussion was important to identify the key elements influencing the implementation and viability of business models and later their composition in the toolkit, enabling it to act as a strong supporting system addressing the associated challenges. Finally, the chapter is concluded with the knowledge gaps identified from the review of business models in NGOs and the change management theories in the context of toolkit development for business model change in NGOs.

2.1.1   Non-Governmental Organisations (NGOs)

The term NGO was first used as a non-state, non-profit-oriented, non-criminal organisation limited to a single state or region (Davies, 2019), whose breadth and ability to influence and make global change are highly diversified due to its diverse objectives and ambitions worldwide. This diversity in operations rendered it difficult in establishing a universal terminology or definition of NGO— which is often termed as on-profit, not for profit, civil society, third sector organisations and others (Kuruvila, 2015). Yasuda (2015) posited that the footprint of NGOs has increased significantly under the influence of the United Nations, with certain NGOs providing counselling to individual states, while others are regional in scope. Nonetheless, traditionally, NGOs are part of the umbrella concept of (non-commercial) civil

society, which attempts to bring in socio-economic, cultural and political transformation in every facet of society by ameliorating the plight of individuals in dire need of life-sustaining measures (Omofonmwan & Odia, 2017). Instances of such life-sustaining activities include animal rights, environment, community mobilisation, awareness creation in health and sanitation, child rights law, fight against child labour, domestic violence and human trafficking, promotion of sexuality and reproductive health education, peace, conflict resolution, disease control, empowerment, adult literacy and capability building and others.

Despite the common goal of societal transformation through upliftment and well-being, NGOs' level of strength, networking capability, outreach, and financial resources define their success and sustenance in goal achievement (Edwards & Hulme, 1995; Lindblom, 2005). Gondal (2012) claimed that large international NGOs are often well-funded, either through large donations from individuals (as in the case of Bill & Melinda Gates) or through multiple sources that were fund-raised and developed over a long period. Other smaller NGOs fight for survival and competition with many other organisations, which rely almost entirely on donors who have problems of their own which can prohibit them from continuing to support an NGO over time (Batti, 2014). Yasuda (2015) further argued that, while some NGOs shave well-developed financial resources and support, many smaller NGOs focus on more local interests or problems that do not benefit from such large financing or support. The ability of such smaller NGOs to do their tasks is mostly dependent on donor financing; therefore, if support from donors dries up, their ability to pursue their work may be jeopardised. Teece (2018) noted that a long-term challenge to the viability of NGOs is the almost total need and reliance on donor financial support. The complexities of NGO funding and how many NGOs collapsed during the 2008/9 recession are an indication that NGOs are financed by a range of sources, including donor money, corporate donations, foundation grants, government, local and federal financial agencies, as well as subsidy and contract fees payments. However, Teece (2018) further opined

that the effect of the 2008 recession on government income led to a decline in governments'
ability to pay grants or contracts with NGOs, leaving NGOs dependent on quickly decreasing
cash stocks. These cases demonstrate the problem an NGO could face when it relies heavily
on donor contributions for its long-term financing and, therefore, the need for a concrete
business model aligning its aim with its strategic capabilities and financial resource allocation
(Edwards & Hulme, 1995; Sari et al., 2020). However, before understanding the nature of the
business models of NGOs— their difference from for-profit organisations and challenges in
implementation in the former organisations, it is important to have clarity on the generic
concept of business models.

2.1.2   Business Models

The business model concept aims to improve customer extrapolation and value chain
advantages to enhance the execution of other business elements (Yang *et al.* 2016), which
became more popular during the dot-com boom in the 1990s as novel income techniques were
established (Zott *et al.* 2011). In simple words, business models explain how an organisation
works (Magretta, 2002). The concept was originally employed to communicate effectively with
potential investors; however, business models are now being used to analyse, plan, and
communicate the configuration and implementation of one or more organisational units. They
are also considered a strategic asset, presumably leading to competitive advantages and
improved business performance (Casadesus-Masanell & Ricart, 2010).

Business models have been defined and conceptualised in various ways. For example, Al-
Debei and Avison (2010) argued that business models represent an abstraction of an
organisation, whether conceptual, textual, or graphical, of all the key architectural, cooperative,
and fiscal systems developed in the present or the future. Spieth *et al.*, (2014) observed business
models as a coherent and integrated image of a firm and its revenue and profit generation,
similar to Breuer and Lüdeke-Freund's (2017) assertion that the concept reflects an

organisation's corporate strategy, where they express how they plan to deliver value to the customer and build a cost structure for capturing value. On the other hand, Al-Debei and Avison (2010) conceptualised business models as the organisational architecture of information flows, services, and products. Overall, the literature established that business models act not only as a reflection of the organisation's objectives but also as a mechanism for the organisation to address conflicting or contesting claims regarding organisational resources (Breuer and Lüdeke-Freund 2017).

Furthermore, three essential focal points can be understood from the definitions above— first, client and delivery (Spieth *et al.*, 2014; Breuer & Lüdeke-Freund, 2017); second, alignment, decision making, achievement of aims, money-making, and profitability; and third, the expense incurred by the organisation when operating under a particular business model (Zott & Amit, 2007; Bocken & Geradts, 2019). The definitions above allude to the common theme of business models identifying the related activities vital for achieving organisational goals and objectives for a competitive edge (Osterwalder *et al.*, 2005). However, there is disagreement regarding the definition, theoretical components of base structure, design, and future scope and trends (Goyal *et al.*, 2017) owing to differences in the type of organisations (public, private, not-for-profit), sectors they belong, functioning areas, services and if they are 'value-driven' or 'mission-driven' (Boyd et al., 2017). The last factor— the value-driven organisation-influenced this researcher to consider the business model definition of Breuer and Lüdeke-Freund (2017) for developing the toolkit because of its holistic perspective and focus on strategic decision-making and resource allocation for the achievement of the aim.

2.1.2.1 Business Models – Key definition used in this research

Osterwalder et al. (2005) revealed that NGOs have no successful business models and no understanding of what a business model should be in terms of business model definitions to be

used, limiting their ability to achieve goals and to successfully implement a sustainable business model. Below provide business model definitions pertinent to this research.

"The business model concept offers organisational senior executives and managers a fresh way to consider their options in uncertain, fast-moving and unpredictable environments. In contrast to conventional assumptions, recognising **that** more new business models are both feasible and actionable than ever before is creating unprecedented opportunities for today's organisations." (McGrath, 2010)

The definition above will allow the Researcher to have more effective discussions across key stakeholders within the NGO's, consider their options and get a consensus and agreement on this definition to enable the effective implementation of the business model. There was more focus on the NGO to examine whether their current business models that can provide long-term ability to achieve their goals. For instance, from understanding the gap between the current and future business model, communication issues, understanding the need for the business model change implementation to the identification of barriers, development of the business model components and evaluation of the business model change implemented to ensure its long-term viability. The definitions above allowed the researcher to engage in more effective conversation using the key questions below. See Appendix 1 – Table 5 (Page 228-229)

- *Who are our Customers?*
- *How do we get more funding to help mitigate against unprecedented opportunities?*
- *Is the NGO's offering a service or products? If yes what product and services are available?*
- *How does the NGO business models support their current operational practices?*
- *How does all the business processes, system and people in the NGO fit together to meet the need of the business model?*
- *Is the Current business model designed to produce a proposition of value to customers?*
- *What strategies are in place to support the future options and opportunities?*
- *What dynamic capabilities can be influenced?*

The core characteristics of NGOs are that they— although they possess institutional realities—do not return any profits to their owners or equivalents and involve voluntary activities and management. Consequently, their business model must be different from the commonly defined models focussing on profit-making, which leads to understanding the importance of business models through key components in the next section.

2.1.2.2   Importance of business models

Creating a solid business model benefits an organisation in many diverse ways. For example, De Langen and Bitter-Rijkema (2011) noted that business models help companies ask important questions, such as how the business could gain resources, what actions are essential to conducting, and how partnerships can be developed between the company and its current and future customers. It also helps organisations maintain their competitive edge (Wirtz & Daiser, 2017). Adopting business models increases the relevance of the entire organisation (Ati, Baga, & Satria, 2019). Business models also enhance management policy thinking on how organisations work (Purkayastha & Sharma, 2016) and help promote the development of business applications within the organisation (Gordijn, Akkermans, & Van Vliet, 2000). As Zott and Amit (2007) pointed out, business models idealise the content system, governance, and company structure system for broader interactions. It also serves as an interface in recognising the importance of society-wide relationships between companies and their business environment.

Several experts have indicated that business models are often an intermediary between corporate strategy and business operations to ensure alignment with the organisation's operational activities (Di Valentin et al., 2012), as indicated in Figure 2.1. Osterwalder *et al.*, (2005) argued that competitor policies are part of company strategies, while business processes comprise methods that help turn various aspects into profitable outcomes (Andresen, Brockmann, & Roztocki, 2011). However, as previously mentioned, business models enhance

the logical production of value and synchronisation of corporate resources (Osterwalder *et al.*, 2005), allowing day-to-day business operations to run more smoothly.
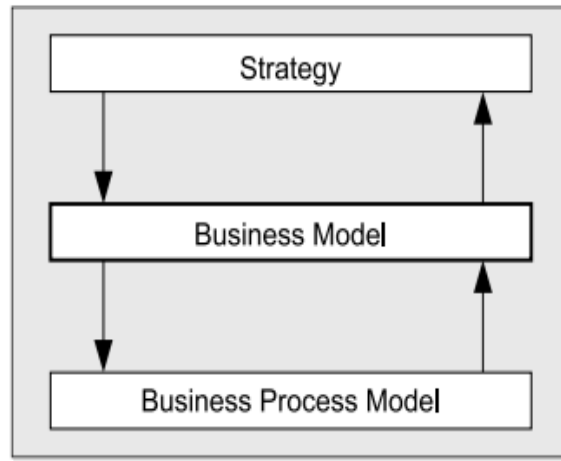
Figure 2-1: Business model as an intermediary between strategy and business process
Source: Di Valentin *et al.*, (2012)

It is significant to mention here that the importance of business models and their effective contribution to the organisations' value creation is dependent on various organisation-specific components they entail. Nonetheless, the business model components of a company have neither been concretised nor visualised by researchers such as Goyal *et al.* (2017). They contend, rather, that business models cannot be regarded as simple theories since they tacitly grasp the interactions of all components in an enterprise to generate value. Like Goyal *et al.* (2017), Purkayastha and Sharma (2016) neither detailed nor explained how the components are interlinked but pointed out that the major strength of a business model as a planning tool is that it pays attention to how all aspects of the system integrate into a workplace.

At the same time, studies by Chesbrough and Rosenbloom (2002) and Shafer, Linder, and Smith (2005) identified some core components across six and four strategic areas, respectively, presented in Figures 2.2 and 2.3. In Chesbrough and Rosenbloom's (2002) business model components framework, The first phase of a business model is to articulate the latent value

proposition of the new technology, and the second step defines a market segment for the purchase of a product or service. Thirdly, to understand the value generation and capture, it is necessary to identify the value chain to determine whether the operations are executed internally or externally. Fourthly, a favourable alignment with the described value network is vital since the provision of complementary commodities, and network effects can be increased (Chesbrough & Rosenbloom, 2002)

In the fifth step, the knowledge gained regarding the product and the market indicates the appropriate cost structure for the selected product and market category. The competitive approach comprises the sixth step of a business model. On the other hand, the components of Shafer, Linder, and Smith (2005), on the other hand, as shown in Figure 2.3, are divided into four major areas: strategic choices, value network, create value, and capture value.

Figure 2-2: Business Model Components Framework

Source: Chesbrough & Rosenbloom (2002)
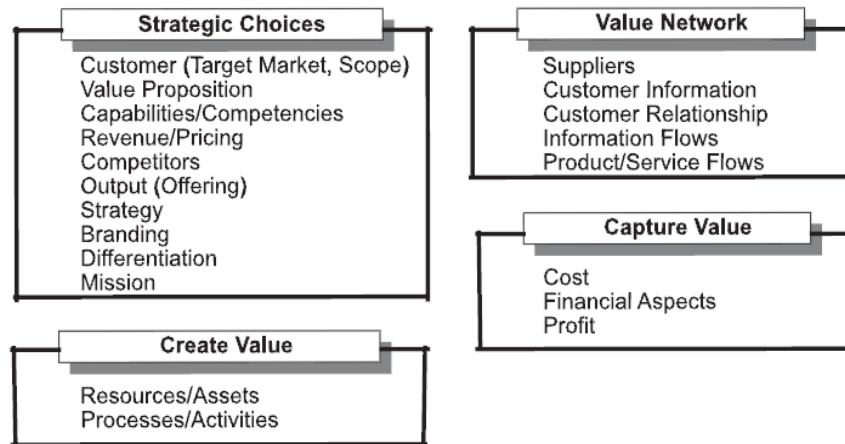
Figure 2-3: Components of a Business Model

Source: Shafer, Smith, & Linder (2005)

Unlike the above studies, which focused on the generic application of business models, Osterwalder (2004) and Osterwalder and Pigneur (2010) identified the need for business model innovation and generation regularly to replace old, outdated ones (Oliveira & Ferreira, 2011). Osterwalder and Pigneur (2010) further emphasised that it is necessary to explore the grey area to realise how significantly modifications affect business model components. Finally, the concerned scholars developed a business model ontology comprising nine components: customer segments, value propositions, channels, customer relationships, revenue streams, key activities, key resources, key partners, and cost structure (Osterwalder and Pigneur 2010). This researcher perceives these business model components as appropriate in NGOs' functioning due to the absence of focus on profit creation as a significant aspect, unlike those developed by Chesbrough and Rosenbloom (2002) and Shafer, Linder and Smith (2005).[1] Besides, the

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[1] For instance, the **customer segments** component outlines the groups of individuals or groups to be reached or served. To thrive, organisations require profitable clients. This involves deciding what the client segment(s) are. One effective approach is to consider consumers' demographics (e.g., age, gender, job time). A **value proposition** is an invention, service, or feature designed to make customers desire a company or product. It is built upon examining and studying a company's advantages, costs, and worth to a customer. Then, using data collected from client interviews, a list of prioritised advantages offered by an entity to respective stakeholders should be the final output. Osterwalder and Pigneur (2010) indicated that the value proposition component of the organisation's mission is important, as Collins (2005) also recognised that the value proposition of an NGO is fundamental to its functioning and is considered a significant feature. **Channels** imply the mediums to reach the consumer groups and integrate these channels in a cost-effective way. Channel describes how a corporation reaches its customer segments and communicates its value proposition. This involves knowing the ideal ways (or routes) to reach the clients. These could include physical channels, such as clothing shops or the local market, or virtual channels like

components emphasise areas that will strengthen the strategic capability of regional and community-based smaller NGOs, who often lack international or government funding. Through these components, Osterwalder and Pigneur (2010) recognised the need to create value in a globally competitive world and therefore, they are instrumental in clarifying the concept from an NGOs perspective, wherein few studies on the issue exist. However, before discussing the current state of business models in NGOs, their weaknesses, and the challenges of implementing appropriate business models per the dynamic environment, some reflections on the interrelations among the business model components were necessary to identify factors for the development of effective models.

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an online apparel e-commerce website. De Langen and Bitter-Rijkema (2012) argued that this is how an organisation interacts with its client groups and reaches them; it also includes the logic behind the value proposal delivery process. For NGOs, it can be, for instance, through a partner or municipal governments to supply products and services. Therefore, the channel element is described as the channels of communication, distribution, and sales used by the company to engage with its client segments and partners. **Customer Relationships** specify the type of relationship that a firm has with its customer segments. In other words, this involves the need to develop and keep relationships with customers or clients. Customer relationships include driving customer acquisitions, customer retention, and sales boosting. De Langen and Bitter-Rijkema (2012) argued that defining the target group (consumers) when designing a business model is crucial. The target group to which NGOs offer goods or services can be the civil society in general. **Revenue Streams** include making money, identifying consumers that are prepared to pay and what advantage they want to pay for, how they pay, how they currently pay, and how each stream is making up the total income. When individuals think of income generation for a business, they solely think of the price of the product. It is necessary to think about the value customers pay for their products, which type of product they sell, and which market the organisation enters. It also involves the ways organisations earn an income (e.g., sales of assets, subscription fees, rental, licensing, advertising). **Key Activities** signify the main activities required for the value of the proposals. These include the distribution of products and company strategies. This is the most crucial work in the implementation of a value proposition of an organisation. **Key Resources** signify the main resources required for the value proposals. Key resources explain the major assets needed for an organisational model to function. These items can include workplace, hosting, personnel, finance, transportation, and utilities such as electricity. The key activities should map these resources as they are seen as essential assets for the operations of the organisation. **Key Partners** entails identifying important partners, key providers, and essential resources. Major partners are external organisations or providers that want to carry out the main activities of the organisation and offer customer value. For operational optimisation and risk reduction, firms frequently nurture partnerships with buyers and suppliers to focus on the organisation's primary business activities. Compliance agreements between rivals or other non-competitors may also be considered through joint ventures and strategic alliances. Key activities should also map essential partners. NGOs use scarce donations from partners to fund their initiatives to ensure that these resources are used efficiently (Teegen, 2003). **Cost Structure** signifies the main drivers of expense in the business model. It also denotes the most important resources and activities. Cost structure defines the charges and expenses incurred by organisations while running their business model. The final stage in this process is critical, as it helps the team decide whether to pivot in terms of cost or value. A cost-driven firm strives to decrease all expenses while a value-driven corporation focuses more on quality or prestige delivery of a high customer value.

2.1.2.3   Reflections on business model components and interrelations

Magretta (2002) indicated a hazy approach to business models that, in some ways, is aware of the differences between the components of a business model and yet does not take an approach that reflects the connection and interrelationship between the components of the business model. However, Margetta (2002) did not take an approach that reflects the connection and interrelationship between the business model components. The study recognised that diverse settings have a big effect on the success of a business strategy (Magretta 2002) but do not focus on and describe the connectivity among the components.

Similarly, Chesbrough and Rosenbloom (2002) recognised the shifting environment of business models concerning connections among business model components. Their idea regarding the components of the business model is somehow analogous to the hermeneutical circle such that it constantly renovates itself and identifies ways to refurbish environmental changes chronologically. This approach to the relationship between the business model components is of interest as it highlights how components of the business model function and how they can affect and impact technical inputs and economic output without a concrete explanation of how these come into play. However, their discussion of how the various components of a business model interact with and inform one another is still relatively lacking. Even though they extensively detail various components of a business model, Osterwalder and Pigneur (2010) did not define the interactions among components of a business model. Moreover, arrows that extend from the value proposition to the client segment illustrate business model components of 'customer relations' and 'channels.' The arrows used as an indication in their study should be in both directions because a corporation cannot be sure that its suggested value fits one sector of the market.

Chesbrough and Rosenbloom (2002) and Zott and Amit (2010) admit that the unknowingness in handling business exploration and business model components connectivity and

interrelationship is critical for organisations. These points of view can harmonise with Demil and Lecocq (2010). They emphasised how important it is to realise a company's business model is static but functioning in a changing, voluntary, or emerging dynamic environment seen as a function of the interaction among business model components. However, in existing studies, the business model seemed to focus more on business model components, with inadequate illustrations and minimal knowledge of interconnections among business model components.

Additionally, studies (Chesbrough & Rosenbloom, 2002; Margetta, 2002; Shafer, Smith, & Linder, 2005) did not focus on explaining the interrelationships among business models' components in a theoretical sense. Instead, the focus on dynamic business modelling approaches has become more prevalent (Casadesus-Masanell & Ricart 2010; Demil & Lecocq 2010; Osterwalder& Pigneur, 2010; Teece, 2010; Zott, Amit, 2010). This is reminiscent of promise, as it is vital to regularly evaluate, revalidate, and review the business model. Studies that focus on connections among components may help businesses update their models more effectively.

2.1.2.4   Business Models of NGOs

Batti (2014) indicated that NGOs operate independently or in partnership with humanitarian agencies, self-help associations, private sector infrastructure operators, and municipal authorities. Similarly, Werker and Ahmed (2008) described private organisations as largely humanitarian and not commercial, aimed at alleviating misery, promoting the interests of the poor, protecting the environment, offering basic social services, or promoting community development. Werker and Ahmed (2008) revealed that NGOs rely heavily on resources from wealthy countries to be used by developing countries to provide goods and services to the needy. These organisations, which work in favour of poor people in third world countries, are active participants in global development. NGOs are often idealised to commit themselves to

"doing good" organisations and less to profit or politics (Fisher, 1993). These organisations make money from publications, fundraising, and sales to efficiently pay for their employees and support activities that efficiently meet their objectives (Martens, 2002). Amit and Zott (2014) concluded that the continued relationships with donors and recipients are another facet that needs attention. The quality of relationships with donors and recipients provides long-term benefits. Donors, for example, view the NGO's dedication more favourably and proactively meet their requirements. Additionally, donors regard NGOs as promising when they supply the recipients with goods and services as planned (Goddard, 2020).

The facts point to NGOs' ability to secure funding and show donors that they can successfully meet their goals. Findings from Amit and Zott (2014) study indicated that the business model used by NGOs translates to interrelated activities, integrating important activities and resources, core competencies, and partner networks. These actions and resources are intended to create the final recipient's value proposition with the organisation's competence and the partner network to identify the organisation's mission. Donor/beneficiary segments are further identified by creating personalised products and services.

However, Osterwalder et al. (2005) revealed that NGOs have no successful business models and no understanding of what a business model should be, limiting their ability to achieve goals and secure additional funding for future projects. While NGOs are less concerned with making profits, a business model requires an increasing need to deal with changing circumstances. Not many studies of NGOs are related to the business model angle of operations. However, some research (Batti, 2014; Teece, 2018) suggested that the general business model canvas components used in for-profit organisations must be customised and tested before being employed. For example, Batti (2014) stated that usefulness and applicability should be considered significant, given typical business models differences between for-profit and not-for-profit organisations.

Table 2.1 demonstrates fundamental differences between major for-profit and not-for-profit business models' components, predicated on high customer and service focus in for-profit organisations, with higher beneficiary and donor focus on NGOs.

Table 2-1: Key Components and descriptions (For-Profit) and Key Components and descriptions (NGOs)

No	Pillar	Key Components and descriptions (For-Profit)	Key Components and descriptions (NGOs)
1.	**Product**	**Value Proposition** It gives an overall view of a company's bundle of products and services	**Value Proposition** The organisation's mission, its main programmes and brand (***Osterwalder & Pigneur, 2010***)
2.	**Customer Interface**	**Target Customer** Describes the segments of customers a company wants to offer value to	**Donor Segments/Ultimate Beneficiaries** The organisation targets different groups of customers and donor segments for its fundraising activities. The organisation's beneficiaries are principally reached and served to achieve its vision/mission (***Osterwalder & Pigneur, 2010).*** Similarly, the donors— another target group of the NGO— are important to ensure a steady flow of financial support and eventually enhance its outreach to the beneficiaries. In other words, donors act as a link between the NGOs and their beneficiaries, thereby achieving its vision and goals.
3.		**Distribution Channel** Describes the various means of the company to get in touch with its customers	**Distribution Channel** The method that the organisation uses to achieve its mission or programme activities for the beneficiaries
4.		**Relationship** Explains the kind of links a company establishes between itself and its different customer segments.	**Relationship** The type of relationship the organisation has established or wants to establish with each key beneficiary or donor segment
5.	**Infrastructure Management**	**Value Configuration** Describes the arrangement of activities and resources	**Key activities and resources** Are the main actions that an organisation needs to perform to create its value

No	Pillar	Key Components and descriptions (For-Profit)	Key Components and descriptions (NGOs)
			proposition and the physical, financial, intellectual, or human assets required to make the business model work (**Osterwalder & Pigneur, 2010**)
6.		**Core Competency** Outlines the competencies necessary to execute the company's business model	**Core Competency** Outlines the competencies necessary to execute the company's business model
7.		**Partner Network** Portrays the network of cooperative agreements with other companies necessary to offer and commercialise value efficiently.	**Partner Network** Portrays the network of the cooperative agreements with other people or organisations necessary to offer and distribute the organisation's mission and programmes efficiently.
8.	**Financial Aspects**	**Cost Structure** Sums up the monetary consequences of the means employed in the Business Models	**Cost Structure / Expenditure** The total expenses which the organisation incurred (or will incur) to implement the agreed activities.
9.		**Revenue Model** Describe the way a company makes money through a variety of revenue flows.	**Income/Funding Streams** Donations, merchandise/sales, investments or other income streams are available for the organisation to work on its value proposition.

Source: *Osterwalder & Pigneur (2010)*

Ati, Baga, and Satria (2019) indicated that most NGOs require longer-term strategies to carry out their mission. However, their business model is based on short-term project finance.

Table 2.1 shows that for-profits and NGOs separate themselves by specialising their enterprises in the same respects that offer important products and services to clients/beneficiaries. For example, for-profit organisations offer items and services to accomplish this goal in which customers are willing to pay a large sum to satisfy their demands. However, NGOs offer their products and services to beneficiaries who are already reimbursed for expenses by donors. Both categories have key competencies in running and implementing their business model (Ati, Baga & Satria, 2019).

Teece (2018) argued that profit-making enterprises seek primarily to commercialise value, while NGOs offer and distribute their missions more effectively to those who most want them (i.e., beneficiaries). The financial dimension also differs amongst these entities, as profit is increasingly derived from different cash inflows and cash outflows. The NGOs seek donors' financial help and other sales or investments that the organisation needs to spread its value proposal. Based on the differentials in Table 2.1, the business model defines the interrelated activities using distribution channels to reach segments of the donor through main resources and activities alongside core competencies to offer value proposals to ultimate beneficiaries and maintain relationships with donors and beneficiaries by deciding expenses.

These make it clear that profit-based and not-for-profit organisations (including NGOs) differ in their business goals. Therefore, it is easy to see how these different organisations might approach tools such as business models differently. Research by Ati, Baga, and Satria (2019) examined how the business model of an NGO can be described and how the features are described. The researchers proposed a business model framework for NGOs that differentiates receiving stakeholders from paying parties that different operational activities from funding. Furthermore, arguments from the study of Malmström, Johansson, and Wincent (2015) indicated that the business model in NGOs also fails to produce value proposals, distribution channels, partner networks, costs structure, and important activities, and resources, as well as core competencies. The study further indicated that existing business models of NGOs require regular monitoring, assessment, and administration due to the ever-changing environment, yet not all NGOs consistently monitor, evaluate, and administer their business models.

Malmström, Johansson, and Wincent (2015) underlined the necessity for NGOs to be adaptable and sensitive to funding and changing dynamics. The problem of constant demand because of changes, which mostly affect external shocks, is another concern not handled by the NGO

business model framework. These changes also include the changing donor objectives, which dramatically affect the foundation of the business model.

While most NGOs under-utilised business models, there are examples of successful NGOs working by their business model, including the Grameen Bank, RMI-Indonesian Forest, and Environment Institute (Chesbrough *et al.*, 2006). A special focus on the special circumstances of the rural development community is the main element of the achievements of Grameen Bank and Grameen Phone. Grameen Phone, the Grameen Bank product, offered individual entrepreneurs a funding channel to help them develop their "little farms." They also offer micro-loans to buy cows for income from milk sales. The training and support of individual firms to manage their small enterprises is also another essential component of their work. Their business model is entirely functional, sustainable, and profitable.

The not-for-profit organisation includes business models involving the grassroots community, starting campaigns aimed at the broader public, promoting the national application of rules, and active collaboration among national and international networks and organisations in coalitions (Ati, Baga & Satria, 2019). While NGOs are less concerned with making profits, a business model requires an increasing need to deal with changing circumstances. The sustainable approach helps NGOs obtain revenue flows vital to NGO operations and helps to give beneficiaries continual value.

2.1.2.5 Implementation of Business Models by NGOs

Previous studies provide an NGO framework with a series of component definitions, showing that practitioners value the visualisation, communication, and analytical aspects of the framework but neglect how each component has value and how easy it is to adapt these components to meet constants changes.

Most interestingly, there is a dearth of literature currently providing the implementation processes, evidence of how effective the implementation processes are, or how much-added

value they had been for NGOs using business models (Michelini and Fiorentino 2012). Moreover, there has been no fully documented model implementation in the literature on the business models of NGOs. Thus, research is needed to examine the implementation processes of business models in NGOs, identify the consequences of such implementation, as well as determine how to help NGOs develop an autonomous economic model that makes it easy to measure and implement in conjunction with agreed schemes to predict and respond to a broad change environment.

Michelini and Fiorentino (2012) argued that 90% of NGOs do not implement their business models successfully, resulting in a lack of objectives for organisations, inappropriate allocation of resources, lack of structure and leadership, and weak communication links. The causes of challenges in implementing business models differ, but most depend on the resource-intensive and challenging implementation of business models. Therefore, understanding the main challenges to implementing business models will help prevent the most common setbacks and improve organisations.

There have been numerous challenges identified in NGOs implementing business models that could make their organisations more successful. Bocken *et al.* (2014) mentioned that technical constraints, such as material inefficiency, poor products quality, and energy inefficiency, could impede business model implementation throughout the supply chain. Further, Schaltegger *et al.* (2015) argued that, over and above those barriers, poor market conditions and poor regulatory drivers for innovation are also impediments. These factors force businesses to align with existing legislations, accept standards that cannot increase quality, expose entities to unexpected regulatory requirements and disregard safety or health issues. Finally, Yang *et al.* (2016) pointed out that barriers to business model implementation among NGOs encompass general external components to be tailored for long-lasting markets that include overall customer requirements, images, company products, labour expenses, and new markets.

Additionally, De Langen (2018) noted that the challenges to the implementation of business model in NGOs include, but are not limited to:

Weak Strategy: This can be mitigated by designing a wide-ranging and focused roadmap. Specific milestones, clear schedules, and exact duties for staff should be established. It is best to start modestly to ensure that objectives can be managed and achieved. Then, resources and targets can be extended until the final result within the time limits is attained.

Ineffective training: No new model can ever emerge unless properly trained personnel to perform. There are several reasons why organisations skimp on effective enterprise and staff learning possibilities. There are many current opportunities for discerning, yet there should be very efficient training that meets employees' busy schedules. Finding the appropriate training methods saves money by preventing too much time off, strengthening skills or teaching new abilities, and monitoring employees' workflows.

Lack of resources: The most recurring direct costs involved with implementing a new business model are the consultants or members of the board who design, implement, and deliver training and the costs of any related new technology. This can be costly for any organisation, particularly for small and medium-sized enterprises and non-commercial enterprises. Therefore, it is vital to start modestly and expand only once the primary targets have been fulfilled. Also, it is necessary to consider the experience existing in-house and select an affordable, scalable training platform or strategy implementation technique throughout the organisation.

Lack of communication: In implementing any business model, communication is crucial, yet it is a significant challenge (Parida et al., 2019). There must be an excellent communication plan from top to bottom. The characteristic of an efficient organisation is not just transparent, honest communication but a necessity for any further implementation. The absence of communication leads to disconnected teams and widespread insecurity. It is not unusual for teams to be

reluctant to change, especially people who have worked together for a long time. However, the new job of each employee is being communicated from day one to achieve the desired result. Also, it is important to help everyone understand that a little discomfort will lead to great progress.

Lack of follow-through: Formal evaluations of the new business model should be conducted regularly to review processes and ensure that the plan is implemented as designed. Training should be included in the constant assessment of the process. Subscription-based training platforms are the right tool for long-term coherence and the continuing development of abilities. This type of continuing training is cost-effective, team-orientated, and can be developed in conjunction with the organisation's business model.

The above information highlights the various issues that NGOs can face when implementing business models and the various components that must be considered when conducting business model innovation. Nonetheless, the lack of concrete academic evidence on the NGO-specific components, especially concerning regional and community-based NGOs, which seldom involve any business model, requires an effective change management-based toolkit for the smooth transition of the business processes. Therefore, the following section delves into understanding the various change management models to select the NGO-appropriate model for developing the proposed toolkit. From the literature review and cases above, the lack of concrete business models appropriate to face the dynamic environment are lacking, and so be the presence of adequate change strategies to implement effective business models, if any. Therefore, identifying an effective change management strategy is important for efficiently implementing a suitable business model to address the changing environment.

2.2 Theoretical Reviews on Organisation Change Models

For a successful implementation of business model's innovation to address the dynamic environment and create changes in their objectives, structures, and processes to align with the demands of the global market, NGOs require effective change management strategies. These change management strategies enable organisations to incorporate their employees, customers, shareholders, the community and the board together in the reformed vision and core values to avoid resistance challenges by acting as a contingency strategy (Todnem By, 2005). Nonetheless, identify the appropriate change model, which is situational, indicating the organisation "how to vary change strategies to achieve optimum fit with the changing environment" (Todnem By 2005; p.376). According to Cameron and Green (2009), change management models synthesise research and practice to understand processes and mechanisms of change both at the organisational level and at the individual level. A model for managing an organisation allows establishing an objective focus and frame of reference, rigorous and structured for the diagnosis of the organisation, as well as for determining the lines of continuous improvement towards which the organisation's efforts are targeted.

However, change management in the non-profit sector faces great difficulties, as these entities have more barriers concerning accomplishing their goals. Therefore, it is important to understand the operation, scope, and origin of each change management model to analyse their appropriateness against the challenges the NGOs face in business model implementation. According to Ahmad *et al*. (2017), the process of change in organisations, since the end of the 20th century, experienced a great proliferation of theories and mechanisms so that the managers or administrators have different tools as contingencies. It should be noted that these theoretical and instrumental models are based on existing literature on organisational change, in addition to data and experiences accumulated by organisations.

2.2.1 Kurt Lewin's Three Stages of Change Model

One of the first models of organisational change is the one proposed by Kurt Lewin in 1938, who is recognised as the founder of modern social psychology because it ensured that change processes in organisations go through three phases. The three-stage model of unfreeze, change and refreeze is a generic and simple approach that helps organisations understand what change represents when dealing with persons. For example, concerning the case study – Laughing Women – while a manager can establish new processes and reassign tasks, change will only be effective if everyone commits. Similarly, the model argues that the centre of change is in group behaviour and focuses on factors such as norms, roles, interactions, and other social processes.

Concerning the three stages, unfreezing is considered the exploratory or diagnostic phase that allows understanding of an organisation's current state or status quo and the conditions and forces allowed to maintain that state. On the other hand, change requires the promotion of different attitudes and behaviours through innovative ways of working, relating, and learning new values at organisational and individual levels, thereby empowering the workforce. Finally, refreeze stage refers to the accumulation of new practices as part of the reformed organisational culture.

Therefore, in the first stage of unfreezing, the management must question the organisation's current situation— whether the change is externally or internally driven and its weaknesses? Then, upon identifying the current need and weaknesses, the management prepares the organisation to accept the necessity of change by breaking the status quo to build a new way of operating by enhancing motivation and communication with the employees, stakeholders and customers. Rivas and Jones (2014) noted three paths of unfreezing— *increasing* the potentiating forces, which facilitate the development of behaviour different from the current one, with the *decrease* of the opposing forces and the *combination of the two above*.

In the second phase of change, critical stakeholders are convinced of the effectiveness and necessity of the new ways vis-à-vis the previous ones, allowing them to drive change. After that, the objectives and strategies are outlined to determine the plan of action to implement the transformation. Three fundamental actions can be considered for this process— persuading collaborators that the status quo is not beneficial for them and encouraging them to perceive the problem from an innovative perspective, working together to obtain relevant information regarding the change and connecting the different approaches of the groups to propose different strategies and finally, opt for the most effective option.

The third phase, as mentioned above, can only be achieved after the second phase has taken place and the internal and external stakeholders are committed to new ways of working. At the same time, without this phase, the change brought is only temporary as refreezing involves the integration of new values, norms, and traditions into the organisational paradigm. Therefore, the internal and external stakeholders are likely to return to the previous status quo without reducing previous behaviour and ingraining the changes by repeating new behaviour aligned with new objectives at the process initiation involved in this phase (Cummings et al., 2016).

Overall, Kurt Lewin's theory is a useful structure that enables the identification of essential elements for change programmes. The theory fosters active participation of the leader as the promoter of transformation, its communication and appropriation by followers, which in turn, necessitates the promotion of change from the recognition of resources such as trust, Knowledge, or experiences of collaborators for their empowerment (Esa et al., 2018). Nebrida and Westall (1997) assured that Kurt Lewin's model had been established in profit-making entities worldwide as a successful tool to respond to the needs of change towards achieving organisational goals. In the non-profit organisation too, like NGOs, studies by Zogjani & Raçi (2015), (Kondi, 2013) and (Hmieida, 2014) have shown the theory's role in ensuring change through removing barriers using employee empowerment, rewarding short-term wins,

anchoring the changes in the corporate culture and transformative leadership installing a clear vision to align the organisation's stakeholders.

2.2.2 Edgar Schein's Theory of Planned Change

Lewin's method proposes a general but oriented route towards the path to be followed in any process of cultural transformation in stages, which must be consolidated one after another within the organisation regardless of the size it comprises. Literature associates the Theory of Planned Change proposed by Edgar Schein with a psychological mechanism in redefining Lewin's change model (defrosting, change and refreezing) from the experiences during the change process.

The theory asks individuals (the management) to find the motivation encouraging them to commit to the need for change and have a favourable disposition regarding the process—through denial and disapproval of current behaviour and the creation of guilt and anxiety. The theory stresses the stakeholders' perception (through experiences) of a sense of psychological security to replace the past behaviours and practices with new ones. However, to generate such a perception, a supply of adequate information and evidence that can demonstrate that change is desirable and possible must be generated.

Moreover, as Bipath (2012) noted, the theory emphasises the refreezing stage. Therefore, it is necessary to generate the mechanisms to establish a new organisational state as stabilising changes require a test to see if the stakeholders fit the individual and the social environment. Therefore, Schein's (1990) theory necessitates the organisation's continuous adaptation to external and internal integration incorporating the three stages proposed by Lewin through learning and unlearning high motivation and mediation of personal changes in the organisational change. Most importantly, the theory stresses the negotiation of all three stages before the occurrence of change to make it more permanent.

2.2.3 John Kotter's Eight-Step Model for Leading Change

The above two change management models got modified further through John Kotter's eight - step model for leading change after the scholar identified different problems regarding the radical strategic change, attributing it to senior executives' lack of identifying the sequence necessary to direct these changes Haas *et al.* (2019). Furthermore, major change efforts do not always have the desired result. As Kotter (2012) noted, only 30 per cent of organisations achieve successful change. To address the challenges observed primarily in numerous US companies, Kotter's model maximises chances of success, especially in a changing environment, by emphasising emotions— flow + seeing + feeling = change is more powerful than analysis + thought = change (Kotter, 1995).

Figure 2-4: John Kotter's 8 Steps for Organisational Change

Source: https://flevy.com/pro

As presented in Figure 2.5, the eights steps of the model involve the creation of a sense of urgency, building and developing a guiding coalition, creating a change vision, communicating the vision, allowing action by removing barriers, generating short term wins, sustaining acceleration, and finally, instituting change. The model further stresses the continuous

implementation of the business model innovation through the change management processes through re-anticipation of the future and, therefore, evolve continuously.

2.2.4 Kreitner and Kinicki's Systemic Model of Change

Along the lines of Lewin's change model comprising of managing change from the present state of the organisation, the transition, and the future or desired state, Kreitner and Kinicki's Systemic Model of Change define the process of change with a systemic conception, where all the elements are influenced by each other. Three stages bring in change within the organisation— entry, elements of change or action and departure Patton and Patton (2018). While the entry-stage comprises internal information, identifying and analysing the strengths, weaknesses, threats and opportunities inherent in the organisation, the elements of the action stage establish goals to draw up a plan of action, which allows consolidating the process of change through its strategies. The second stage further considers the various influential factors to the organisation's operations, such as social factors (organisational culture, leadership, and communication), policies, roles, procedures, and competent collaborators committed and motivated by the change process.

Finally, the third— departure— accentuates on evaluation and analysis of results of change implementation at the organisational level to identify possible improvements for upcoming processes. According to Sandoval (2014), it is important to highlight that the changes are assumed based on the organisation's strategic plans, for which internal and external factors are also considered. The difference between this model from the ones mentioned above lies in demanding strong commitment and clear objectives of the change efforts from senior officials to achieve organisational objectives and greater competitive capacity (Dooley 1998). Overall, the model's systemic approach highlights the organisational factors' interrelations and that any change made in one of the variables involves transformations in one or all other variables.

2.2.5 Prosci's ADKAR Change Management Model

The ADKAR change management model— unlike the existing change model, which signifies the process, finance involved, the element, or the tool of change such as technology to account for the collaborators affected by these processes — highlights the individual approach. Therefore, Hiatt (2006) noted greater chances of success of the expected changes in the organisation as their impact is expected both on individual development and organisational development. For his part, Bipath (2012) referred that within the scope of organisations, it is essential to generate a change in organised shape and make stakeholders aware of the process being carried out. Furthermore, this process necessitates taking care of each of the steps being followed so as not to alter what is being achieved. For this reason, Prosci developed the acronym-based ADKAR model representing five phases to achieving a successful change— *Awareness* (the nature of the change and why it is occurring), *Desire* (personal choice to accept change and commit to moving forward), *Knowledge* (education and training on how to change (behaviours, skills, processes) and implement change effectively), *Skill* (competence with new tools, processes, and work roles), and *Reinforcement* (reward, recognition, compensation, or other performance management activities supporting change).
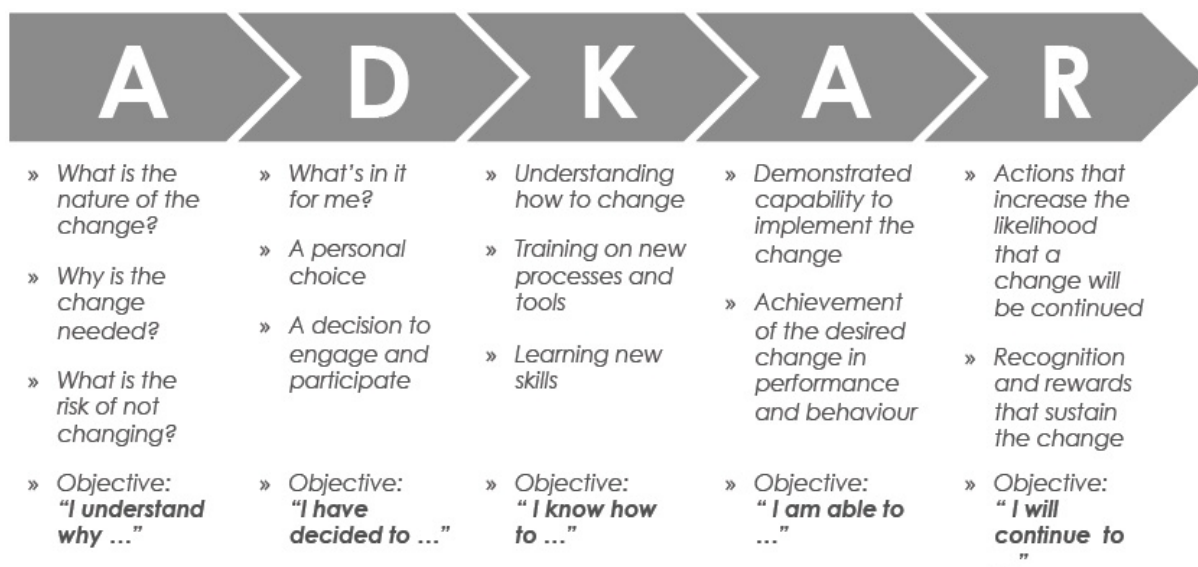
Figure 2-5: Prosci's ADKAR Change Model

People change at different rates, the time it takes for everyone to go through each phase is different, and the time it takes for the entire process is also different. Therefore, an entire organisation cannot be treated as a homogeneous group of people going through change at the same rate. The ADKAR model identifies the stages and sequence necessary for an individual to experience successful change to address this difference (ACI, 2015; Prosci, 2002).

2.2.6   Lean Change Management

Organisations are currently in an environment where constant change is normal. However, as previously highlighted, change is caused by various factors that force organisations to employ various innovative practices as management tools, allowing them to think of change as little temporary experiments. One of the change management systems mostly used by organisations is the Lean Change Management, a model proposed by Jason Little, which is a set of innovative ideas and practices based on experimentation, continuous feedback, co-creation-induced changes and people-focussed.

It is worth mentioning that, unlike traditional models where changes are driven from above, Lean Change Management seeks to empower and involve people in the design of change so that they can make decisions and thus build a new reality. That is, co-create change with those who will be affected by it, making them have a greater involvement and motivation throughout the process, which portends a greater probability of long-term success (Zafar & Naveed, 2014). According to Zafar and Naveed (2014), the objectives are to understand better the need for change in the people involved, possess a deep knowledge of the environment in which the change will be generated and create a motivating environment that allows a greater probability of success.

The whole team must be aligned and focused on achieving the objectives following insight, options, and experiments (van Assen 2018). While insights refer to understanding the

organisation's current state through information collection on disabilities, symptoms or problems affecting the team or the organisation, options refer to determining the possible alternatives when facing issues with the business model innovation and changed vision. Finally, the experiment stage highlights the need to materialise the previously determined option, establishing its significance through hypotheses testing.

2.2.7   Evaluation of selected change management models

Both Kurt Lewin and Prosci's ADKAR change management models are extensively used in the NGOs' business strategy development and change implementation process (to address capacity building, racial equity and employee resistance, to name a few) to ensure their viability against the challenges associated with the dynamic environment (Adams & Whelan, 2009; Bellows, 2014; Dorrofield, 2017; Importante, 2016; Jezouit, 2021; Kiarie, 2012; Lewis, 2007; Mudhune, 2013; Raji, 2019; Sambo, 2014). However, while the former showed the weaknesses in these non-profit organisations, such as employee welfare and staff morale (Ochieng, 2013), the latter model focuses on the primary element acting as the root cause of the failure of business model implementation in the concerned organisations (Kivasu, 2012). Nevertheless, despite ADKAR's effectiveness in highlighting the weaknesses, its individual-level focus acts as a partial tool. Therefore, the organisation would need another model focusing on organisational factors like Kotter's Eight-Step Model for Leading Change or Kurt Lewin's Three Stages of Change Model.

In the case context of regional NGOs like the *Laughing Women*, the researcher considered an organisation-specific model like Kotter's and Lewin's instead of psychological or individual-focused models like Prosci's ADKAR or Schein's Theory of Planned Change. The discussion on business model implementation above highlighted the organisation's (macro) specific challenges such as weak strategy, lack of awareness of the importance of business model innovation or viability of a robust business model, inadequate training of the employees, lack

of resources and communication channels, and lack of continuous evaluations of the viability of the existing or new business model.

However, implementation of Kotter's in the current context involves certain disadvantages. For example, the model involves extensive steps compared to Lewin's, making the change management process lengthy and cumbersome, especially in organisations that are not proficient in business model change or innovation (Yamo, 2013). Furthermore, although Kotter's model is more simple in application than Lewin's, one cannot avoid any of the eight steps, or the change process will fizzle out (Li, 2018).

The study considered Lewin's model as the best fit because of its justifiability against the implementation challenges identified above and the aim of establishing the business model viability through the tool kit. Moreover, the model contains fewer steps and therefore is a proficient model to be applied by small NGOs changing (Yamo, 2013). At the same time, numerous stakeholders or collaborators often perceive that an alternate change is advancing at the refreezing stage, making them apprehensive (Burnes, 2004). Such change shock often causes employees not to be as effective or adequate in their work. Overall, however, the three stages of unfreezing, change, and refreezing enable the smaller and regional NGOs to be proficient in developing a robust strategy of change management, train employees adequately, enable them to identify resource allocation and usage of proper communication channels and continuously evaluate the viability of the business model to develop a modified one in due time (Cummings et al., 2016; Kritsonis, 2005). Also, Lewin's model is based on optimisation associated with economic (i.e. profit) and operational (i.e. production) outcomes, which can further be used to maximise outcomes of interest like individual prejudice, creativity and group decision (Mason, 2013). Furthermore, as (Cummings et al., 2016) noted, Lewin's model also focused on the individual and group perceptions associated with forthcoming change related to perceptions and recalibrations after the event, also popularly termed as objective and subjective

or behavioural and cognitive phenomena, since he emphasised on the effects of multiple variables relating to change. Therefore, the toolkit to be developed for business model implementation does not need the inclusion of individually-focused models like ADKAR or Schein's Theory of Planned Change.

In addition to the aspects, the selected model must comply with certain characteristics consistent with the organisation's philosophy by the organisation leadership. These characteristics are intended not to alter the fundamental principles underlying the organisation's structure, training, and activity when giving practical responses to conflicts arising in the organisational environment.

The organisational change model that is chosen to carry out the process of change in *Laughing Women* must comply with the following characteristics raised by their management:

i. Have a global vision of the company.

ii. The model should have an open systems approach.

iii. Compatibility with external environmental conditions.

iv. Development of potentials of those involved - volunteers.

v. The institutionalisation of the process and self-sustenance of the changes.

Below is the analysis of the selected model to identify those that meet these characteristics, and although none meets them in its entirety, it should be noted that each model is good on its own but not robust for Laughing Women:

a) Global vision of the company

The chosen model must integrally visualise the organisation. It must consider internal and external factors and elements that intervene before, during and after the change. For this, each area's purpose, objectives, functions, and relationships and of the members who will intervene in the change process must be clear.

None of the discussed models meets this characteristic in its entirety. They only contemplate those necessary elements at the time of their creation and for the purpose for which they were made. Lewin's model has a people-oriented vision because, according to Ferrer (1976), "its basic approach is centred on changing the behaviour of the individual" (pp). This model offers to identify those factors (forces) involved in the first stage of change. The challenge of the model is not supported integrally by the factors that they intervene in an organisation as Kotter (1997) posited that "frequently the organisational change models are not supported by the rest of the factors, not analysing the interrelation that exists between them".

 b) Open systems approach

This feature is possessed by all models, even those not selected in this research. According to Kotter (1997), "models of organisational change management the idea of the organisation as a natural and open system; who is interested in the individual's behaviour, the characteristics of the organisation, its environment and the interaction between them".

In the model proposed by Kreitner and Kinicki, middle managers use the participatory research approach to identify aspects that alter the state of the organisation, then develop strategic actions that will be translated into new practices that will yield results.

 c) Compatibility with external environment conditions

A model can be developed to meet certain needs and be successful, but it cannot be even when used to solve the same needs if the conditions in both cases are not the same. It is common for a model applied at a given time to be successful and applied at another time to be unsuccessful simply because the organisation's external environment is not the same.

The model applied to *Laughing Women* must consider this point to ensure that the resources invested are not lost in the change. For this, the model will have to solve the problems with the use of tools and mechanisms existing or not if they comply with the conditions of the external

environment. In addition, they must not violate the rules, policies, or regulations governing the organisation.

 d) Develop the potential of those involved

All the models expressed that there is joint participation between the involved and the agent of change, but there are few models that stimulate learning through training. For example, Prosci's ADKAR model of change proposes carrying out a learning process among its stages. The rest of the models include collaboration and commitment to new changes with a particular objective that is not the learning but eliminating resistance to change.

The model that is chosen to implement in *Laughing Women* must consider training as a strategy to exploit all skills and knowledge of those involved and not to eliminate resistance to change,

e) Institutionalise the process and self-sustenance of the changes

A change model must be able to institutionalise its effects and make it last. The effects must be evaluated and subsequently managed the institutionalisation of successful programmes to continue them in other areas. Of the six models discussed, Prosci's ADKAR and Lean Change models view institutionalisation as a process where the key is to spread the change to other parts of the system, and it also includes the establishment of mechanisms or activities that maintain the momentum that was achieved during the previous phases. The rest of the models only propose maintaining the change if it is successful. The relative position of the above-discussed models has been presented below (Table 2-2), whose suitability has been examined across various criteria important to achieving the study objectives. Among the six models discussed, Kurt Lewin's Change Model is closely related to change purpose among the NGOs, specifically the case NGO, which can be observed from the below criteria also, regarding the provision of an open systems approach, the model's compatibility with external environmental conditions, developing potentials of the external and internal stakeholders involved in the development and implementation of the modified business model, and in the

institutionalisation of the implementation process and sustenance of the changes made for a prolonged period.

Table 2-2: Comparison of Selected Models

S/N	Criteria for Model Selection	Kurt Lewin	Edgar Schein	John Kotter	Kreitner & Kinicki	ADKAR	Lean Change
1.	Provides global vision of the company	N	N	N	N	N	Y
2.	Open systems approach	Y	Y	Y	Y	Y	N
3.	Compatibility with external environment conditions	Y	N	Y	N	N	N
4.	Develop potentials of those involved	Y	Y	N	Y	Y	Y
5.	Institutionalise the process and self-sustenance of the changes	Y	N	N	N	Y	N
Score		**80%**	**40%**	**40%**	**40%**	**60%**	**40%**

N: No; Y: Yes.

Carrying out an organisational change is a complex task because there is no single best way to achieve change despite many models. Furthermore, what can be successful in a context and at one point may not be for other organisations that operate in different contexts and the future. This occurs because existing organisational change models consider only part of the characteristics that govern a successful organisational change as it occurred with selected models, which only meet some required characteristics.

Therefore, having recognised the various weaknesses of the existing models, along with Lewin's— the one considered the best fit in the study's context, this study has built the toolkit for the business model innovation on the existing foundation. Furthermore, the toolkit has been incorporated into a framework that can be used as a base for change, catering to organisational

requirements and preferences and being suitably utilised in the larger social milieu. The toolkit intends to empower the change through more participatory action cycles, more transparency, and more awareness of oneself and other stakeholders and measure and monitor the organisation's change process.

2.3   Knowledge Gaps

The study aims to develop a toolkit that facilitates the business model innovation and eventual smooth implementation, thereby bringing effective change in the NGOs— especially the regional and community-based ones. However, while developing the study, this researcher understood that there is a dearth of academic research on the business models of NGOs, their weaknesses, challenges of implementation and current scenario. Moreover, this researcher found no case studies on NGOs' business models globally— big or small. Moreover, the regional NGOs themselves also lack a concrete idea of business models to be followed or implemented to face the dynamic environment like a financial crisis or strategic allocation of resources.

Therefore, the lack of academic research on understanding the business models in NGOs became the biggest knowledge gap while developing the implementation toolkit, followed by a host of others directly or indirectly related to the research aim. For instance, Gunther (2010) argued that organisations must implement significant new business models; however, research has neglected why and how organisations should implement new business models. Similarly, according to Adner (2012), an important problem in implementing business models is how organisations use new business models efficiently and effectively. There are patterns to changing organisations' business models; however, which implementation processes are most likely to be successful are often unknown. As such, Blank and Dorf (2012) concluded that there is a need for investigating the problems that NGOs experience while implementing business models.

As Sanderse (2014) has pointed out, priorities, strategies, accountability, and business models for NGOs were not well understood, although scholarly research, newspaper pieces, and conversations about NGOs have expanded considerably. Therefore, the lack of a tested business model or canvas framework for NGOs and the new stage of the literature on the business model presents a large academic gap. More research should expand the analysis to all the hybrid NGO business models designed to create shared benefits (Ati, Baga, & Satria, 2019). Second, the existing business models literature indicates that most NGOs do not have adequate information on their business models, structure and financial stakeholders. Hence for their survival, they are compelled to take from profit-oriented models. Some literature (e.g., Samara et al., 2020) described the breakdown in the business model of the NGOs but did not detail how it functions, its strengths or drawbacks. It also fails to clarify what this framework is all about, how it works, how the frameworks were tested, what works best, and whether it satisfies the demands of NGOs in a changing environment.

Third, in most NGOs, concepts of innovation in the business model have little or no way of putting components into place and creating a system that works beyond the crisis to generate value for both customers and the organisation. Large change requires a high level of flexibility for NGOs and newly established business models to avoid the financial and operational risk load that falls disproportionately among NGOs and all implementing partners. NGOs must have a business model with a clearly defined risk system to decrease risks.

Finally, business models research has been expanded over the last few years to encompass social businesses (Jaziji & Doh, 2009), solution-oriented companies (Storbacka, 2011), and sustainable companies (Storbackan & Lüdeke-Freund, 2012). However, little or no study domesticated in the design of tool kits to assess and improve the present and future viability of business models in NGOs. Therefore, as Breuer and Lüdeke-Freund (2017) indicated, there is a dire need for scholars and researchers to expand the present literature available. Hence, this

study filled the gap by examining the business model adopted by *Laughing Women*, the implementation processes, and barriers to the implementation to design a tool kit to support its implementation, viability, and improvement through the change management strategies of Kurt Lewin.

2.4   The Proposed Change Model

Considering the above knowledge gap, the proposed change model has been presented here, involving stage-wise development. Initiating the section with the considerations for the development of the change model, the study later presented a stage-wise description of the nuances of the model. Four stages comprise the business model toolkit, developed by adopting Kurt Lewin's Three Stage Change Model and elements identified as important from the NGO literature but otherwise absent in popular change models presented above.

2.4.1   Considerations for The Development of The Change Model

From the structure of the change models presented, it is observed that each model, in general, can be summarised in three fundamental stages, which Kurt Lewin called *defrost, advance and refreeze*. This idea is taken for the development of the new model. The stages are renamed as:

Stage A: Preparation for the change: The purpose is to comprehensively expose all those aspects that must be considered when carrying out an organisational change.

Stage B: Implementation of the change: This is to take the action that the current system will change; is chosen strategically through the analysis and research to bring the organisation back to its original level performance to a new level.

 Stage C: Adoption of change: Implies establishing measures to ensure that the new state is permanent and secure. It can be said that any model of organisational change must understand at least these three fundamental stages.

2.4.2 Proposed Organisational Change Model

The proposed model helps to achieve a change in Laughing Women in a planned way from a dynamic, dialectical and continuous process so that current problems are eliminated to increase the organisation's efficiency and ensure its survival and mutual development with volunteers. Unlike other existing models of organisational change, the model proposed presents a basic structure of four stages which are:

Stage 1. GLOBAL VISION OF THE ORGANISATION

Stage 2. PREPARING FOR CHANGE

Stage 3. IMPLEMENTATION OF THE CHANGE

Stage 4. ADOPTION OF CHANGE

The stages of the proposed model are exhaustively detailed below for the transition of Laughing Women and, in general, NGOs from their current state to a state that ensures effective change management by establishing a viable model for attaining performance goals.

STAGE 1: GLOBAL VISION OF THE COMPANY

The first stage of the organisational change model being proposed is to maintain at any moment a global vision of the company. In this stage, the company is visualised comprehensively by considering the internal and external factors that intervene in the organisation's environment. There are several factors that any organisation, regardless of its size or sector, must always observe to detect those forces that alter the state of the organisation's current state and can anticipate it by developing strategies that counteract those forces. Among the most important factors are:

  i.   Cultural factors

 ii.   Structural factors

iii.   Human factors

 iv.   Technological factors

The four factors mentioned are just a few of many others that are not described for narrowing down the investigation, which does not mean that they are not unique to be considered at this stage of the model. The factors that can be considered are environmental, political, social, economic, financial, etc. The main purpose of the stage is to have a critical study of the organisation's current state and identify the need and specifics for change.

STAGE 2:   PREPARING FOR THE CHANGE

1. Detect the Need for Change

The starting point of any organisational change is when you observe a need for change. According to Belasco (1996), "the most common reasons can be to respond to internal or external pressures, or to respond to future competitive demands". "In most businesses, the need for change occurs as a reaction to intuitive perceptions derived from a reduction in the company's profit, sales volume, loss of market share ..., or through external perceptions coming from the competition, conversations with clients, entrepreneurs in the same sector ...." Belasco (1996). Therefore, the need does not arise from analysis but from perceived factors that intervene in the company's environment (global vision of the company), derived from very specific and unique situations; for example, copy an aspect observed in a competitor but without benchmarking.

2. Diagnosis of the Current Situation

Once the need for change has been identified and the staff who will oversee this process, the next step is to have as much information as possible on the current situation before starting the change process. For this, these are necessary actions to undertake:

 i. Collect and analyse the information necessary to know the situation current of those factors where conflicts are observed.

 ii. Materialise the diagnosis in a document taken as the basis for change.

This point aims to analyse all the activities aimed at achieving a clear vision of the situation through the participation of all those involved in the company's problems.

3. Determine the desired situation

After knowing the company's current situation because of the diagnosis carried out in the previous point, the next step is to compare that result with a situation ideal for later determining the desired situation. To help determine the ideal situation, it is proposed to consider those elements that make up the company.

4. Determine the Actions of Change

In this part of the model, the promoter of change, with the advice of the change agent and allied stakeholders, chooses and develops the appropriate procedures to act on the situation requiring change from the diagnosis results and the determination of the desired situation.

5. Plan Activities

Planning implies the materialisation of the needs observed in specific objectives for specific areas of the organisation. The company must set specific objectives and determine a sequence of actions for achieving them. This requires an agent of change who acts actively and faces the unforeseen situations that arise once a process of change has started.

STAGE 3:   IMPLEMENTATION OF CHANGE

The third stage, "Implementation of Change", is perhaps the most complicated as the success or failure of the change depends on this; the action that comprises it is:

Execution of Exchange Actions

The implementation of change implies putting into practice the established strategies and each of the actions scheduled in the planning phase. In addition, we must consider the systems' interrelationships with all factors to achieve structural flexibility in its structure and the elimination of resistance to change due to a negative culture and lack of motivation of staff.

STAGE 4:   ADOPTION OF CHANGE

The fourth and last stage, "Adoption of Change", is intended to take preventive measures that ensure the new state and facilitate the use of improvements made for their permanence. Therefore, the actions that comprise it are:

1. Evaluation and Control of Change

In this phase, the results obtained are analysed to compare them with the established objectives, measure the degree of success achieved, and determine what factors or influences explain these results, assessing whether they are achieving the expected quantitative and qualitative benefits. If they are not the expected, the causes that prevent compliance with the planned and change strategies and procedures will be redesigned until the desired situation is achieved.

2. Feedback

The information for feedback is very enriching to achieve the planned objective with the change, and even for future changes or decisions, already that in this part of the process, new contingencies may appear that may threaten the success of the change strategy. Furthermore, feedback regarding the intervention results provides information on if it is convenient to continue, modify or suspend the change processes.

3.- Institutionalisation of the Process

In the penultimate phase of the change, the institutionalization of the processes is handled successfully to continue them. They are reinforced through feedback, rewards, and training to institutionalise the changes successfully.

4. Termination of the Relationship with the Exchange Agent

The last phase is to reach a terminal relationship between the management, volunteers or staff, and the NGO's beneficiaries. With this action, the change process is terminated, which does not imply disregarding the company's factors and entering a state of comfort.

Unfreeze
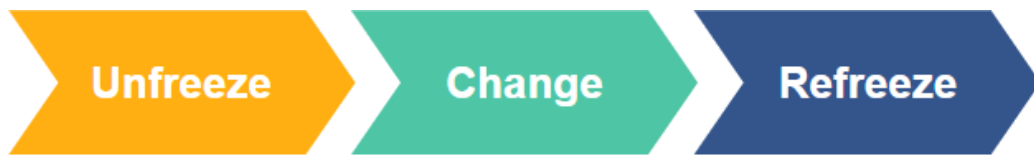
1. Recognize the need for change
2. Determine what needs to change
3. Encourage the replacement of old behaviors and attitudes
4. Ensure there is strong support from management
5. Manage and understand the doubts and concerns

Change

1. Plan the changes
2. Implement the changes
3. Help employees to learn new concept or points of view

Refreeze

1. Changes are reinforced and stabilized
2. Integrate changes into the normal way of doing things
3. Develop ways to sustain the change
4. Celebrate success

GLOBAL VISION	PREPARE FOR CHANGE	IMPLEMENT THE CHANGE	ADOPT THE CHANGE
> A critical study of the current state of the organisation; > Identify the need and specifics for change	> Detect the need for the change; > Diagnose the current situation; > Determine the desired change; > Determine the actions; > Plan activities	> Execute the actions and strategies	> Evaluation > Feedback > Institutionalise the process > Termination of agents

Figure 2-6: Comparison of the Lewis Model and The Proposed Model

The comparison of the Lewis Model with the proposed improved model of the Lewis model, as presented in Figure 3.2, shows that the new model is characterised by a critical study of the current state of the organisation, and most importantly, there is an institutionalisation of the process for an organisation like Laughing Women who have offices and operational bases across several nations.

Upon developing the proposed structure of the business model, the development process of the toolkit and utilisation of the modified business model framework has been presented in the next chapter. Since the involvement of the NGO management was important in developing and assessing the toolkit, a detailed description of the sample population was important before describing the toolkit's proposed structure. Therefore, the next chapter delved into the methodology the study applied to collect insights on the current business model, challenges involved and intended roadmap to develop a background on the development of the toolkit and thereby having implications for similar regional NGOs to transform their business models and enhance their outreach.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1   Introduction

The research's primary objective is to examine the business model adopted by Laughing Women to design a tool kit to support its implementation, viability, and improvement. To achieve the study, aim, the methodology has been developed, taking care of the data collection approach, the sample design and population, analytical tools and procedures and the validity and reliability of the data to ensure the findings' authenticity. The researcher's philosophical belief in the study's aim helped shape the methodological approach. This chapter details the study's methods and approaches to collecting and analysing the requisite data to develop the intended implementation toolkit. Besides, a brief description of the toolkit's proposed structure and assumptions behind developing the same has been included, concluding the chapter with the ethical considerations.

3.2   Research Onion

Research onion is the pictorial representation of the six major steps involved in creating reliable research that enhances the researcher's gaze and focuses on selecting the appropriate one (Saunders *et al.,* 2012). It is divided into six different categories— philosophy, approach, strategies, methods, time horizon, techniques, and research procedures. For this study, these steps were duly followed. According to Armitage (2012), a researcher first needs to select a research philosophy placed at the outer layer of the research onion, as shown in Figure 3.1. Subsequently, the researcher specifies the research approach, strategies, choice, time horizons, techniques, and procedures, making the second, third, fourth, fifth, and sixth layers.
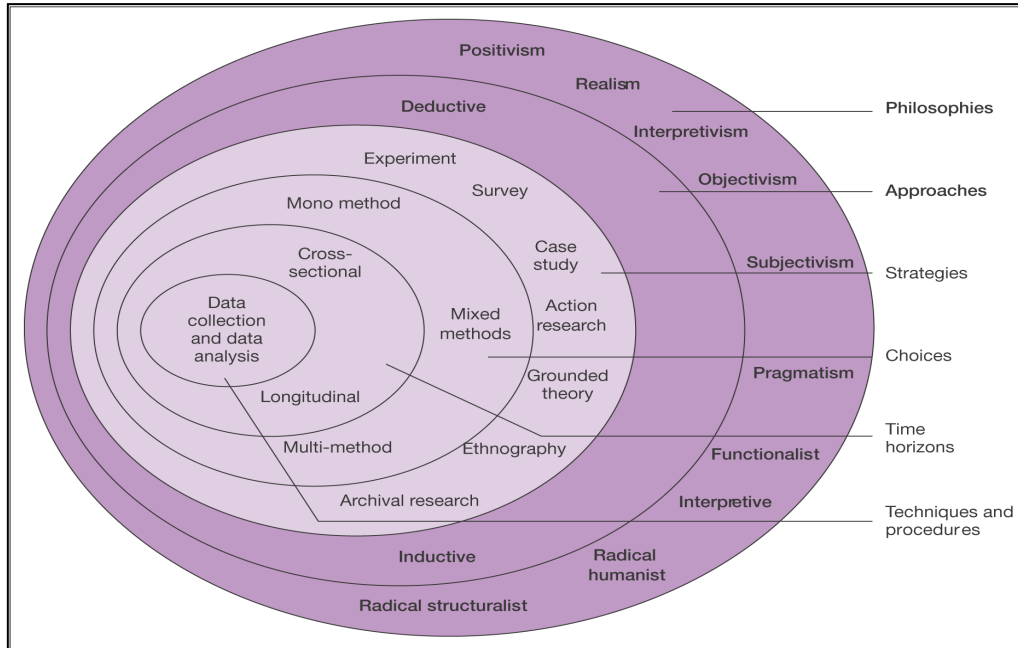
Figure 3-1: Research Onion

Source: Saunders *et al.* (2012)

3.3 Research Philosophy

To achieve the aim, this research explored the perception of Laughing Women concerning their business model, its weaknesses, the roadmap of change and eventually, the change management strategies to be implemented to bring in the business model change and innovation. Therefore, the above exploration is premised on how useful knowledge can be produced (epistemology) by accessing interpretive information from the research subjects (Hiller, 2016). In other words, the epistemological paradigm that the research entails requires interpretation of the subjects' perceptions to develop the business model implementation toolkit viable for achieving the organisation's envisioned performance (Yin, 2013). Several studies have explored variegated issues of NGOs, such as their success factors and criteria in the management of international development projects (Bayiley & Teklu, 2016), their service effectiveness concerning the accountability mechanisms followed (Mpofu, 2019), and their sustainability (Chikumba, 2014) through the interpretive approach. Following these studies, this researcher also based the methodology on the interpretive approach in understanding the

current business model of the strategy of the case NGO and developing the toolkit considering the challenges and opportunities the organisation might face both externally and internally. While the objectivist epistemological approach and scientific approaches separate the already acquired knowledge from the new, the interpretivist epistemological knowledge enables the researcher to recognise that knowledge is flexible and malleable since it is developed by people who can think innovatively and creatively (Williams, 2008).

Furthermore, the interpretive epistemological approach enabled the researcher to comprehend the concerned subjects' ideas, thinking and perceptions on the existing business strategies and intended roadmap on governance, senior management, standardisation of processes, current programs, culture and organisational behaviour, and workforce design. The interpretive epistemology allowed the researcher to look for meanings and motives behind the subject's actions— behaviour, and interactions with the internal and external stakeholders, thereby going beyond "from what has occurred to see how it has occurred" (Chowdhury 2014; p. 433). Consequently, the methods, approaches, and strategies applied following the philosophical paradigm enabled the researcher to develop a robust toolkit for the case organisation.

3.4   Research Approach

Research can adopt a deductive, inductive, or abductive approach (Saunders *et al.*, 2009). Keeping in mind the availability of data and information, the study employed an inductive research approach. It should be noted that the inductive research approach is often employed in research related to creating new models and theories, while the deductive approach is often selected in research that relates to discussing existing theories based on the research topic (Walliman, 2017). However, the research considered it appropriate to employ the use of the inductive research approach because the study involves developing and creating an implementation toolkit to assess and improve the present and future viability of the new business model of *Laughing Women*.

3.5 Research Strategy

This research employed a qualitative research strategy to gather necessary information from the staff of *Laughing Women*. The strategy was adopted following the philosophical paradigm the researcher believed in. The interpretive epistemology paradigm essentialises the understanding of the subjective meanings of persons (Goldkuhl, 2012). Therefore, through the qualitative research strategy, the researcher would derive the subjective meanings already present in the social world (here, with the NGOs), "to acknowledge their existence, to reconstruct them, to understand them, to avoid distorting them, to use them as building-blocks in theorising" the toolkit for business model implementation (Goldkuhl 2012; p. 138). Furthermore, the qualitative research strategy enhances the gathering of valuable data from participants in feedback from interviews, focus group discussions, and others on the research topic under consideration (Wright, 2016). In addition, the researcher's utilisation of the participant observation research strategy— their direct participation and engagement in day-to-day living within a given research field and an empathic and cognitive comprehension paired with an analytical perspective— enabled to derive insights linked to focused evaluation questions (i.e. induction) (Thomas, 2006). Since the inductive approach refers to the generation of open-ended insights and theories for further investigation, the qualitative strategy in this study helped the researcher determine how the second-order themes interacted with each other or are interrelated in a larger context to narrow them into aggregate theoretical dimensions (Azungah, 2018).

3.6 Choice

For this research, the mono method is employed; this is because the study employs the use of only qualitative methods for data collection and analysis. This is considered appropriate because the study only involves semi-structured interviews, Focus Group Discussion, Participative action, and observation methods which are all qualitative methods (Majid *et al.*,

2017). In the same vein, the study also considered it appropriate to use the mono method because it involves using only an inductive research approach and not the combination of the inductive and deductive research approach. Furthermore, the involvement of the mono method assisted the researcher to focus only on the subjective experiences of the Laughing Women representatives concerning their business strategies, viability challenges and future goal, thereby adhering to the interpretive epistemological research philosophy. Besides, through the mono-method of qualitative approach, the researcher could collect detailed accounts by understanding the human behaviour, assuming the socially constructed flexibility in the human behaviour, analysing the factors governing such behaviour and investigating the why and how of decision-making in the case organisation (Romm, 2013)

3.7   Time Horizon

There are two different time horizons in research: the longitudinal time horizon and the cross-sectional time horizon (Saunders *et al.*, 2012). A longitudinal time horizon is often employed when a researcher has a long period to carry out the research and has many observations considering the same sample of subjects. This time horizon is considered appropriate for the study because the research involves participatory action and observation methods carried out for five to six months to get the researcher familiar with the activities and conditions of the organisation's existing business model.

3.8   Data Collection, Data Source and Research Instruments

The study was primarily based on primary sources of data collection for gaining insights on the current state of the business model in the case NGO, their intended roadmap of development and potential strategies for the modified business model, with the alignment of the workforce, and vendors, shareholders, and customers. The primary data source involved conducting semi-structured interviews, participatory observation research, and Focus Group discussions. Using this plethora of qualitative data collection methods was to obtain in-depth knowledge from the

subjects, which would further help the researcher identify the areas of development and build a viable toolkit equipped to provide substantial operational and financial returns. Before proceeding with the details of the data collection method, however, it was important to understand the population of the study, the sampling approach applied, and various assumptions the researcher considered to collect valid data.

3.8.1 Population

A population is a group of people with common characteristics with a keen research interest and who would like to participate in the research (Silverman, 2016). It is the totality of objects or cases under study. The selection of the population is based on inclusive criteria. These inclusive criteria describe a set of individuals who have practical knowledge about the subject matter (Singh, 2017). In this case, the target population is all the Senior Operating Managers in the Laughing Women organisation since this study provides a robust intervention to their operations.

3.8.2 Sample and Sampling Technique

A sample in research is often considered a group of people objects, and a group of people, objects, and items that a researcher needs to select from a larger population to collect data (Ledford and Gast, 2018). Samples selected from the larger population are used as a representative fraction of the entire population, and the data gotten from the selected samples are often generalised for the whole population (Singh, 2017). The sampling technique refers to the technique employed for selecting a research sample from a larger population; it is determined by the nature, the type of research, and the method of analysis (Ledford and Gast, 2018).

Two sampling approaches were applied while selecting the sample population— each suited for the data collection approaches of personal interview, focus group, and participatory

observation research. First, the ten senior operating managers of Laughing Women non-governmental organisation were selected using purposive and convenient sampling for the interview. The purposive sampling plan enabled the researcher to understand the organisation's current business model or strategies, the challenges faced, and the intended roadmap to achieve effective performance to face the dynamic environment and pave the way for the model's continuous innovation. With the use of the sampling concept of Yamane (1967), a total of 10 Senior Operating Managers of Laughing Women were selected for the semi-structured interview. Sampling is considered a process of selecting the right number of people from the population aware of the subject areas and who can answer the research questions effectively (Ledford & Gast, 2018) and hence justifies the selection of the sample population. In the same manner, a convenient sampling method is also considered appropriate. After all, the Senior Operating Managers of Laughing Women organisation were chosen based on their and the researcher's availability and convenience.

Concerning their demographic profiling, Respondents 1, 2, and 3 had been with the NGO since inception in 2016 (6 years), and Respondent 4 joined in 2017 (5 years). Besides, Respondent 5 had an experience with the organisation of 3 years and 10 months, Respondent 6, 3 years, Respondent 7 and 9 of 4 years, Respondent 8 of 18 months and Respondent 10 has been working with Laughing Women for 9 months. Therefore, the mean number of years the participants have been working at Laughing Women is 4 years and 1 month implying that 70% of the participants have worked with Laughing Women for at least 3 years.

For the focus group and participatory observation research— purposive and snowball sampling was applied to select the population. Instead of choosing different sample, this researcher applied both the tests (focus group and observation) on the same set of population to corroborate the answers at different environmental setup associted with the weaknesses in the

present business model and challenges of change management. Therefore, first, a purposive sampling approach was selected with the intent to approach the 10 top management personnel (the CEO, Sponsor (1), Director of Operations (1), Senior Operating Managers (4) and Senior managers, (3)) along with the 10 junior executives, namely, the Admin - PMO Team (2), Administrative staff (1), Team coordinator (2), change manager (1), change team operational manager (2) and volunteers (2). However, since the researcher could not approach these personnel directly, especially the top management and the volunteers, the snowball technique was applied due to their unavailability. The senior operating managers were interviewed and asked to refer to personnel at top management and other executive positions as a chain system, who were then invited to participate in the focus group and participatory observation research.

The approaches suited best for the study since they allowed the researcher to involve the right people in investigating and gathering real facts about the subject matter and gave flexibility on questions and answers (Silverman, 2016). The Senior Operating Managers of Laughing Women organisation were of diverse nationalities, religions, gender, age, marital status, and education status who were interviewed using the Zoom video conferencing tool earlier booked with each respondent. The questions were open-ended, although where necessary, mild probing for a further explanation was requested. Another important aspect of the study was collecting their voluntary consent by explaining the research aim and ensuring their professional and personal information confidentiality.

Demographic profile of the participants		
Interview		
Position	Senior Operating Managers	10
Work Experience	0-2 years	2
	2-4 years	4
	4-6 years	4
Age	> 18 years	0
	18-24 years	1
	24-30 years	3
	30-36 years	2
	36-42 years	3
	<42 years	1
Gender	Male	4
	Female	6
	Others	0
Nationalities	European	3
	Asian	1
	African	4
	American	2
	Others	0
Focus Group		
Position	CEO (Sponsor)	1
	Director of Operations	1
	Senior Managers	3
	Admin-PMO Team	2
	Administrative Staff	1
	Team coordinator	2
	Change manager	1
	Volunteers	2
	Operations Manager	4
	Change team Operational Managers	2
Work Experience	0-2 years	6
	2-4 years	6
	4-6 years	9
Age	> 18 years	0
	18-24 years	2
	24-30 years	5
	30-36 years	5
	36-42 years	6
	<42 years	3
Gender	Male	7
	Female	14
	Others	0
Nationalities	European	6
	Asian	2
	African	11
	American	2

Participatory Observation Research		
Position	CEO	1
	Director of Operations	1
	Senior Managers	3
	Admin-PMO Team	2
	Change manager	1
	Operations Manager	4
	Change team Operational Managers	2
Work Experience	0-2 years	2
	2-4 years	5
	4-6 years	7
Age	> 18 years	0
	18-24 years	1
	24-30 years	4
	30-36 years	2
	36-42 years	3
	<42 years	4
Gender	Male	6
	Female	8
	Others	0
Nationalities	European	5
	Asian	1
	African	8
	American	1

Table 3-1: Demographic profile

The specific personnel involved with Laughing Women were chosen due to their direct and indirect involvement with the business model development, implementation and modification, like the CEO, the Senior Managers and the other top management. Besides, the volunteers and the junior staff are well aware of the weaknesses of the present business models, implementation challenges and issues associated with the change management. Therefore, involving the top, middle and junior level staff along with the sponsor, who is also affected with the ineffectiveness of the NGOs' business model, and understanding their detailed perspective was important to develop a holistic tool kit, which can not only be beneficial to the concerned organisation but any NGOs, in general.

Specifically, the reason behind choosing the senior management team was their ability to articulate the best way forward regarding the change management approach that could be

adopted to support the change during the implementation process. Moreover, the senior management team were able to describe the current change process that exists and that has worked in the past with other projects. The engagement of both the senior management teams and the operation managers was crucial to agree on and approve the business models' components and definition going forward to support the implementation process.

The involvement of the Change Team Operational Managers, Administrative Staff, Team Coordinator, Change Manager and Volunteers was needed to observe key business as usual organisational meetings where the discussion of business model implementation and tool kit was part of the agenda. In addition, the researcher needed to gather more information to support the development of the toolkit, and to evaluate and review the impact of the developed toolkit on their implementation process.

3.9   Research Design

According to Creswell & Pothi (2017), a research design is an important part of the research process which helps to explain the research topic, and a researcher needs to select between the various research designs such as descriptive research design, experimental research design, case study design, field research design and explanatory research designing the conduct of the research. Wright *et al.* (2016) regarded descriptive research design as the research done by describing a phenomenon or characteristics of a selected population that is surveyed. In this research, the researcher will employ the use of field research designs, also known as ethnography or participant observation, which encompass a variety of interpretative procedures [e.g., observation and interviews] rooted in qualitative approaches to studying people individually or in groups while in their natural environment rather than using survey instruments or other impersonal data collection methods. Observational research yields information in the form of "field notes," which include documenting what the researcher sees and hears while out in the field. Because field research entails the analysis of words, findings

do not consist of powerful statements generated from numbers and statistics. The Senior Operating Managers of Laughing Women, a senior management team comprising the CEO, Sponsor, Director of Operations, Senior managers, administrative staff, team coordinator, change manager, volunteers, Admin - PMO Team, and other staff of Laughing Women, were serially interviewed and observed throughout this research.

3.9.1 Semi Structure Interview

The study employed semi-structured interviews as one of the primary data collection methods to elicit data on the study's first, second, and third objectives (Table 4-2 below presents the objectives against the questions asked). The participants for the semi-structured interview were Senior Operating Managers in Laughing Women. Each interview lasted for 40 minutes, three sessions were conducted with each Senior Operating manager and were recorded with permission. The interview questions employed in the study were subjected to strict scrutiny by the supervisor and other experts in the field to measure up to standard and to ensure the questions are adequate to achieve the stated objectives of the study. The interviews were conducted online via Skype and Zoom.

Ref	Objectives - Key area	Questions - See Below
1.	Examine the various components of the business model adopted by Laughing Women	Questions (01-11)
2.	Identify the processes involved in the implementation of the business model by Laughing Women;	Questions (12-15)
3.	Identify the various barriers faced or likely to be faced by Laughing Women in the implementation process of the business model	Questions (16 - 27)
4.	Develop a tool kit to improve and assess the present and future workability of the business model adopted by Laughing Women.	Questions (01 - 27)

Table 3-2: The interview structure involving the objectives against the respective questions were asked

3.9.2 Participatory Observation Research

According to Silverman (2016) observation method is a way of collecting data through observing. However, Singh (2017) indicated that the observation method of data collection is classified as part of the participatory research. Therefore, the researcher must get acquainted with the organisational setting while taking notes and/or recording; it includes direct access to research phenomena. Therefore, the observation method is considered appropriate for this study because the researcher observed the organisation's existing activities and business model while being involved in the organisation's participatory research. The participants of the study differed from the personal interview, wherein along with the Senior Operating Manager, a senior management team comprising the CEO, Sponsor, Director of Operations, Senior managers was included, along with the administrative staff, team coordinator, change manager, volunteers, Admin - PMO Team, and other staff of Laughing Women. The observation time was 15 to 20 hours per week for three months) Concerning this study, observation helped the researcher develop a tool kit to improve and assess the present and future viability of the business model adopted by Laughing Women. This was achieved by the researcher having to understudy the organisation's current business model through a series of interview sessions highlighting the status, need, and process of change. A detailed description of the phases of the participatory research, activities, the researcher's role as the observer, participation selection conditions, duration and weaknesses have been presented in table below—

Phases	Phase descriptions	Activities	My Role	Participants Profile	Participation selection and Why?	# of observations and duration	Weakness in other methods
The Prework - Preparing the case for change *Understanding the Business Model Change Pre-work*	*1.1 Business Model assessment and investigation* **Change Model Stage** - *Stage 1-* - *Global Vision* - *Stage 2 - Prepare for the change*	- Define change approach and agree business model implementation approach **(PO)** - Understand and evaluation of what needs to change. **(PO)** - Define what needs to change within the business models **(PO) (F)**	- Observer /Subject Matter Expert - Supported in drafting agenda - Documentation	Senior management team (7) A Senior management team comprises of CEO, Sponsor, Director of Operations (1) Senior managers (3) Admin - PMO Team (2)	- Only the senior management team could really articulate the best way forward regarding the change management approach that could be adopted to support the change during the implementation process. - The senior management team were able to describe the current change process that exists and that has worked in the past with other projects	- 4 meetings in total - Duration of 1 hour and half each Total 6 hours	- **One to one Interviews** with Senior Operation Managers – It was difficult to understand the change management process and existing change models used within the organisation that exists and their engagement with the change process within the organisation. - **Focus Groups** – Organisation felt this was unnecessary and that I could participate/ observe their discussion in their change management forum/meeting.
	1.2 Business model components assessment **Change Model Stage** - *Stage 1-* - *Global Vision* *Stage 2 - Prepare for the change*	- Agree and approve what the definition of their business models' definitions and components going forward and how this will support the business model implementation process going forward. **(PO)**	- Observer /Subject Matter Expert - Documentation - Research on business model components definitions across different organisations to understand the key definitions.	A Senior management team comprises of CEO, Sponsor, Director of Operations (1) Senior managers (3) Operations Managers (4)	- The engagement of both the senior management teams and the operation managers was crucial to agree and approve the business models' components and definition going forward to support the implementation process	- 5 meetings in total - Duration of 2 hours each Total 10 hours	- **One to one Interviews** with Senior Operation Managers – had individual understanding of what they understand about business models' components and couldn't really define the organisations view and understanding. - **Focus Groups** – Agreement and approval lies with the senior management teams.
Phase 2 Develop and design the	*2.1 Design the implementation plan*	- Define and develop the implementation plans **(PO)** - Define a road map or steps for the implementation of the newly improved	- Observer /Subject Matter Expert - Documentation	Senior management team (9)	- Needed to observe key business as usual organisational meetings where the discussion of business model implementation and tool kit	- 20 – 30 meetings in total	- **One to one Interviews** with Senior Operation Managers – engagement could not really give this information and these meeting were already

Phases	Phase descriptions	Activities	My Role	Participants Profile	Participation selection and Why?	# of observations and duration	Weakness in other methods
implementation tool kit	**Change Model Stage** - *Stage 3 - Implement the Change*	business model (Implementation approach) **(PO)**		Change team Operational Managers, (2) Administrative staff (1), Team coordinator (2), Change Manager (1) Volunteers and other Staff (2)	was part of the agenda. I needed to gather more information to support the development of the toolkit.	- Duration of 1-2 hours each Total Approx. 30 – 48 hours 8 hours per week for a period of 6 weeks	existing meetings within the organisation
Phase 3 Managing the business model implementation toolkit process	*3.1 Processes* *3.2 Barriers identification and mitigation* *3.3 Implement* *3.4 Training* **Change Model Stage** - *Stage 3 - Implement the Change*	- Design and implement new processes **(PO)** - Develop and implement training operating model **(PO)** - Develop and implement Policies and procedures **(PO)** - Define and agree Governance **(PO)** - Culture and organisation impact analysis **(PO)** - Organisation redesign and workforce management assessment **(PO)** - Create and develop future operational plans **(PO)** Weekly steering group **(PO)**	- Observer /Subject Matter Expert - Documentation	Senior management team (9) Change team Operational Managers, (2) Administrative staff (1), Team coordinator (2), Change Manager (1) Volunteers and other Staff (2)	- Needed to observe key business as usual organisational meetings where the discussion of business model implementation and tool kit was part of the agenda. I needed to gather more information to support the development of the toolkit.	- 20 – 30 meetings in total - Duration of 1-2 hours each Total Approx. 30 – 48 hours 8 hours per week for a period of 6 weeks	- **One to one Interviews** with Senior Operation Managers – engagement could not really give this information and these meeting were already existing meetings within the organisation

Phases	Phase descriptions	Activities	My Role	Participants Profile	Participation selection and Why?	# of observations and duration	Weakness in other methods
Phase 4 Evaluate the Business Model Implementation Process	*4.1 Evaluation/feed back Reflection on the developed toolkit* *4.2 Update* **Change Model Stage** - *Stage 4 Adopt and deploy the change*	- Reviewing the toolkit in order to improve and assess the present and future viability of the newly improved business model **(PO)** - Review key steps involved in the business model implement process **(PO)** - Engage key stakeholders within the Laughing women NGO to understand results and feedback, using surveys and focus group meeting. **(PO)** - Measure results against success criteria and identify what worked well and didn't. **(PO)** - Identify the key challenges **(PO)** - Gather feedback on how to improve. **(PO)**	- Observer /Subject Matter Expert - Documentation	Senior management team (9) Change team Operational Managers, (2) Administrative staff (1), Team coordinator (2), Change Manager (1) Volunteers and other Staff (2)	Meetings with the Senior Management teams/ Operational Managers, Administrative staff, Team coordinator, Change Manager, Volunteers and other Staff in Laughing Women to evaluate and review impact of the developed toolkit on their implementation process.	- 3 meetings in total - Duration of 2 hours each Total 6 hours	- **One to one Interviews** with Senior Operation Managers – will not provide a detailed review or valued feedback across the organisation
Phase 5: Completion, approval and sign off	*5.1 Sign off and complete*	- Toolkit completed and rolled out.			Sign off with Sponsor		1-1 interviews not suitable

Table 3-3: Detailed description of the participatory observation research conducted with the senior operation manage

3.9.3 Focus Group Discussion

Focus groups originated in the 1940s and were developed by the research group of Paul Lazarsfeld and Robert Merton at Columbia University (Branthwaite & Patterson, 2011). They initially focused on market research but were since used in various fields (Castillo-Montoya, 2016). Focus group discussion is based on loosely structured, guided conversations among a group of individuals (Majid, 2017). It is a group interview where each participant can express his experience and perspective on the topics discussed. The participants for the Focus Group Discussion were the Senior Operating Managers, Director of Operations Senior Managers, Project Manager PMO Team, change team Operational Managers, Administrative staff, Team coordinator, Change Manager, Volunteers and other Staff of Laughing Women, who were participants in the semi-structured interview. Therefore, the method will be used for the fourth objective of the study. The Focus Group Discussion is intended to last for about 60 minutes minimum. The Focus Group Discussion will discuss the tool kit developed with the Senior Operating Managers of Laughing Women to assess the present and future viability of the business model adopted by Laughing Women.

Phases	Phase Descriptions	Activities	My Role	Participant Profile	Participation selection and Why	# of focus groups	Weakness in other methods
The Prework - Preparing the case for change *Understanding the Business Model Change Pre-work*	*1.1 Business Model assessment and investigation* **Change Model Stage** - *Stage 1-* - *Global Vision* *Stage 2 - Prepare for the change*	- Understanding the current state of the existing Business model **(I) (F)** - Analysing the current state of the Business Model. **(F)** - Define what needs to change within the business models **(PO) (F)** - Understanding and agreeing the Business model Change Process **(F)**	- Facilitator - Supported in drafting agenda - Documentation	- **Director of Operations Senior managers** - **Project Managers** - **Change manager/team** - **PMO Team**	- **Focus Groups** – Teams discussion to further analyse and discuss in details the gaps within their current business model and to agree their business model definitions.	- 2 focus groups - Duration of 3 hour each - Total 6 hours	- **One to one Interviews** with Senior Operation Managers – It was difficult to gather valuable information without a focus group. - The focus group was easier to gather information rather than individually.
	1.2 Business model components assessment **Change Model Stage** - *Stage 1-* - *Global Vision* *Stage 2 - Prepare for the change*	- Defining the components of the business model lifecycle **(F)** - Understand what these key business models' components means for the NGO. **(F)**	- Facilitator - Supported in drafting agenda - Documentation	- **Director of Operations Senior managers** - **Project Managers** - **Change manager/team** - **PMO Team**	- **Focus Groups** - Engage Senior managers and Senior Operational Managers and other key stakeholders across all regions to review business model components definitions and define future state.	- 2 focus groups - Duration of 1.5 hours each Total 3 hours	- **One to one Interviews** with Senior Operation Managers – had individual understanding of what they understand about business models' components and couldn't really define the organisations view and understanding going forward.
Phase 2 **Develop and design the implementation tool kit**	*2.1 Design the implementation plan* **Change Model Stage**	- Business Model Impact Analysis **(F)** - Design and implement new business model components **(I) (F)**	- Facilitator - Supported in drafting agenda - Documentation	Change team Operational Managers, Administrative staff, Team coordinator, Change Manager,	- **Focus Group –** Engagement and discussions with Operational Managers, Administrative staff, Team coordinator, Change Manager, Volunteers and other Staff. To conduct a business model impact Analysis	- 6 focus groups in total - Duration of 1 hours each Total Approx. 6 hours	- **One to one Interviews** with Senior Operation Managers – engagement could not really give the information needed to conduct an analysis and design the business model

				Volunteers and other Staff				components going forward.
	- *Stage 3 - Implement the Change*							

Table 3-4: Detailed description of the focus group process the researcher conducted involving their role as the facilitator, activities, phase description, participant selection process, duration and the processes' weaknesses.

3.10 Methods of Data Analysis

The data collected through the three methods were analysed using thematic and focus group analysis. While the data collected from the interviews and participatory observation research were analysed using the thematic analysis approach, the focus group data were analysed using the focus group analysis. Thematic analysis is popularly considered in qualitative data analysis due to its flexibility and accessibility. Moreover, the most common approach applied in the thematic analysis is coding and theme development, as carried out in this study, which helps analyse the interview and participatory observation research data through accessible, systematic, and rigorous approaches (Clarke et al., 2015). Furthermore, the qualitative research (the thematic analysis) the study conducted in a qualitative paradigm also enabled the researcher to reject the possibility of discovering a universal meaning of the business model in NGOs. Instead, through the thematic analysis, the study attempted to find a context-specific (Laughing Women) meaning of the business model's viability, which also drove the researcher to develop the toolkit, in the NGO context, for smooth implementation of the business model change (Terry et al., 2017).

The data collected from the focus group was analysed using the conversation analysis as described by Onwuegbuzie, Dickinson, Leech, & Zoran (2009). Primarily developed for use in grounded theory research (Glaser & Strauss, 1967), the constant comparison analysis can be applied in focus group data through open coding, categorisation, and, eventually, thematic presentation (Leech & Onwuegbuzie, 2007, 2008). The analytical technique also helped the researcher to compare the conversations of each focus group with the other, owing to the involvement of multiple focus groups in the data collection process. Such an approach led to identifying meaningful themes from the conversations and refining them. Also, the conversation analysis helped the researcher reach data saturation or theoretical saturation

through constant comparison of the groups, verifying one group's conversation with the other. The figure below details the steps followed in analysing the focus group data—

Step 1
• Examining the prototype examples or sequencing of answers

Step 2
• Artificial Falsification or identifying protypical examples, corroborating the data with other conversations and examining it with literature.

Step 3
• Identifying assymetry in the social interaction beween the facilitator and the speaker (s) on a particular issue.
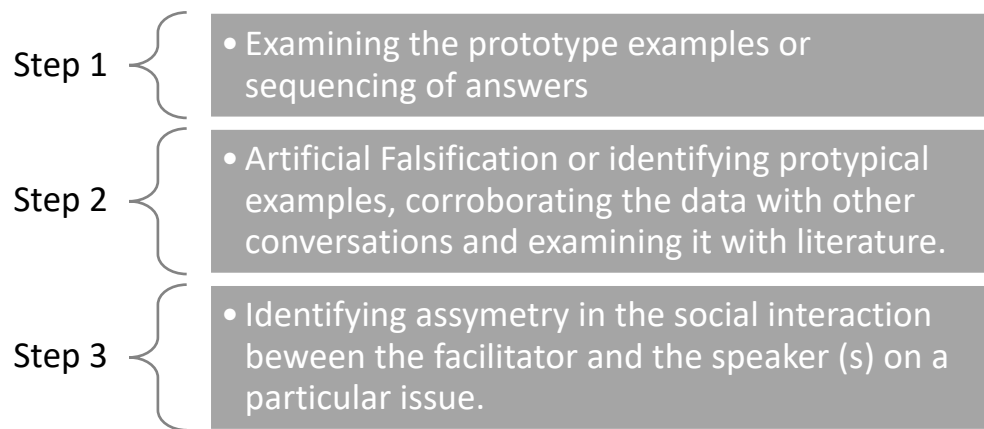
Figure 3-2: The steps followed in the conversation analysis of the focus group data

Source: Onwuegbuzie, Dickinson, Leech, & Zoran (2009)

Overall, the analytical method enabled the researcher to focus more on the participants' perception of the interaction than on the facilitator's understanding (Stewart et al., 2007) and strengthen the trustworthiness of the data through continuous comparison and saturation (Hancock et al., 2016). Finally, the coding of the data and their categorisation into 17 themes across the three objectives were carried out using the MAXQDA data analysis software to ensure the lack of personal bias and overlooking while reducing the data.

3.11 Data Validity and Reliability

The validity and reliability of the qualitative data collected through interviews, focus groups, and participatory observation research was maintained through their rigour, truth value, applicability, consistency, and neutrality. Appleton's (1995) has provided a clear description of these elements concerning the vulnerability of the qualitative data. The truth value is established by accurately describing the individual's experiences and the subjects' immediate recognition of the study's interpretations of their experiences. To maintain the same, the researcher discussed the study's findings with the subjects of the study to corroborate the

interpretation with their narration. On the other hand, consistency or the dependability of the data was established by Guba & Lincoln's (1994) concept of auditability. The researcher has ensured that collecting the qualitative data and interpreting the experiences are auditable by the readers (Noble & Smith, 2015). Therefore, adequate details on the research instrument used were provided in the study, along with the researcher's role as the facilitator of the focus group and participatory observation research and the equipment employed, such as the recorder, to conduct the three data collection procedures so that the subjects' versions can be corroborated later. However, establishing the applicability was difficult for the study due to its data collection from a single source which is often considered as suffering from 'elite bias' (Appleton, 1995). To address such holistic fallacy, the study collected data from every level of employees of Laughing Women instead of restricting it to the senior management.

Besides these, the truth value and applicability of the data were further enhanced by the triangulation method, wherein two experts on change management and business model implementation were asked to go through at least three random manuscripts and identify codes/themes independently. These themes were later compared with the researcher's data reduction, and an agreement was reached in finalising common themes, thereby maintaining validity (Moret et al., 2007; Sandelowski, 1993). Consequently, data neutrality and rigour are established through truth value, applicability and consistency. Concerning the validity and trustworthiness of the focus group data, care was taken to detail the sample and group size, the number of sessions held, and the rationale for choosing the technique (Nyumba et al., 2018; Rauf et al., 2014).

During data collection and evaluating findings the Researcher was extremely careful to avoid bias and to ensure that all information collected and key findings were not influenced due to the position and relationship of the Researcher with the NGO (Laughing Women).

Researcher bias can be formed when the Researcher's perspective influences the results of the study claiming an objective point of view. During the initial planning and design of this study the Researcher considered the bias and potential impact around factors like the sample size, range of participants, sample and interview questions was not selected or defined for convenience.

The Researcher goals were to gather genuine, honest, unfiltered feedback and avoid personal biases that could affect the research. Findings were not filtered through the researcher's perception and expectations but was based on capturing factual evidence.

Interview questions were designed to maintain an objective point of view and allow multiple types of answers. During the interviews open ended questions were asked rather than presenting this or that choices and answers collected were not skewed by the researcher's assumptions. The interview questions were structured not to push participants towards a specific or intended outcome, it allows participants engage organically and having the freedom to share their experiences and not influenced by the Researcher's position in the NGO.

Responses from interview participants were further validated during observation and focus group engagements across other key members of the organisation, ensuring other perspectives were considered and combined to cancel individual biases and allow the triangulation of what all feedback means to ensure more accuracy.

3.12 Ethical Considerations

The research was conducted ethically by ensuring that all ethical considerations were followed. The research participants were informed about the research aims and the purpose for which their responses were to be used (Creswell & Pothi, 2017). They were allowed to give their consent via an informed consent document that made them aware of their rights (the right to withdraw from the research and the right not to answer any given question) and asked them to

give voluntary consent for participation. In addition, the researcher sure interviews and focus group discussions were conducted, keeping the participants' security, safety, and comfort in focus. The researcher also maintained confidentiality for the participants as none of the responses were identified with the speakers and were kept anonymous (Creswell & Pothi, 2017). Also, to ensure participants' privacy, the researcher did not share participants' data, like their names, designations, and personal contact information, with any third party.

3.13 The Development of the Tool Kit and the Proposed Structure

PHASE 1: **Understanding the Business Model Change Pre-work**

- Investigate the existing business model – This process will involve investigating the current business model. This phase will also involve investigating how widely the previous business model has been used and adopted within the organisation.

- Analysis of the current state of the Business Model - This process will involve a critical analysis of the current state business model. After that, engaging the Operations Managers in defining the priorities of the current business model and the key areas of focus for its implementation. It will also involve understanding the key pain points in the previous implementation.

- Agree with and approve their business models' definitions and components going forward and how this will support the business model implementation process.

PHASE 2: **Develop and design the implementation tool kit**

This phase will involve engaging the Senior Operations Managers through the interview, Senior management teams/Change team in participatory observation research and Operational Managers, Administrative staff, Team coordinators, Change Managers, Volunteers, and other Staff in the focus group in defining and developing the business model implementation plans. This phase will further involve developing and implementing the engagement and communication tool,

defining the roadmap for implementing the newly approved business model and the business model impact gap analysis and plan.

PHASE 3: Managing the business model implementation toolkit process

With the engagement of the same set of individuals mentioned above, this phase will involve identifying the processes involved in the implementations, designing and implementing new processes, and identifying and mitigating the implementation barriers. Furthermore, designing and implementing the new business model components, training operating model, and policies and procedures will be there. Finally, the phase ends with defining and agreeing with the governance, analysing the cultural and organisational impact, organisational design and workforce management and developing the future operational plans.

PHASE 4: **Evaluate the Business Model Implementation Process**

Through participatory observation with the Senior Management teams/ Operational Managers, Administrative staff, Team coordinator, Change Manager, Volunteers and other Staff of the case organisation. This phase will review the toolkit to improve and assess the present and future viability of the newly improved business model. Besides, they will review key steps involved in the business model implementation process, engage key stakeholders, measure results against success criteria, identify the key challenges and collect feedback on further improvement.

PHASE 5: **Completion and Sign off**

The management ensures the final approval received from the sponsor and complete adoption of the toolkit.

Phases	Phase Descriptions	Activities	Engagement method	Main Toolkit (Reference)	(Laughing Women) Toolkit (Reference)
1 **The Prework - Preparing the case for change** *Understanding the Business Model Change Pre-work*	*1.1 Business Model assessment and investigation* **Change Model Stage** - *Stage 1-* - *Global Vision* - *Stage 2* - *Prepare for the change*	- Define a change approach and agree on a business model implementation approach **(PO)** - Understanding the current state of the existing Business model **(I) (F)** - Analysing the current state of the Business Model. **(F)** - Understand and evaluation of what needs to change. **(PO)** - Define what needs to change within the business models **(PO) (F)** - Understanding and agreeing with the Business model Change Process **(F)**	- **One to one Interview** with Senior Operation Managers – to get an individual understanding of what they understand about business models and their current engagements (Covered in objectives 1-3) coupled with Participatory Research - **Participatory Observations** – Senior management teams discussions on the change management approach. - **Focus Groups** – Senior management teams discuss to analyse further and discuss the gaps within their current business model and agree on their business model definitions.	**Appendix 1** **Chapter 2**	**Appendix 2** **Table** - 5.1 -Activity 1 - 5.2 (LW) approach - *The case for change template* - *Vision definition template* - *Readiness Assessment template* - 5.3 – Change Model for LW - 5.4 – Activity 2 - 5.5 – Business Model Definitions
	1.2 Business model components assessment **Change Model Stage** - *Stage 1-* - *Global Vision*	- Defining the components of the business model lifecycle **(F)** - Identify what is available and what needs to change, identify the gaps, and incorporate what	- **One to one Interview** with Senior Operation Managers – to get an individual understanding of what they understand about business models'	**Appendix 1** **Chapter 2**	**Appendix 2** **Table** - 5.6 -Activity 3 - 5.7 BM components definitions

Phases	Phase Descriptions	Activities	Engagement method	Main Toolkit (Reference)	(Laughing Women) Toolkit (Reference)
	- *Stage 2 - Prepare for the change*	needs to be incorporated. **(I)** - Research on business model components definitions across different organisations to understand the key definitions. **(R)** - Understand what these key business models' components mean for the NGO. **(F)** - Agree and approve the definition of their business models' definitions and components going forward and how this will support the business model implementation process. **(PO)**	components and alignment to key objectives (Covered in objectives 1-3) coupled with Participatory Research - **Focus Groups** - Engage all Senior Operational Managers and other key stakeholders to review business model components definitions.		- 5.8 – BM Components for LW - 5.17 –Assessment tools - 5.18 – Business Model components assessment - 5.19 – LW Gap analysis
Phase 2 Develop and design the implementation tool kit	*2.1 Design the implementation plan* **Change Model Stage** - *Stage 3 - Implement the Change*	- Define and develop the implementation plans **(PO)** - Develop and implement engagement and communication tool **(I)** - Define a road map or steps for the implementation of the newly improved business	- **One to one Interview** with Senior Operation Managers – to get an individual understanding current business model implementation process and barriers faced (Covered in objectives 1-3) coupled with Participatory	**Appendix 1** **Chapter 3**	**Table** - 5.9 -Activity 4 - 5.10 LW implementation plans/timelines - 5.11 Activity 5 - 5.12 – Stakeholder identification and matrix - *Stakeholder analysis template* - 5.13 – Activity 6 - 5.14 – Impacted stakeholder list

Phases	Phase Descriptions	Activities	Engagement method	Main Toolkit (Reference)	(Laughing Women) Toolkit (Reference)
		model (Implementation approach) **(PO)** - Business Model Impact Gap Analysis and Plan **(F)**	- **Participatory Observations** – Senior management teams/Change team discussions on the implementation plans and road map/ new processes redesign - **Focus Group** – Engagement and discussions with Operational Managers, Administrative staff, Team coordinators, Change Managers, Volunteers and other Staff. To conduct a business model impact Analysis		- 5.15/5.16 – Communication tools and design plans
Phase 3 Managing the business model implementation toolkit process	*3.1 Processes* *3.2 Barriers identification and mitigation* *3.3 Implement* *3.4 Training* **Change Model Stage** - *Stage 3 - Implement the Change*	- Identify the processes involved in the implementations **(I)** - Design and implement new processes **(PO)** - Identify and mitigate the barriers in the implementation process **(I)** - Design and implement new business model components **(I) (F)**	- **One to one Interview** with Senior Operation Managers – to get an individual understanding current business model implementation process and barriers faced (Covered in objectives 1-3) coupled with Participatory - **Participatory Observations** – Senior management teams/Change team discussions on the implementation plans	**Appendix 1** **Chapter 4**	- 5.20 - Activity 8 (identifying Barriers) - 5.21 – LW Results - 5.22 – Activity 9 - 5.23 – Managing key area of focus – plans - 5.24 – Activity 10 – Impacted process analysis - 5.25 – LW Process Analysis - 5.26 - Redesign process to align to the new model - 5.27 – 44 – redefined new BM components

Phases	Phase Descriptions	Activities	Engagement method	Main Toolkit (Reference)	(Laughing Women) Toolkit (Reference)
		- Develop and implement a training operating model **(PO)** - Develop and implement policies and procedures **(PO)** - Define and agree with Governance **(PO)** - Culture and organisation impact analysis **(PO)** - Organisation redesign and workforce management assessment **(PO)** - Create and develop future operational plans **(PO)** Weekly steering group **(PO)**	and road map/ new processes redesign **Focus Group –** Engagement and discussions with Operational Managers, Administrative staff, Team coordinators, Change Managers, Volunteers and other Staff. To conduct a business model impact Analysis		- 5.45 – Activity 21Training deliverables - 5.46/5.47/5.48 – Training Operating Model LW/Training plan and Matrix LW - 5.49 – Activity 22 - 5.50 – LW policies to create
Phase 4 Evaluate the Business Model Implementation Process	*4.1 Evaluation/feedback Reflection on the developed toolkit* *4.2 Update* **Change Model Stage** - *Stage 4 Adopt and deploy the change*	- Reviewing the toolkit in order to improve and assess the present and future viability of the newly improved business model **(PO)** - Review key steps involved in the business model implement process **(PO)** - Engage key stakeholders within the Laughing	**Participatory Observations** - Discussion with the Senior Management teams/ Operational Managers, Administrative staff, Team coordinator, Change Manager, Volunteers and other Staff in Laughing Women to evaluate and review the impact of the developed toolkit on their implementation process.	**Appendix 1** **Chapter 5**	- 5.51/5.52 – Evaluation activities and the result of the implementation process

Phases	Phase Descriptions	Activities	Engagement method	Main Toolkit (Reference)	(Laughing Women) Toolkit (Reference)
		women NGO to understand results and feedback using surveys and focus group meetings. **(PO)** - Measure results against success criteria and identify what worked well and did not. **(PO)** - Identify the key challenges **(PO)** - Gather feedback on how to improve. **(PO)**			
Phase 5: Completion, approval, and sign off	*5.1 Sign off and complete*	- Toolkit completed and rolled out.	Sign off with the Sponsor.		

Table 3-5: The Tool Kit Development Process

3.14 The Tool Kit Proposed Structure

This toolkit structure will have multiple categories, including tools related to definitions, engagement and communication, assessment, planning, training, evaluation, policy and procedure, and finance, as indicated in Table 4.2. Development strategies supported by the tool are (a) creating a learning collaborative, (b) capturing and sharing local knowledge, (c) providing ongoing consultation, and (d) organising implementation team meetings. This toolkit will help establish the good faith of the NGO and provide a guideline to the NGOs to better utilise the resources by bringing innovation to their organisation and enhancing their sustainability.

Ref	Sections of the Toolkit	Descriptions
1.	Introduction	Toolkit introduction, including the purpose of the development and timeframe
2.	Definitions	- Business model definitions - Define the development – Business Model Innovation.
3.	Engagement/Communication	- Stakeholders' engagement regarding the development and increase engagement in the implementation process of the business model. - Define and design a communication process
4.	Assessment (Business Model Assessment)	Determine the current state and future state and identify the gaps and barriers
5.	Business Model components development	Develop a future business model and its various components
6.	Planning	- Define roles and responsibilities - Identify Champions - Conducting ongoing training - Identify the core components of the development and the components of the development that may be adapted. - Develop a process to support development
7.	Training	- Provide a short introduction to Business models and study - Generate a list of names and contact information - Study overview - Study timeline - Study introduction - Documentation process
8.	Evaluation	- Assess processes or outcomes associated with the development. - Step to step flowchart of the components of the business model
9.	Policy and procedures	- Describe the standard processes or rules of development. - Describe a process for developing a business model and the key stakeholders that must be involved.
10.	Strategies for sustainability	Develop key sustainability strategies
11.	Funding	Provide information about financial resources or costs.

Table 3-6: The tool kit based on what have you proposed for this structure

CHAPTER FOUR

RESULTS AND DISCUSSION

The chapter delves into interpreting the qualitative data collected using the interviews, participatory observation research and focus group on the components of the current business model, the processes involved in implementing the business model by Laughing Women, and the various barriers faced or likely to be faced by Laughing Women in the implementation process of the business model. The themes and sub-themes the entire data has been categorised into are presented below, which were segregated as per the three objectives, wherein the first objective— the current business model, comprised of seven (7) main themes and sub-themes from the analysis of the interview questions and responses coded using MAXQDA data analysis software. The second objective— identifying the processes involved comprised of three themes— (i) the key people that will be involved in the implementation of this new business model; (ii) the function of staff in the implementation of the new business model; (iii) the functions of the management in the implementation process. Finally, the third objective identifying the barriers involved eight themes and their subsequent sub-themes.

Objectives	Themes	Subthemes	Toolkit Phases
Components of The Existing Business Model	1. Working Role with Laughing Women NGO		Phase 1
	2. How Laughing Women defines value		Phase 1
	3. Components of the existing model	3.1 Basic and Simple	Phase 1
		3.2 Flexible and transparent	
		3.3 Donor-dependent funding	
		3.4 Value Proposition	
	4. Perception of the existing business model	4.1 Basic	Phase 1
		4.2 Flexible and easily adaptable	

	5. Issues with the existing Business model	5.1 There is too much waste	Phase 3
		5.2 The model is reactive rather proactive	
		5.3 Donor-based funding is unsustainable	
		5.4 Human Resource/Staffing	
		5.5 Technological Advancement.	
	6. Opinion about a new business model	6.1 Economics of change	Phase 2 Phase 3
		6.2 Inevitability of change	
		6.3 Fostering quality relationship	
		6.4 Funding	
		6.5 Communication	Phase 2
	7. Key activities involved in the implementation of the new business model	7.1 Orientation of change	Phase 2
		7.2 Engagement of a Change Expert	
		7.3 Test run/Pilot Testing	
		7.4 Planning	
		7.5 Setting up a Governance structure	
		7.6 Training of Staff	
Processes Involved in The Implementation of The New Business Model	8. The function of staff in the implementation of the new business model		Phase 2
	9. The key people that will be involved in the implementation of this new business model	9.1 All members of staff are going to be actively involved	Phase 3
		9.2 Operational Partners	
		9.3 Volunteers	
	10. The functions of the management in the implementation process of the new, improved business model	10.1 Governance	
		10.2 Review Change	
Barriers Faced by Laughing Women in The Implementation of The New Business Model	11. Barriers to Change	11.1 Monetary	Phase 3
		11.2 Communication	
		11.3 Structure of the Organisation	
	12. Readiness for change		Phase 1
	13. Risks of not changing the Business Model	13.1 Stagnancy	Phase 3
		13.2 Funding	
	14. Response to change		Phase 1

	15. Catalyst or Inhibition to Change in the Business Model		Phase 3
	16. Constraints or Barriers to the implementation	16.1 Managerial barriers	Phase 3
		16.2 Resistance to change	
		16.3 Communication of the change	
		16.4 Resource constraints	
		16.5 Funding	
		16.6 Availability of staff	
		16.7 Training	
		16.8 Culture	
		16.9 Technological barriers	
		16.10 Technical barriers	
	17. Challenges faced in the implementation by operation managers		Phase 4
	18. Mitigating strategies	18.1 Pilot testing the new business model	Phase 4
		18.2 Setting strategies in place	
		18.3 Preparedness and readiness	

Table 4-1: Cumulative themes generated from the three objectives of the study and their sub-themes showing the current state of the business model, the process involved in implementing the new business model and challenges associated with the implementation.

4.1 Objective 1: Components of Existing Business Model

4.1.1 Theme 1: Working Role with Laughing Women NGO

The first theme gives a clear overview of each participant's role in the organisation. The roles of the operating managers appear to be diverse, ranging from:

i. *"Overseeing and taking responsibility of all operations on the (organisation's) stand and the strategy, and from the board; identifying the value that the business will be adding and ensuring that our model sticks to or aligns to it continually, adding value, justification of value and reviewing processes as well".* – Participant 1

ii. *"Overseeing responsibility of managing different* programmes *in the organisation and coordinating the ambassadors to organise different* programmes *like feeding programs, orphanage visits, elderly home visits, youth programs, empowerment, business development programs, and many more".* – Participant 4

iii. *"Making sure things are organised properly and across different countries".* – Participant 5.

iv. *"People and financial management. Having oversight of the operations across the different countries, ensuring that the managers adhere to the principles, value values, and reviewing the monthly activities to ensure consistency, and showing funds are approved at the right time".* – Participant 7

v. *"Really focused on training staff and getting them to understand the current model and ensuring that we were looking into the gaps and ensuring that the staff were properly equipped with the right information and the right skill set to move forward".* Participant 9

vi. "*Coordination; because with Laughing Women, we do many activities across different parts of the world, and those activities are structured in such a way that we use many volunteers. So, my role is to coordinate this activity from an operation perspective, define the roles, define what needs to be done, ensure it has been done, and ensure that we track progress"*— participant 10.

4.1.2   Theme 2: How Laughing Women defines value

Values are the belief that motivates people to act one way or another (M. A. Brown, 1976; Eccles & Wigfield, 2002). The value of an NGO is defined not just by the management but by the people who work there (Akintola, 2011). The participants of this study – senior operation managers of Laughing Women "*define and perceive value to being able to impact communities*

around the globe and create a platform that equips and supports children, youths, and women".

Participant 1

The purpose of the organisation is to impact people's lives around the globe. The NGO is not for money-making, and it is also not bound by territory, as stated further by this participant:

> *"Our primary goal is not to earn money, but to fulfil a mission, it could be measured in various ways; the number of feeding* programmes *we did, number of women trained, helped, reached out to. We keep it in mind and know that there is only mission achievement, and then yes, in the end, it delivers value to the beneficiary".* –Participant 4

4.1.3 Theme 3: Components of the existing model

Since its inception, a business model has run the Laughing Women organisation. The participants share their perceived components of the existing model from having quantitative experience bank under four (4) sub-themes: the existing model is (i) Basic and Simple, (ii) Flexible and transparent, (iii) has donor-dependent funding, (iv) Value Proposition.

Basic and Simple

The respondent's opinion on the component and frame of the current business model is that the model is basic or simple to understand and implement. The claim is that the existing model was not too strategically aligned; there was no benchmark for its operation. It was just what was available to use, which is being used and has been effective enough.

Flexible and transparent

The Laughing Women currently have offices in 13 countries. The participants believed the model has been flexible in its policies and operations enough to be easily adaptable and tweaked to the characteristic of the different offices in other nations and cultures that the Laughing Women is in operation and other countries that they plan to commence operating from.

Donor-dependent funding

Most of the participants agreed that the current revenue stream is very linear. It is mainly based on voluntary donations. One of the participants stated that:

"We never went out, we never advertised, we never looked for partners, we never looked for sponsors; they support us as they are moved". *-Participant 4*

Value Proposition

The organisation has a vision and mission, and the existing model has been effective at its best to fulfil the organisation's mission, which was discussed in the second theme. A participant noted that:

"One of the key components for us is the value proposition, which really stipulates what exactly the whole organisation is for and what we are supposed to be doing, and the key objectives and aims, the mission and vision around that". Participant 2.

4.1.4 Theme 4: Perception of the existing business model

Another theme from the interviews with the 10 Senior Operating Managers is their perception of the existing business model. Again, two sub-themes were identified: (i) Basic and (ii) Adaptable and flexible.

Basic

The existing model does not have any ambiguity attached to it. It was just a simple and basic template that the organisation implemented. It was such that irrespective of the knowledge and expertise of the managers, they could easily implement it:

"The model that we currently have is very simple, or basic; we have done that because we did not want to complicate it, and we did not want to have too many relationships like parent-to-child relationships. We did that to ensure that it was sustainable, it was something that, and knowing that it was a blueprint for every new country that came on board can pick up and adapt to their own".

Flexible and easily adaptable

The model is claimed to be flexible and adaptable to any country irrespective of the countries' different cultures, laws, and regulations. One participant commented that:

"The business model is fluid due to the kind of work that we do, and

again, we are spread about over ten nations. When I came on

board, we were about 10, and in the past 18 months, we have spread to three

more countries, making it about 13. So, it is quite fluid to allow adaptation

with all the different countries that we are going to be working on because,

again, each country has a slightly different scenario".

The flexibility means it can e adjusted for adaptability, which has been effective in different countries. Another participant agreed that:

"It has been quite flexible. All the different countries have been able to

adapt it, some of them probably slight changes just to adapt to the culture of

the different country where they are, but it has been quite effective that our

key customers have been met in all the different countries that we are".

4.1.5   Theme 5: Issues with the existing Business model

It is convincing that the existing business model is not perfect for the current and future operations of the Laughing Women organisation. When participants were asked about the perceived issues with the existing business model, following Fig. 4.1, 80% of the participants admitted there are issues with the current model, while 20% claimed there is no issue with the current model. A participant posited that: *"When we started, the current business model was fine, but with the expansion and new ideas that the board has, the current business model cannot carry us on to the next level".*
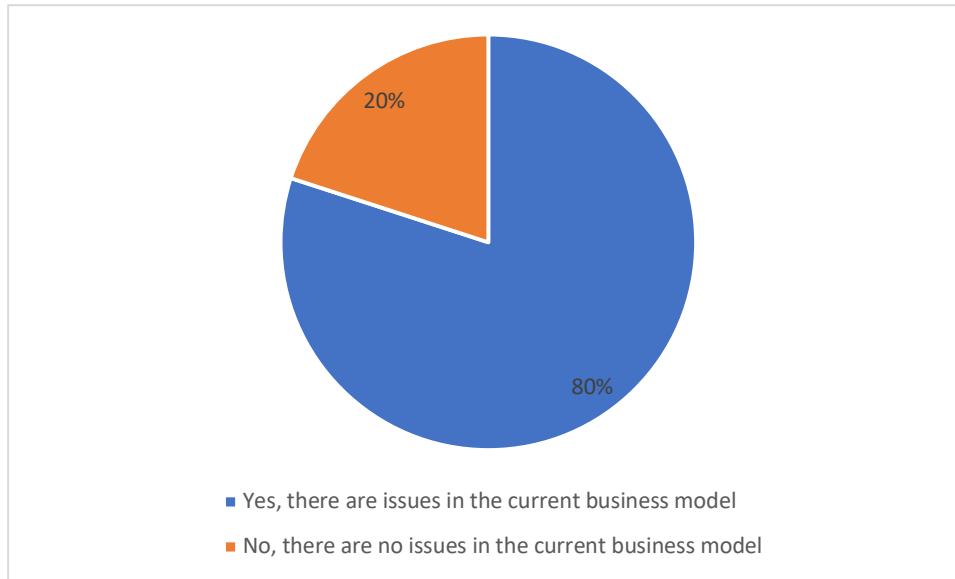
Figure 4-1: Perception of the Current Model
Source: Field survey, 2021

Five (5) sub-themes were identified under this theme: (1) There is too much waste; (2) The model is reactive rather proactive; (3) Donor-based funding is unsustainable; (4) Human Resource/Staffing, and (5) Technological Advancement.

1.   There is too much waste

Wastage was identified as a huge and debilitating gap in the existing model. There is wastage in terms of lack of engaging partnerships in the model, which means there is no institutionalised support for operations of the organisation, and no defined social enterprise structure:

"...there was much waste identified, obviously because the strategy was

new, and we were trying to ensure that it worked".

Another participant corroborated this by insisting that the services and training that could have been used to generate funds as a social enterprise were done for free, and there were no relationships with corporate bodies that could cut some costs and expenses:

"…some of the gaps in the model was a social enterprise, so it was almost like

we did not have the structure to develop a social enterprise model that,

*for example, **we offered much training, but they were all free**, and we*

did not have coaching and a payment method. I think that we also had a bit of a gap

around engaging the private sector, developing merchandise, or developing

women to do work and build products that we can sell in return to make money,

we did not charge training fees for some of our training that we offered

within the community. We did not also have a human resource that

focused because much of our staffing was voluntary staffing. So basically,

we did not have a PAYE (Pay As You Earn) model. Finally, I mentioned partners

earlier,

*but also, **we did not have a model for integrating and engaging and partnering***

with schools, institutions, hospitals, prisons, media houses, orphanages, and

even probably investors. Those were the key gaps that I thought were

missing within the model".

2. The model is reactive rather proactive

The model is not proactive, so actions are made based on needs and impulse and not on planning and strategising, according to the many participants:

"It was a very simple model that was straightforward. *I will give an example, one of the key objectives of our mission was to focus on developing women, training women, and working with orphans and the less privileged. I guess in terms of the effectiveness of it, the fact that we complete our feeding programs, or engagement programs, or prayer programs, and we had a bit of success story where people were really encouraged or where you could see the smile on people's faces, I guess, that defined effectiveness of the model then. One of the fall backs was that it was more of a reactive model than some that I was proactive. **So, it was almost reactive, and there is a situation right here, let us deal with it. It was not a proactive model that needed to be planned regarding what we were going to do**. It was a case, and this is what we will deal with right now".*

3. Donor-based funding is unsustainable

Being completely dependent on external factors and individuals to be able to meet the needs of the mission be unsustainable to make an impact on a larger scale:

> *"The current model is ineffective, if we are looking at vision 2030 or 35 to be able to touch the 200 countries, which was initially set out as a mission, ... we will need to do things differently, and hence why the need for change. Currently, we are solely relying on donors, but it would be good to expand beyond that. We cannot be dependent on donors...".*

A participant stressed further that the effectiveness of the model is relative and largely depends on the availability of funding:

> *"In terms of the conditions of the business model, I thought that from a strength perspective, I use the SWOT analysis. From the strength perspective, the conditions just met the needs now. From the weakness perspective, I guess it was to worry about the thought of change, and if we change the model, what will happen? So, some elements within the business model were extremely weak, which I will assume is a weak condition. However, in terms of opportunities, I guess the opportunities were there. We wanted to embrace them, but we did not have the right resources or funding. So, in those areas around funding and resource, we could clearly say that we were effective, but **we were using a very reactive model".***

The majority of the activities of the organisation depend on funds. The lack of funds makes the business model questionable. A participant posits that:

> *"When we do not have the right funding, then we get to a place whereby it is almost like the business model looks quite weak because it is dependent on the fact that we received the right funding".*

Another participant provides clarifications on this:

"For instance, with our expansion and things that we are looking to do,

our current donor segment is not enough, in the sense of currently all we do with

regards to funding, is just donors, and that is not enough. **If we can impact**

more communities and reach out to more people, we need more funds. *So, we*

now must think of ways of generating funds, which cannot be reliant on donors only".

A participant further identified the impact of the lockdown in 2020 due to the COVID-19 pandemic: "*I think that the new business model is overdue, and I think this is the right time. I think COVID 19 has worsened because obviously, people's interaction reduced, and the voluntary funding that we used to get also reduced drastically*".

Furthermore, donor-dependence for funding has been validated as fragile by the experience of the COVID-19 pandemic:

"I will say the gap there is trying to probably self-fund if the organisation can

self-fund, it will be great, rather than dependent on voluntary

donors. The Coronavirus in the last 18 months just before I joined had opened our

eyes to the horizon of what will happen soon, especially with

voluntary donors".

This implies that the funding and revenue side of the Laughing Women NGO has been identified as a point of need for a new business model, and it is emphasised as the most critical need or essence for a new business model.

4. Human Resource/Staffing

Another issue with the existing model is accessing the right personnel for the organisation. The mission of the NGO had earlier been stated to be to add value to humanity. Therefore, the NGO needs staff who are passionate about this course. A participant noted that:

"The main problem I see apart from the revenue side of things is maybe vetting how

people come on board into Laughing Women, and we need people who believe in the

cause, rather than just talking a very good game, if I put it like that".

Another participant suggested:

"And we need to move from a full-time volunteer service into a more concrete staffing

model".

5. Technological Advancement

A respondent identified the need to advance technologically, which is lacking in the existing

model. According to one of the participants, technology will help in information gathering,

which is currently being done manually, and as a tool to measure the real-time impact of

change.

"There is a lack in the IT department, and information and technology are key,

especially for information gathering and to be able to identify or confirm the value

that has been added, the impact of change over some time can mostly, almost

be done using technology".

Fig. 4.2 shows that 70% of the participants identified the donor-based funding sub-theme as an

issue with the existing business model, closely followed by staffing, the reactivity of the model,

and wastage of resources.
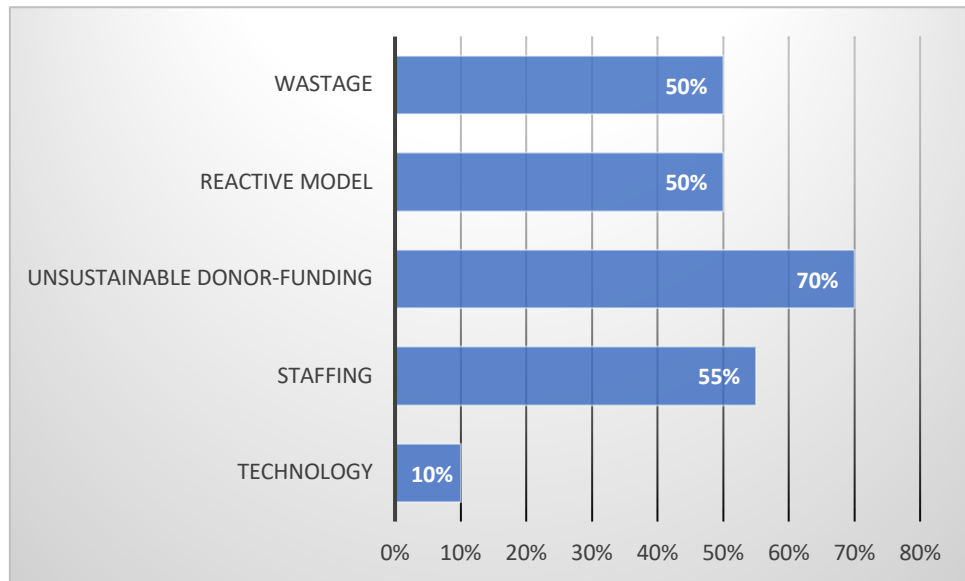
Figure 4-2: Issues with the Existing Model
Source: Field survey, 2021

4.1.6 Theme 6: Opinion about a new business model

Given the issues with the existing business model, participants highlighted their concerns and opinions about a new business model. These are identified and discussed under five sub-themes: i. Economics of change; ii. The inevitability of change; iii. Fostering quality relationship, iv. Funding, v. Communication.

The general opinion of the participants is expressed as:

> *"About growing here, I would like to say that since we are increasing, we need*
>
> *a change to improve the organisation. It is simply that we are growing*
>
> *fast, so we need an expansion".*

    i.   Economics of change

It is pointed out to be cautious with change. Our participant opined that being economical and tactical is key to ensure change is gradual:

> *"I will put new with caution because in as much as change is good and change*
>
> *is a way of evolving for them because this is cut across different countries, and*
>
> *different countries have their standard operating procedure. So, it will be*
>
> *a huge impact on the overarching business as a whole, so a gradual change, identify*

some setting key points where we have some pains now to see how we can alleviate or

cushion the points…".

"…the model initially was where we have volunteers come in and give a

 couple of hours, and maybe they go out feeding the poor and doing all sort

of activities, like encouraging women. So, it was more of a symbiotic relationship,

so they enjoyed that. Then when we now started going into the model of more

social enterprise to start making merchandise, books, and training,

people probably would not see that as more voluntary anymore because it was more

like coming to do things they wanted to support. However, a lot of the

activities were not just field activities where we are doing the feeding and encouraging

women and feeding and developing orphans and youth. It was more like doing things

like administrative elements, and it was almost like that was not motivating anymore.
So,

if we do not go into half volunteering and half payment, we will start to see people lose

interest, and they will really".

    ii.   Inevitability of change

Participants opined that despite the existing model being effective, change is needed and inevitable. It is a matter of "when", not "if…". Participants best discussed this as:

"I said it is based on interaction with members of the organisation, both from a

bottom-up and top-bottom in terms of from executive down to volunteers, and

volunteers up to executives to understand, and we have got that sense that the

change is needed. So yes, definitely, we need that change".

Another participant agreed that change is essential for the growth of the organisation.

"But if we are looking to grow, to expand more, to reach more people,

to do things differently, then we will need a new business model, a model that can

be easily adopted".

"The current business model has worked, but the organisation's vision is growing, and

the mission will extend beyond the initial. Furthermore, if we want to carry on and

maintain excellence, which we will start it with, it will need remodelling or an entirely

new model in place".

Some participants are indifferent about change since the existing business model is working:

We need to change it, yes, because we need to expand, we need to expand, we need to

get ourselves to a place whereby, I am not saying competitive because it is a non-profit

organisation, but having the ability to make sure we add value to our beneficiaries via

our programmes *and services that we offer. So, in that remit, yes, we need to change it,*

but just in the remit of, well, it is working and let us keep it going because we do not

want to disrupt what is currently working, I would say, no, we keep it the same way.

So, either way, I am just a bit indifferent about the business model in general*.*

However, if we look at it from a strategical perspective, change needs to happen, and

we need to change it.

One of the ways to affect the change has been a strategic partnership, engaging high-ticket professionals to enforce the change.

One of the key things we are looking at, which I think is a very key good thing

for us to do, is to increase our key partnerships. Currently, key partnerships

are just with individuals, ... impact more people; we need to look out of

 the box where we currently are. So, that is one thing we are adopting really in

regards and resources. Currently, all our resources on Laughing Women are

volunteers. Nevertheless, looking at the bigger picture right now of where we are going

and

*what we need to do, there will be a need to **bring in some professional skills on*** *

board, so high-level skills personnel, which we will probably have to pay for to be *

able to take us to the next level".

iii.   Foster Quality relationships through partnership

It was earlier noted in the sub-theme two that high-ticket relationships should be engaged. This is only executed by creating and sustaining partnerships.

> *"That is one of the key gaps, and this new model is coming in to help us to*
>
> *make sure that we generate more funds through different avenues so that*
>
> *regardless of what is happening, we are still able to go through, and one of*
>
> *the key thing is partnerships. I think partnering with other organisations,*
>
> *with a government organisation, the private sector will help to fulfil*
>
> *this expansion that we are foreseeing right now".*

iv.   Funding

There is a need to think outside the box, become less reliant on donations to run projects, and seek other revenue generation channels.

> *"We need more money, so I think probably, we need to get more donors,*
>
> *or look for more ways to generate income".*

v.   Communication

It is essential to be explicit on what to change, why we need to change, when, who, where, and how. This is necessary so that there will not be any complications across any step of implementing the new business model.

> *"Communication is quite key, that harmonisation across the different*
>
> *countries, there should be communications, which is something we need to add*
>
> *on to the plan. So, regardless of what level you are, each member understands that*

there is a new business model that will outline how we operate. So where we need to

implement, you will have very few frictions ...communications right from the CEO to

senior management, all the senior operational managers, down to the change

managers, the admin staff, everyone is aware of what is coming in, and what will be

their involvement, so people know beforehand to say, okay. And then again, not to make

it bothersome when something new is coming, it means you will have heavy work. No,

something new is coming, something that will make your work more efficient, less

complicated, and more fun, really, because when you impact life as an NGO, it brings

lots of raw ... I am looking for the right word because when you put a smile on the faces

of others, it gives you that self-achievement".

A participant suggested further:

"The model has to be very explicit; it has to be clear, simplified, easy to follow,

so that everyone in each country can adopt it, probably putting the caveat where

some of the things, again with different countries, there might be some cultural

differences that might not allow them to do some stuff, so those caveats need to be

included in the business model".

4.1.7 Theme 7: Key activities involved in the implementation of the business model

The previously identified themes have laid a background for the operation managers' knowledge, perceptions, and opinions on the business model change. As a result, a prior understanding of the key activities involved in the business model change and implementation is required before commencing the actual implementation to enhance the possibility of its success. The sub-themes emphasised as the key activities include (i) Orientation of change;(ii) Engagement of a Change Expert; (iii) Test run/Pilot Testing; (iv) Planning; (v) Setting up a Governance Structure, and (vi) Training of Staff.

i.   Orientation of Change.

A key step involved in the implementation process of the newly improved business model of laughing Women Organisation is orientation of change, which includes understanding what needs to change, the organisation's current capacity and capability, and ensuring everyone understands what needs to change. This is what a participant has to say:

> *"...we will have different meetings with different levels of management and staff in the organisation, just to review the module, discuss the change that is coming through because people need to know what will be changing in how they do their day-to-day work, from what they used to do before".*

It is important to be able to identify what needs to change and understand the change:

> *"…understanding the change is extremely important, and knowing what exactly will change, I think is a crucial part of it".*

> *"To define and have the right infrastructure for growth, ensuring that we understand the current capabilities and the future capabilities, the ability to define the change framework, and to be able to have the necessary resource".*

ii.   Engagement of a Change Expert

The participants posited that the service of an expert change manager is required to guide the organisation through the process, as this is an unchanneled terrain.

> *"We also need the resource of an effective change manager to come into the organisation to support this change. We have never changed our business model before this— it was the very first time— so we needed the expertise to help us navigate the change and understand that the activities that we have highlighted for this change of our business model and the implementation will meet the needs of the organisation".*

iii.   Test run/Pilot Testing

Another key step identified by the respondents is not to take the risk of completely adopting a model that will not be dynamic and implementable everywhere, particularly as this is a model that is expected to be implemented in different climes and cultures around the world.

> "*we will have to test it. So, we have identified a few of our partners who will*
>
> *be testing it. Moreover, partners, I mean, and the other associates from the other parts*
>
> *of the world for Laughing Women. So, once we have all that in place, the*
>
> *test phase will go on, and we will wait to get some feedback to*
>
> *understand that it aligns and it works, and it does not contradict what our original*
>
> *objectives are. Because it is very easy to put something on paper, but when it is*
>
> *implemented, it might have a different effect, or you might have a different type of*
>
> *feedback. So, it is key to understand what we are doing before we*
>
> *go live with it".*

> "*I think one of the key things we will look to do is probably have a test run*
>
> *more like pilots probably pick one country for us. Moreover, pilot this new model*
>
> *so we can see how it has impacted their activities and their work. Any lessons learned,*
>
> *we can adapt it so when we do a full rollout, we kind of like have to see what*
>
> *we are expecting".*

iv.   Planning

Most of our participants agreed that planning is very important as a step in the implementation of this new business model:

> "one of the key things would be planning. planning will be quite key to planning
>
> how the whole implementation will take place".

v.   Setting up a Governance Structure

Participants noted that the although the real implementation of the business model will be by the field managers and staff, governance is key to sustainability

> *"We need to make sure that we can develop our governance, understand the strategic plans and I think one of the most is the standardisation of all the future processes to know what needs to change within our procedures and processes ".*

> *"Some key activities will involve defining the governance structure, understanding the strategic plans and standardisation activity of what processes are in place currently, what processes will be in place in the future, and the ability to understand the new process framework".*

    vi.   Training of the staff

The training of the staff members that will be directly involved in the change implementation is noted to be a key step to be taken:

> *"I think there will also be the part of a step of equipping and training the staff or preparing the staff to understand the magnitude of the change and understanding how the change will be executed. So, I am sure there will also be a project management/*programme *element that will illustrate and give the well-defined organisation milestones or roadmap to implement the whole process".*

4.2   Inference

Analysis of responses collected from the senior operating managers of Laughing Women highlighted their role as the senior management is to monitor, oversee and take responsibility for Laughing Women's activities and ensure that principles, beliefs and monthly activities are adhered to in order to ensure consistency and demonstrate that funds are approved on time (Barnes & Van Laerhoven, 2015). Laughing Women, like most NGOs, aims to improve people's lives around the world. However, the main purpose of this non-governmental

organisation is to make the world a better place by putting smiles on the faces of women, youth, and children, not to make a financial gain. Over time, since its inception, the NGO's impact can be measured in several ways, such as the number of feeding programmes or the number of women trained and reached.

Since its inception in 2016, the organisation has adopted a business model implemented in 13 countries in this study. The organisation plans to operate branches and activities in 200 countries worldwide by 2030. The business model through which the organisation conducts its activities to achieve its vision and mission is characterised by its reliance on voluntary donations from random donors. This current source of revenue for the organisation, which is widely considered to be admirable in carrying out the organisation's mission, is highly linear and flawed, as demonstrated by the experience in 2020, when, during and after the shutdown due to the COVID -19 pandemic, donor support dropped drastically, causing a delay in the NGO's activities. This model used by Laughing Women can be adapted to any country, regardless of the culture, laws, or regulations. However, it was observed that the management opted for a flexible and basic template right from the beginning.

Findings showed that the existing business model used by Laughing Women is effective but inadequate for the robust operation of the organisation. Some of the issues affecting the existing business model leading to its inadequacy are the wasteful trait of the model, the fact that services and training that could have been used to generate funds as a social enterprise were provided for free; and the lack of relationships with corporate bodies that could have helped cut costs and expenses. In addition, the model is found to be reactive; many activities were executed based on impulse rather than planning. The nature of the existing model, which is highly dependent on random donor support, is another flaw in the business model, as is the lag in technological tools for operations. For example, managers use their hands and calculators

for data collection and cataloguing. This highlights the need for a new business model that will be robust and address the flaws in the current business model.

Despite the need and the inevitability of change, it was observed that not all managers agree on the modification of the business model or their change and are instead indifferent about it; findings showed caution about change and its processes with suggestions that the new business model should be implemented in batches or phases to sustain its desired effect. Furthermore, findings have shown that one of the most important things the management will do in preparation for change is probably run a test; to categorically understand what needs to change, the organisation's current capacity and competency, and ensure that everyone understands what needs to change are all important steps in the change process (Ebrahim 2005). Furthermore, in implementing the change in business model, hiring a professional change manager is necessary to drive the organisation on the right trajectory and avoid entirely adopting a model that is not dynamic and implementable everywhere. To address the lack of clarity on the stakeholders to be involved in the development of the business model and its effective implementation, the 'agree' approach details the identification of the key stakeholders, definition of the engagement, development of the roadmap and timeline and other necessary details. Besides, the findings, however limited, enabled the researcher to develop strategies in the toolkit on understanding the current business models through concretising the business model definition, key stakeholders, engagement method, timeline for completion, communication channel and deliverables. Later, the business model definition evaluation templates and elements to understand key components of the business model from an NGO context were developed.

However, owing to the indifference of the Senior Operating Managers to the need for the business model change in the case of NGOs and their lack of in-depth knowledge on the current issues the organisations entail or the existing business model involves, more representatives of

the top management and executive staff were approached for collecting their responses through focus group and participatory observation research.

4.3   Objective 2: Implementation of the New Business Model

4.3.1   Theme 1:   Function of staff in the implementation of the new business model

The staff are the link between the management and the clients. Identifying the staff member's key role in implementing the models was pertinent. The participants noted that the staff would be involved in:

i.   developing the new processes and maybe understanding and adapting to the culture that would change or the behaviour that will change based on the business model change.

ii.   *"the operational plans, and meetings and workshops across the development of the new business model"*,

iii.   Reviewing current programmes and ongoing projects,

iv.   *"Reviewing and understanding impact, understanding the change, define training needs"*.

The new business model brings in a new culture and demands behavioural change, and the first function is to understand and adapt to this change and the new culture in the workplace. Furthermore, there were opinions that the staff's function depends on the development of the business model itself in terms of the future state, which includes the "*review of the end-to-end processes"*.

Moreover, another function focuses on allowing the development of the business model to transform into execution and, lastly, around delivering the results.

> *"So, I will look at it at three categories of implementation. So, the development of the business model itself, the understanding and the execution of the business model in terms of making it work and then the delivering results through*

the new business model".

"I think it is making it happen; every member of staff will have to make this change happen because processes will be impacted, people will be impacted, roles or responsibilities will be impacted, culture and behaviour will be impacted. So the staff's key role is for everyone to understand their main role within the change framework and understand how to engage the change and make the change happen".

4.3.2 Theme 2: The key people that will be involved in the implementation of this new business model

The people involved and essential to the success of this new business model are identified under the following sub-themes:

    i.   All members of staff are going to be actively involved

The participants noted that every organisation's staff has an important part in the successful implementation of the new business model. This includes the CEO, executive directors, operational managers, coordinators, administrative staff, and volunteer staff.

"Senior management from the CEO, to the directors operational managers, administrative staff, the change managers, the team coordinators across all the different countries, the volunteers, so it is going to be from level up all the way to level down because they are all going to be involved at different stages".

"I think everyone in the organisation will be involved. I think everyone is key to this work, from senior executive management to directors, admin, operational managers, and everyone. I think everyone is key to this change".

    ii.   Operational Partners

Some participants believe that the key people for the implementation of the new business model are the operational partners in the other parts of the world who represent the management in such places:

"It will be our partners, which will be other operational managers in the other parts of the world. Nevertheless, they will take that on as a priority project and implement it in their various places of origin. Thus, those will be the key people that will lead this".

iii. Volunteers

A similar school of thought is the volunteers. The people who execute the field activities of the organisation:

"…it will have to be volunteers. Those who carry out the activities for Laughing Women, which will include some of the ambassadors, will have to be the one testing this model expanding beyond what currently exists and see if it is fit for purpose".

"It will be our volunteer partners involved in the end-to-end implementation. They identify what needs to be done and run with it. Moreover, they do not get involved in the nitty-gritty of governance and management or improve such. But, of course, we will listen to feedback because they are the ones who are in the field that engage with the people that benefit from all these activities that are carried out".

A supporting opinion, the lower rung of the ladder is key to the implementation of the new model:

"But most importantly, I think that one of the highest levels will be involved in the ground staff. So, the people are actually on the ground executing many of these activities and programmes *in the fields and coordinating that work".*
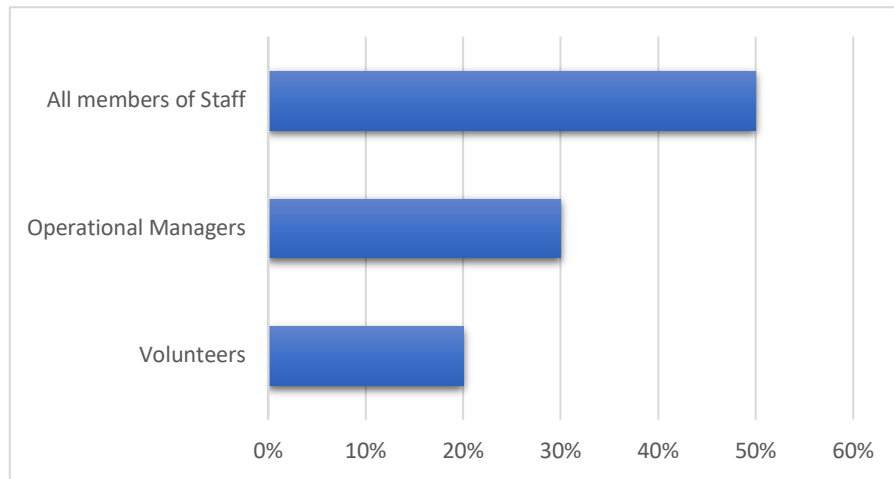
Figure 4-3: Key people that will be involved in the implementation of the new business model
Source: Field Survey, 2021

50% of the participants noted that all staff members would be involved in implementing the new business model, 30% stated that operational partners and 20% believe that volunteers are the key people involved in the implementation.

4.3.3 Theme 3: The functions of the management in the implementation process of the new, improved business model

Participants enumerated several management functions in the implementation of the new business model. These functions are divided into three sub-themes: governance and performance review.

i.   Governance

Management must conceive the change, and share and make the staff understand and implement the change, but administration/governance before and during the implementation is of utmost importance.

> *"I think one of the key functions is to prepare the organisation, I think, to develop the model, implement the model, make sure the organisation is ready for the model, and make sure the organisation is ready to execute the model. So I think the governance of the implementation model is extremely crucial".*

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"I think defining the change, approving the change milestones, ensuring that the communication is clear, and making sure that we have the right resources to drive the change, and also making sure that the right people are put in place".

ii.   Review change

It was earlier noted that one of the key processes to implementing the change is a trial or pilot implementation. The management is tasked with reviewing the data collated from the trial and making reasonable and valid decisions.

"So, basically, once we have had a trial run from a management perspective, they will be reviewing the data. So, we will have to carry out some analytics based on some defined KPIs and matrix, and they will be making the overarching decision of go or no go with the final outputs of the new model".

"The management functions would be to "Review current programmes and ongoing projects; understand the impact, understand the change, define training needs. Perform Culture and organisational behaviour impact analysis by setting new teams, if necessary; create future operational plans - Define operational activities and put operational plans into action which incorporates the tactical and strategic plans".

The management is expected to conduct impact analysis aside from governance to ensure conformance to the vision of the organisation:

"I think the key function is to conduct so make sure that impact analysis for this change is properly conducted. And the reason for the change. It is something that fits into our strategic goals. [...] to ensure that the value proposition meets the fundamental key objectives of the organisation. [...] to ensure that we formed that cohesion and coalition to ensure that we can implement this business model change".

"I think one of the major functions will be defining the timelines and agreeing on the roadmap and the required resources to execute this new business model".

"I think the management function will be the ability to ensure that the right resources,

the right tools, the right people, the right timelines are in place to execute this".

The participants' view on the functions of the management in the implementation process of the new, improved business model is that 60% of the participants claimed that reviewing the change is found to be the utmost function or responsibility of management, much more than 40% of the participants who agreed that governance is the function of the management.

4.4   Inference

The analysis above identified that the new business model introduces a new culture and necessitates behavioural changes; people will implement certain processes. The first task for employees was to comprehend and adapt to this transition and the new workplace culture. It has been shown that the primary function of every stakeholder is to identify what their responsibility is within the new business model and for them to understand how to engage the change and make the change happen. This is contingent on the business model evolution concerning the organisation's future and the fulfilment of its vision and mission.

All staff members, including the CEO, executive directors, operational managers, coordinators, administrative employees, and volunteer workers, were involved in the new business model's implementation- the top management for policy and decision making, and the field staff and volunteers for the implementation on the field. Therefore, each category should be well informed and equipped to make it a reality.

Findings show that the most important functions of management in implementing a change are to envision the change, communicate it to employees, and help them comprehend and implement it. However, administration/governance before and throughout the implementation is also critical. The preparation for implementing the model, its development, implementation,

and the assurance that the organisation is ready for the model are important management functions. Aside from governance, management is supposed to do impact analysis (review) to verify that the organisation's vision is adhered to and ensure that the necessary resources and tools are in place to execute this.

The findings on the Change model implementation, drove the researcher to develop the case for the Change Template in the Phase 1 of the toolkit— the Prework. Furthermore, the templates for the vision, treadiness assessment, and the four stages for the business model implementation namely, the global vision of the current NGO, preparation for change, implementation of the change and adoption of the change were developed to address the efficient understanding of the current and future state before implementation. Later, the phase 2 strategies, namely engagement and communication tools, stakeholder analysis and communication plans were developed upon understanding the key role people played in the current business model in the concerned NGO, wherein communication among the various stakeholders were often found to be jeopardised.

Lack of training of the staff, as the findings suggested, led the researcher to include strategies on training, and policy and procedures, which needs modification for smooth implementation and success of the new business model. On this line, the next section of the study is premised— to understand the readiness to change of the case NGO, their response to the change and challenges associated with the new business model implemented in Laughing Women, concluding with the strategies applied to mitigate such changes.

4.5 Objective 3: Barriers faced by laughing women in the implementation of the new business model

4.5.1 Theme 1: Barriers to Change

Even though change is eminent, people do not like change, and there are barriers to change. All the participants of this study acknowledge possible barriers to the change in the business model at Laughing Women Organisation. The barriers highlighted are:

i. Monetary

As an NGO, Laughing Women depend largely on funds from donations to execute all the projects they embark upon. The new business model is expected to be enterprise-focused instead of the old, donor-dependent model. The success of the new business model depends partly upon the success of the organisation's business enterprise. One participant commented:

> *"One of the other barriers will be monetary because most of our work is based on people donating. Thus, it will raise the amount of money we have in the pot based on the prioritizations with the senior leaders that determine how the money will be divided into different courses".*

The participant claimed funding would be a barrier by slowing down the processes of the organisation:

> *"... the fact that most of the funding is voluntary (donations) could hinder some of the changes in the organisation. Because it could slow the process down, or it will limit the scope based on the availability of funds".*

ii. Communication

The fact that the organisation has many offices around the world could be a barrier if the Operating managers of those offices cannot communicate the new model, probably because they do not understand it perfectly themselves. A participant explained this further:

"...communication... we run with just about over 40 members of staff across different continents and countries, it is hard to communicate that change in a language that, and in a way that everybody understands across the different countries".

Another participant commented that if communication is not made at the right time, it can be a barrier to the change in the business model:

"...the ability to communicate to the stakeholders at the right time and to be able to engage them. The engagement element is also very important because of things like time zones and things across the different countries."

Some countries have poor network and internet facilities, which can impede the sharing and receiving of information to the proper functioning and running of the new and improved business model as shared by another participant:

"Due to network issues, communication does not spread far. We have access in most remote places; hence, it might become a barrier".

iii.   Structure of the Organisation

The set-up of the Laughing Women NGO demands is that there should be offices in 200 countries, and currently, there are offices in 13 countries, which have different logistics issues, regulations and laws; the diversity of laws, rules and regulations governing each state where offices are located are barriers to the new business model. For example, one of the participants put this:

"There are things like logistic, location, regulation or regulatory barriers to change that affect the organisation because of our structure."

Another participant was of a similar opinion that the structure of the organisation could be affected by the regulations of the local country of operation, and it is also possible that it will not act as a barrier as some nations are flexible in their legislations:

"We have political impacts of change. Again, looking at different countries, some regulations or legislations might hinder some things that we might want to put in place, and it might not hinder"

We can look at it from an environmental perspective as well:

"Knowing that the organisation has silo affiliates in different countries, so each environment is different, and it depends on the weather, for example, would determine what can happen? Will it be an indoor event? Will it be an external event? Will it be a one-on-one approach, knocking on doors approach?"

4.5.2 Theme 2: Readiness for change

Since all participants agreed that there is a need for change, opinions were sought on the stakeholder's readiness for the change in the business model. A participant stated that some salient and cogent questions are yet unanswered, such as the process of transitioning from volunteering space to full employment space, and this shows that the organisation is not yet ready for change:

"Some elements of the business model whereby ... we are looking at key resources, we are moving from more of a volunteering space into more a permanent structure space from a human resource perspective, how do we get people ready for that? It might be slightly difficult. After all, it was voluntary because people have been doing some of this. So how do we switch them to a paid job, and can they do it as a paid job based on their current circumstances and things? So I think all of these things give that understanding that we might not be that ready".

Are people well informed? Participants believed that the level of communication and information about the change determines the readiness for the change in the business model. This participant echoed this:

"I think that there is always a difficulty in readiness for change because it is almost like people know that change is coming, but if people do not understand what the change is and how it will affect them, it makes them not ready".

Another participant opined that if the organisation is ready for change, all the stakeholders will be ready:

"The readiness is based on the organisational readiness, rather than the stakeholders".

4.5.3 Theme 3: Risk of not changing the business model

As mentioned earlier in chapter 4, the existing model is working, and it is effective, but it is not efficient to address the current challenges facing the NGO as exposed by the recent pandemic, and it is also not efficient to move to the next phase of subsistence. The participants claimed the risks of not changing the business model include:

i. **Stagnancy:**

"*We remain the same, and we do not move; there is no growth".*

Moreover, this is expressed more concisely by another participant:

"I think the risk of not changing the business model could be a collapse or no growth, lack of expansion, redundant processes, and not moving forward. One of the key strategic plans is for the organisation to move forward and expand. So, I think not changing the business model will not allow expansion. So, it is very important for this to happen".

Stagnancy is noted to have a resultant effect of not being able to fulfil the visions and missions of the NGO and:

"remain small, very difficult to expand, have too much reliance on donors, not moving away from the donor model into the social enterprise model, not moving into more

partnerships to expand our networks, just keep the volunteering structure going, not changing that. So, it will just limit the organisation. That is a major risk. So, I think for an NGO, an expansion is key, not just expanding from an operation perspective, but meeting the needs, the ability to meet the needs of the beneficiaries and things and be able to understand that this is the best way forward to meet the needs and build a world-class organisation continuously".

The result of the risk of not changing the business model – stagnancy - can further lead to de-motivation of staff and subsequent loss of many human resources:

"There will be no expansion, there will be no improvement, and at some point, there might be a lack of motivation in the staff as well, which might result in releasing them".

Another participant added that some employees would not seek opportunities elsewhere if the change is not embraced in the organisation:

"The risk of Stagnancy, which can be a significant cause of low employee morale, affects overall performance and causes some workers to seek opportunities elsewhere. In addition, many employees are interested in expanding their skill sets, which they may not be able to do in a workplace that does not embrace change".

Ultimately, stagnancy will lead to collapse:

"I think the major risk of not changing the business model is collapse."

"I think the key risk is that the organisation will stall, and it might just end up breaking out because we have discovered now that there is no way to maintain our current activities within the organisation. Because, with COVID-19, there is much shift in terms of donors and things like that, which has affected us so greatly, and we are moving into a new business model because we do not want to rely just on the donor side of things. We want to have our way of generating income".

Funding

Another sub-theme to the risk of not changing the business model is funding. Donors have funded the laughing Women, and the COVID-19 pandemic has threatened this source. One of the components of the new business model is enterprise-based to cater to the organisation's needs without relying heavily on funding for donors. Not embracing this change makes achieving the set objectives difficult. A participant discussed this as:

> *"Another risk would be funding. We could get to a point where funding is so difficult, and the organisation is struggling to be able to articulate the key programmes and projects because the funding is not there".*

4.5.4 Theme 4: Response to change

Response to the changing the new business model is seemed as inconsistent, irregular and difficult to ascertain. Some stakeholders are positively disposed at a point, and when it gets to the implementation stage, they are negatively disposed to the change. A participant commented that response to change:

> *"... is extremely inconsistent because, from a senior management perspective, it is like, okay, we need to do this. That is the response. We need to do this, and we have to do it. From more of an operational manager's perspective, it is 50/50. The responses are like, "Yeah, we can do this." And then when we get to the nitty-gritty work of the processes and the analysis, it gets to, "Oh, I do not think we can do this."*
>
> *So, I guess the most important thing is that the response is based on the fact that they see it at a higher level, and they have not seen a detailed level side of things. I think the response is very subjective, so when it is very high level, we will make this change; everyone is positive. When it gets to the detail side of the work".*

There is a diverse response to the change due to the workforce's innate resistance despite recognising the inevitable. As another participant claimed:

"I do not see one voice. I see a divided poise because most people resist change, even though change is inevitable".

Other opinions claim the response to change is highly positive:

"Everybody is excited about the change".

However, a participant cautioned that this excitement could change when the transition is not aligned with the workforce knowledge and organisation goal, thereby affecting the individual employee:

"Currently, the responses have been positive. The initiation of it being positive is just a case of being told what the future business model will be. It looks extremely interesting, we are all excited, but that could change when the process starts and people start to see the key areas that the change is affecting them, and people start to understand whether they want to be part of this change. That is where we can see that the responses can start to defer from where we currently have it right now. However, I think there is a sense of excitement because it looks like a better model. It looks like a more productive model. It looks like a model that will make us grow, like a model that will expand us".

4.5.5   Theme 5: Catalyst or Inhibition to change

Participants noted the possible catalysts to the change in the business model for Laughing Women Organisation, as presented in Table 4.2:

Table 4-2: Catalyst and Inhibitors to Change

Catalyst	*Inhibitors*
Social Enterprise Element.	***The structure of the NGO***.
"This involves creating merchandise and selling and things. That could support a lot of the staff to expose them more, create new networks, and give them more job opportunities".	*"We do not have the resource to employ change managers. We do not have the resource to pull people out of their work and integrate them so much into the change process".*

Availability of funds. "the more funds we can source, the more we can fulfil the strategy and expand based on the vision of the founders of the organisation	*Lack of funds.*
Stakeholders. "they could be that the fact is that they are ready for the change, they are ready to move with the change, no matter what it costs and things like that."	*Stakeholders.* "meaning that they are not ready for the change, and because of our volunteering model, they can just decide they do not be part of the organisation anymore. That could set us back because it means that we need to now look for more volunteers, we need to retrain them, and then obviously, it breaks the existing processes that we do have"
Technology. "because it enhances these services".	*Technology.* "in the third world countries, there is not easy WIFI access".

The catalyst to change as identified by the participants are:

(i) Social Enterprise element: this is a model of creating a revenue channel that gives the staff opportunities to increase their skill set and improve their capacities which will improve the change;

(ii) Availability of funds was noted as a gateway to achieving the set objectives and making the necessary impact, and hence, the change will be easier to implement if there are funds to support the necessary tools and human resource

(iii) Stakeholders – management and staff are the key players in catalysing the change. If they understand and accept the change, it will be successful.

(iv) Technology – development of useful insights, which can then improve the services or tailor the organisation's services, can be a catalyst to change.

The Inhibitors to change, as highlighted by the participant, are:

(i)   The structure of the NGO, being a small organisation, cannot afford the top resource personnel that can influence the implementation of change.

4.5.6   Theme 6: Constraints or Barriers to the implementation

The theme "barriers to the implementation" of the business model were identified in the participants' discussions, ten sub-themes were identified as constraints to the implementation of the new business model by Laughing Women, as discussed below:

i.   Managerial Barriers

Another participant opined that there is no possibility of any managerial barrier to the implementation of the new business model because of the plan and strategic clarity that are put in place:

"I believe organisations were lacking a clear strategy struggle with implementations. No, we have a goal; we have a timeline and a clear vision. We do not carry that fast pace. A strong strategy provides the framework for effective decisions. Hence, I do not find any organisational barriers that would affect implementing the newly improved model".

ii.   Resistance to change

Organisational barriers will focus on the change itself, whether they accept it. The fact that lots of change is coming in the operations and implementation of the new business model will bring considerable resistance, which can be a barrier or challenge to the management if not well handled.

"I think change is something within an organisation that is always kind of you
will get resistance. […] it looks like there is a big element of change around the
partnership model, the training model, which will be more fee structure.
There is much change around the staffing where we will move from more
of the voluntary element into more of recruiting permanent staff, and there are a lot
of things that need to happen. There will be much aligning to regulations

because we are changing many structures. The competition will be more

because of the social enterprise side of things where we are looking to start to

build a merchandise and sell that. So, it is evolving so quickly before our eyes, so from

the manager's perspective, it means that it is going to be more work […]. So, there is

going to be, I think, a bit of resistance […]".

There will be some resistance from ground and field staff if they do not understand the change, especially since it could mean more work and increased responsibilities. A participant stated that:

"We do have some resistance, even from the ground staff, …because it will be more

work. We will move from a volunteer staffing to more paid kind of staffing, there will

be more required".

    iii.   Communication of the change

Most of the participants identified getting the people on the field to understand every component of the new business model as a barrier because of the different cultural specifications embedded in the composition of Laughing Women worldwide. They need to be able to lead this business model implementation change in such a way that a member of staff knows what they are doing, have the right information at the right time, and have the right planning in place:

"I think there is an issue where we are changing slightly to a paid model. But, as an

operational manager, distinguishing voluntary participation to change in NGOs

against paid participation in the corporates is a big challenge because how do you let

that known and cascade that to the people who have been working voluntarily and for

quite a long time.

Furthermore, another participant opined that the responsibility of empowering and motivating the team rests on her as Manager – communicating the change so that the team will understand.

"We work with different teams in different parts of the world. There will be many cultures and organisational behavioural assessments that I have to do as an operational manager to effect this change. I might be facing a few challenges in that. In terms of readiness of my team, we might have many people that might have to pull out of Laughing Women as a whole from a volunteer perspective because of some of these new changes, and it might be a case of how I can empower and motivate my team".

Managers will need to empower themselves to undertake the responsibility of ensuring the team understands the change and the new business model*:*

"I think there will be many areas from a managerial perspective that could act as barriers. If the managers cannot cascade a good understanding to the members of staff about this change and what area will be affected, and how they are planning to communicate this change could eventually become a barrier from a managerial perspective".

Another manager added, *"how to ensure people understand and are comfortable that the change would not affect them, and if it does, there are ways at which the organisation can make them understand that they will support them".*

Participants noted that if the communication is detailed enough and followed by adequate feedback across every channel in the organisation, there will not be any challenge to the successful implementation of the new business model as a result of communication. A participant noted that:

"I think that is quite interesting because I guess how we communicate the change and what people need to do, the timing of the communication, the content of the communication, the development of people's mind to be able to articulate that

communication properly, and for the communication to add value can be a barrier if it is not done properly".

Another participant acclaimed the necessity of holding several meetings and briefings to overcome the communication barrier.

"*We need to hold loads of meetings with all-volunteer, the team coordinators, the managers to communicate because if people do not understand what you are trying to do, they cannot buy-in, they are not able to follow. So, we need to work on a communication plan to make sure that people fully understand what we are doing and the new responsibilities".*

iv.   Resource Constraints

Some participants claimed there would not be any resource constraints in the implementation of the new model:

"*The availability of resources is strong. I do not think it would be a barrier to implementing the newly improved business model".*

v.   Funding

Other perspectives regard the NGO as tending towards a more social enterprise element, with the new model implying more resources, skilled staff, and trained staff. This implies a huge funding constraint, particularly as the existing model is total donor-dependent:

"*Our model is very voluntary right now, so we are going to have to change it to bringing in staff with payments and other materials.*"

A participant is concerned that implementing the new model will require some funds, which will be funds that will have been used for executing some of the organisation's activities.

"*Most of the funding we receive is to fund the activities more of our value proposition that we give to our beneficiaries. Moreover, we have to scoop some. So, it is likely to affect some of the groundwork and activities. Alternatively, we are looking for more*

donors to put in some money for it in the interim. However, it is something that we are currently reviewing to see how, because we do not want anything that will affect our beneficiaries and the kind of value we give to them".

The new model considers the business enterprise strategy. There is a need for funding to put the right structures and systems in place for training staff and to recruit top trainers:

"We do have a lot of voluntary donors, but anything can change. That is one key thing, and as an NGO, your donors can decide not to be a donor tomorrow. So, we have always worked in a reactive process whereby we get the funds, and then we create programs, but the new business model might maybe push us into developing programs, and then waiting for the resource and trying to push that resource via the social enterprise side of things to try to make money. It is not something that many of the staff are used to, so it will require much training to be more business-minded and for many people to wear that entrepreneurial mindset. So, that would be a barrier to the availability of resources perspective, both from a financial and people perspective".

vi.   Availability of Staff Barriers

Laughing Women does not have an even distribution of skilled staff across the countries it functions. Therefore, there will be a challenge to implement the modified business model with the limited skilled staff and resources with the new model in these countries. Also, the fact that most of the current staff are volunteers and turning them into full-time staff may prove difficult as many have other day jobs:

"Currently, ...with our structure, we have loads of volunteers that work for us. Nevertheless, some of those volunteers have other commitments. So, for example, in one country, we have many students who have gone back to school. So, one of the key things we are looking for and part of this new business model is to bring in some skilled resources that are likely to be paid to ensure that we can function more and not just

depend so much on volunteers that have other priorities. So, while in some countries we have availability of resources, in others finding that balance and making sure that the managers in each country can implement this with the resources they have is difficult".

    vii.   Training as a barrier

Although the lack of skilled employees is a concern for the case NGO, some participants believe that training cannot be a barrier to the new business model since staff have always been trained at the stage of onboarding every responsibility. A participant noted this by stating:

"I think the training plan should effectively involve answers on who, what, and how to train. So, I guess it will be important to understand what the fundamental training plan will be like, where everybody in the organisation has to go through that. Then we will have to develop specific programmes *to empower other people with specific skills that we require. I think there is still a question around understanding from the volunteer perspective because it is a very flexible model as a volunteer. [...] you can work in and then decide to walk out. If we keep that, then if we are going to be spending so much money on training, the value thereof sustaining staff is something that we need to look at, because if not, we will find out that we are training people and they are coming and going, so that could be a big barrier".*

Another school of thought is about training staff being a barrier if the retention rate is low:

"...because most of the employees are volunteering, you find yourself across the year constantly training because people come, go, and do not tend to volunteer as often as needed. So you find them coming back and almost starting afresh, creating a barrier for the new tool whereby we will constantly have to keep on training, and obviously, there is no value in that".

    viii.   Culture Barriers

Besides, the mode of systems and operations is changing. Consequently, the resultant effect is resistance from stat quo modes of operations.

"And our new structure now is focused more on social enterprise kind of element whereby, we will be developing into merchandise, books and things that we can sell to make a bit of profit and pull back into the organisation. So basically, with that, I think that we are already facing that culture and behaviour change. Because we need to change the level of training that we gave, not saying our training are not sufficient. However, if we are going to give if our training will have a payment structure, it is so clear that we need to define what exactly those expectations are, meaning that we need to start to benchmark our training with other training providers. Moreover, I think all these key areas will be something that will affect the behaviour and culture of the organisation based on them, especially the staff, the beneficiaries, and the donors. So, in terms of the beneficiaries, we will have to have to element whereby we still have the free training, and we have the non-free training, but meaning that the non-free free training, the evaluation will be more rigorous, and firmer".

Training of staff without a metric for measuring the impact of the training will also be a barrier:

"In terms of the new business model, we need to ensure that we can measure success around culture, the cultural aspect of things, and the organisational development".

"Let us look at our staff culture. I guess this will change significantly because we are now working towards a competitive edge. So, when we go into training and define the training plan and the training structure and a fee plan, it means that when we are offering, for example, leadership training, we need to make sure that we are very competitive if we want to charge. I think that this will affect the behaviour of the staff because people need to up their game". Participant 5

"In terms of culture, and what we do from a Laughing Women perspective is to understand the culture of the different business areas. We cannot understand all of the cultures, but have an idea of existing cultures or cultures that are very visual or easy to identify, and ensure that there is no conflicting interest from an organisation perspective".

ix.   Technological barrier

Laughing Women have been mostly analogue in data collection and preservation. A participant noted that there is a need for robust software and technology to drive the new business model:

"I think, as I mentioned earlier, I think it just has that robust technology to support this change. Moreover, we probably have to start moving away from a spreadsheet into more CRM and database stuff. And then obviously, when we start having staff paid stuff, we need a kind of HR system to help manage hours and delivery. Furthermore, they will probably need a system to call out outcomes and targets used to performance manage some of our permanent employees going forward".

"I think technology has just been something that we are not extremely strong on because we do not have a database. We just use manual Excel and things to manage our projects and activities".

x.   Technical Constraints

Few organisations can survive without adapting to change, although change can be difficult, but not impossible. The following are the various aspects that technical constraints can evolve:

1. *Digitalising the tools*

Participants noted that the operational assets for data collecting in the current model are manual. There is no CRM and no interactive portal with clients for proper engagements and appraisals. This poses a technical constraint on the new model.

"You know, we are very manual. We do not have any automated processes".

"A lot of our work is very manual, so we do not have CRM systems or things like that to help us manage data and engage people. So looking at the new model, […] if we do not have the right tools to manage that, and communication plan as well can be a bit of a constraint because, right now, we use media, channels like WhatsApp, emails. In addition, we need to move to maybe a place where we can get a platform to manage and target activities and feedback, people's comments, and even just to manage the progress of our work and performance".

2. Expertise

It is pertinent to have the right human resources to implement the new model. To achieve this, the constraints of getting the staff up to speed demands training. Therefore, there will be a need for training and re-training across all cadres.

"We could have a skill level constraint by default because we are expanding, so many people might need to be retrained, or we need to maybe employ more people who have more skills. We are looking for people that will have to perform roles across multiple areas within the organisation".

3. Regulatory Issues

Laughing Women can have compliance and regulatory constraints in different countries with different regulations and culture which is alien to another clime; data privacy rules, and accessibility, laws, standards, regulations that the NGO need to adhere to:

"We currently engage about ten countries, and each of them has got regulatory rules, and we need to ensure that we work with them".

4.5.7 Theme 7: Challenge faced in the implementation by operation managers

Participants noted that not all the offices domiciled in other countries have good internet access, which will slow the process of the implementation in such places in terms of training and necessary orientations:

"Just like previously said, we are kind of like so focused on technology, right now in how we pass on the information and communicate from the head office down to different countries. So, it will be a challenge, like some countries are not so equipped with having high Wi-Fi. So, in that case, there might be some challenges where we cannot meet with them as often as we need to make sure they have that right understanding.

Another participant noted the challenge of staffing extensively; the expansion the business model brings means that the team either have to take on more work or take on more people to do more work:

"I believe that the way the Laughing Women structure is, the operation managers are very much involved. Most of them are involved in the ground level work, while some are more involved in the strategic role. Nevertheless, if I look at the strategic element, some of the challenges that the managers will face are the changes in the business model around staffing. I think building a model of a new model of staffing and a new model of social enterprise whereby we are not looking into beauty and merchandise, and selling merchandise, and the training the structure where it is not going to be a paid model. So, from an operational perspective, I think one of the key challenges is being equipped, having the right skill and experience, not just for the operational manager himself or herself, but also for the team to execute some of this".

4.5.8   Theme 8: Mitigating strategies

Barriers to change are inevitable. Therefore, the participants in the survey are keen to ensure and note that the management of Laughing Women takes extreme cautions before the complete implementation of the business model.

Pilot testing of the new business model

Laughing Women NGO is prepared for this change by maximising the pilot testing phase, which demands a test run of what works and what does not, and a retest before complete implementation.

> Aa, a participant, noted, "… *that is why we are running this pilot before we roll out... So, there is flexibility to take a pause. There is a flexibility to kind of like try different variations of things. Moreover, the downside is that we might find ourselves having different model variations. Furthermore, I think that is the key risk that the board will need to highlight*".

Setting Strategies in place

Another sub-theme in handling the barriers by the organisation is setting strategies in place to mitigate issues and challenges that crop up along the way of implementation of the business model.

> "*I think we have been looking at many strategies, and we are still working on it. While some mitigation strategies are appropriate, some are not, and some were weighing the risk like what the dependencies are and what the assumptions will be. So this is an area that is not so clear. Nevertheless, I think part of the implementation process is to establish the strategy to deal with some of these barriers before we finally go live with the full implementation of the new business model*".

Preparedness and readiness

The participants opined that the stakeholders' readiness and preparedness could help to tackle most or all the barriers to the change in the business model.

> *"I think it will be ready, and everybody in the organisation needs to be part of that readiness, the senior managers and management…, the whole team…, the programmes level and the project level will all need to be part of that readiness. Without that, there will not be approved to launch this business model. So, maybe the implementation process will be in phases, so this is how we are looking into that, but until we satisfy some key metrics and strategic elements, we will not move forward in terms of full implementation".*

> *"We take every day as it comes and looks for ways of optimising the organisations' operations and updating the staff with key changes needed."*

> *"I think some of the key strategies is to ensure that whatever our scope of work is, we stay within that. Nevertheless, we need to redefine them as short-term, long-term, and tactical, and we need to start looking at strategic ones. So, I think it is still a grey area. One of the key things that we are also looking at is effective planning and engagement, which will be the key thing for us as an organisation to put into place".*

> *"For now, this is still an onus on the senior management. There is no one rule in terms of strategies to mitigate existing or future problems that might be identified, but it is on a case-by-case basis".*

4.6   Inference

The above analysis posits that implementing the new business model will not be without challenges and barriers. It was earlier noted in section 4.1 (Objective 1) that some stakeholders are indifferent to change. Several themes highlighting the barriers to the change in the business model at Laughing Women have been discussed in this chapter. Key amongst these is the

funding/monetary barrier – the new model is enterprise-based. Therefore, if the revenue streams being created are not successful, it will strain the business model, the communication flow across the different strata of the organisation (timely and appropriate feedback), and the organisation's structure. Likewise, some important and pertinent concerns remain unanswered, such as changing from volunteering to full-time work, which is a main component of the new business model, indicating that the organisation is not yet prepared for the change in the business model.

Findings show that the current model is functional and effective, but it is inefficient in addressing the NGO's current issues, as revealed by the recent pandemic and transitioning to the next sustenance phase. If change is not welcomed in the workplace, some people may look for work elsewhere. The risk of not modifying the organisation's business model is that it will stagnate, and it may eventually break out, which will eventually mean the end for the organisation. There is a divergence of opinion regarding how people are reacting to the change in Laughing Women. For example, subjective— everyone is in favour until when the demands of the implementation that cold feet set in, and objective— where there exists a sense of enthusiasm in the fact that it is a better model.

Change is coming to operations, and implementing the new business model will elicit a lot of resistance, which can be a roadblock or a problem for management if not managed properly. Much change will come in terms of staffing, as the organisation is shifting from relying on volunteers and attracting permanent employees, and many things need to be done regarding recruitment and engaging the right personalities. The management will need to ensure that everyone on the ground in all the different offices across the different countries is aware of the new business model shift.

They must be able to lead this business model transformation so that every employee understands what they are doing, have the correct information at the right time, and have the proper planning in place. Managers will need to take responsibility for ensuring that their teams are aware and committed to the shift of the new business model. From a managerial standpoint, if managers are unable to convey a clear understanding of the change and the areas that will be affected by their employees, it may create a barrier. Hence, it is pertinent to ensure that people understand and are comfortable with the change.

Most of the current workers are volunteers who have other paid jobs. However, as the new business model requires more permanent staff instead of volunteers, there will be a challenge of continuum for the volunteers in the new business model and barriers to the implementation face.

Some participants believe that training will not be a barrier to the new company model because employees have always been trained throughout the onboarding process for each assignment. Another school of reasoning holds that training personnel can be a barrier to retention if the retention rate is low because most employees are volunteers, and people do not volunteer for as long as they should. There is a need to establish exactly what those expectations are and benchmark the training sessions provided against other training providers.

All these elements found in the analysis were used to develop key characteristics in the toolkit like strategies to identify barriers in the business model implementation process, management of the barriers in the change management process, impacted process analysis, development of the business model components like, value proposition, customer segments, channels, customer relationships, revenue streams, key activities, key resources, partnerships and cost structure. Later, strategies associated with the evaluation of the business model implementation and those of meeting sustainability and improvements were developed through value

proposition, customer segment, channels, customer relationships, revenue streams, key activities, resources and partnerships and cost structure was discussed for long-term viability of the business model change.

4.7 Laughing Women Proposed New Business Model Future Design

No	Key Components	Key area	Future Model – To be implemented
1.	**Value Proposition**	- Value delivered to customer - How we satisfy the customers' needs? - **The organisation's mission, its main programmes and brand**	1. **Develop Partnership Model** 2. **Coaching and Payment a model, Partnerships and private sector engagements.** 3. **Managing of new contracts** 4. **Training Academy with Payment Model** 5. **Partnerships and private sector engagements.** 6. **Support for students' apprentices, interns** 7. **Partnership Model (Schools and Private sector)** 8. **Training Academy with a Payment Model** 9. Social Enterprise - books and other merchandise model
2.	**Customer Segments**	- For whom are you creating this new value? - Can you differentiate between different customer groups? - **The different groups of customers and/or donor segments which the organisation targets for its fundraising activities. The target group who the organisation principally aims to reach and serve to achieve its vision/mission.**	- **Local Schools** - **Private Sector** - **Other NGOs**
3.	**Channels:**	- How do you deliver the value to your customer segments? This starts from raising awareness and applies to purchasing, delivery and aftersales. - **The method which the organisation uses to achieve its mission or programme activities to the beneficiaries.**	- **New Website** - **Stores** - **Personal introduction** - **Partner channel**
4.	*Customer Relationships*	- What is the relationship between you and your customer? E.g., self-service, personal assistance during sales, creating a community where members share knowledge. - **The type of relationship the organisation has established or wants to establish with each key beneficiary or donor segment.**	- **Knowledge sharing communities**
5.	*Revenue Streams:*	- How do you generate revenue? Whom do you generate revenue from and what form does the revenue have (e.g., subscription fee, renting fee, advertisement, etc.)? **Income/Funding Streams** - Donations, merchandises/sales, investments or other income streams available for the organisation to work on its value proposition.	- **Training fees** - **Partnership discounts** - **Selling books and Merchandise – (Social Enterprise)** - **Donors**
6.	*Key Activities*	- How do you generate value (service / product) for your customer? **Value Configuration** Describes the arrangement of activities and resources	- **Leadership, Spiritual, Charity, Lifestyle Masterclass - Training individuals -** - **Feeding programmes**

No	Key Components	Key area	Future Model – To be implemented
		- **Are the main actions which an organisation needs to perform to create its value proposition and the physical, financial, intellectual, or human assets required to make the business model work**	- **Community youth programmes - Coaching and upskilling youths in the communities** - **Coaching and upskilling women in the communities** - **Connect youths to the communities** - **Volunteers training and development**
7.	*Key Resources:*	- What knowledge, infrastructure and financial resources do you need?	- **Human Resources - Staff** - **Human Resources - Partners**
8.	*Key Partnerships:*	- Who are our partners that help us to create value? Who are our suppliers?	- **Schools** - **Institutions** - **Hospitals** - **Private organisations** - **Media houses** - **Prisons & Orphanages** - **Investors**
9.	*Cost Structure:*	- What costs arise from creating and delivering value to your customer, from your key activities and your key resources?	- **Advertising and marketing** - **Individual training** - **Community outreach** - **Catering for individual needs** - **Marketing** - **Corporate training** - **Printing books and merchandise**

4.8 Laughing Women – Key Changes across Business Model Components and activities

No	Key Areas of Change	Change Success criteria	Results (What worked)	Challenges	Feedback
1.	Value Proposition	- Designed, Defined, agreed and communicated the new value proposition across the organisation.	- 80% adoption rate - 100% communication rate - Low resistance rate - Timeline achieved - Focus group/email communication	- Slow Adoption rate to start with. - Email communication feedback was very weak - Unable to communicate the new role and responsibilities caused a bit of scare with staff.	- Positive - New model will require training and new roles and responsibilities
2.	Customer Segments	- Define and create new customer segments - Determine value for each customer segment. - Align to current value proposition.	- 3 new customers segments were identified which was aligned to the NGO's value proposition. These customers segments groups were engaged and informed. - Customer segment framework developed, signed and approved. - 100% communication rate	- Some customer segment groups were very difficult to engage	- Successful value definition for new customer segments. - New customer segment engagement was very successful
3.	Channels	- Define and approve new channel - Develop new sales channel	- 5 new sales channels identified - Website development completed - 3rd party seller store agreement place. - New partnership channel established. - New sales process designed and implemented. - Sales team deployed	- Customer onboarding processes was difficult to established due to the current pandemic COVID 19 situation. - Slow channels productivity due to the current COVID 19 Pandemic situation. - Sales team recruitment	- Innovation sales process established - Training will be required
4.	*Customer Relationships*	- Establish partner relationship - Agree Partnerships - Develop partnership contracts	- 6 partnership relationships established with the use of community adverts, and social media. - Partners (Schools) agreed use of their resources for free. - Partnership with schools give 75 - 100 % discount to children that requires education support in the NGO. - Private sectors support with leaders to help with training in the community. - Use of online training resources of the NGO's training providers partners.	- Slow use of resources due to COVID 19) pandemic – Most school facilities were closed	- Very profitable relationships

No	Key Areas of Change	Change Success criteria	Results (What worked)	Challenges	Feedback
5.	*Revenue Streams*	- New revenues streams identified and established across all customer segments - Develop merchandise and pricing. - Profitability map determined	- New products and services developed and established – T-shirts, jumpers, mugs cups and books current sold on website, communities and social media. - 100 jumpers, 200 books sold in the first 3 weeks. Making over 40% profit. - Training academy website developed with new payment model. Local contract secured	- Staff recruitment - Out of stock products - Competition with other training providers.	- Very profitable and a good sign showing the movement form the only donor model. -
6.	*Key Activities*	- All key activities to the new value proposition determined and implemented. - Training of Staff	- 50% staff trained in the first 4 weeks after implementation - All new processes for key activities defined - Youth community training framework established and implemented. Over 100 youths in the first 4 weeks after implementation was offered training in leadership and entrepreneurship. - 100% staff training completed	- Community adverts resulted in key training interest for the youth that the NGO didn't not have capacity to train.	- Expand training resources for youths.
7.	*Key Resources*	- New recruitment process identified and established - Define new organisation structure - Define all staff new roles and responsibilities. - New financial structure implemented.	- New organisation structure communicated and agreed by at least 80% members of staff. - New financial structure implemented to support the social enterprise strategy within the NGO. - New roles and responsibilities communicated and implemented.	- Loss of a few volunteers due to new structure - Resistance from some operational managers due to workload. - Time constraint to implement.	- The training resources was very effective - Communication was impressive -
8.	*Key Partnerships*	- Establish new partnerships - Partnership contracts agreed and signed	- 10 school's partnership established, and all processes implemented - Additional 15 orphanages partnerships established. -	- Difficult to established partnerships with the private sector organisations and investors. -	- More future partnerships with private sectors organisations and investors required
9.	*Cost Structure*	- New cost structure developed and implemented.	- Advertising and marketing cost structure developed and implemented. Few proposals sent out to Facebook and Instagram.	- Advertising and marketing cost structure shows really high cost, unable to established partnership with media houses. Facebook and Instagram turned down proposal.	- Review advertising and Marketing cost structure and establish partnership with media houses will open more

No	Key Areas of Change	Change Success criteria	Results (What worked)	Challenges	Feedback
			- Individual training programme cost structure developed and implemented. Over 20 new courses on the new training learning platform.		opportunities to sales and revenue increase.
10.	*Understanding business models*	- Expand the knowledge of senior managers across the organisation	- All 15 senior managers participate in the understanding business model training workshop with 95% positive feedback from survey.	- Lack of understanding of the business model components across all senior managers	- Require refreshers training required before any updates to future business models.
11.	*Communication plans*	- Communication strategy and plans developed to support the business model implemented.	- All change requirements and plans communicated across all staff of the NGO. Only 5% didn't think the communication was very effective	- Some of the volunteers and field workers has no access to emails and couldn't attend some of the focus groups.	- Provide key communication in other languages as well.
12.	*Training plans*	- Training strategy and plans to support the business model developed and implemented.	- 50% of staff current trained with a reactive training model	- Ongoing training will require continuous evaluation. - Reactive training model was sometimes overwhelming for staff. - New key activities training required a face to face training some field staff didn't have access to the internet. - Very difficult to train some volunteers	- More training required - Can the training be structured into onboarding processes?
13.	*Stakeholder management*	- Stakeholder management strategy and plans to support the business model developed and implemented.	- Only 70% senior managers could be effectively managed.	- It was very difficult to engage some stakeholders globally.	- A new stakeholder matrix and plans required to engage volunteers and file workers.
14.	*Overcoming barriers*	- All existing implementation barriers aligned to the current business model reviewed and mitigate strategies developed to help support the implementation of the new business model.	- Addressed at least 60% barriers identified by Operational Managers. - Funding barrier address with the new social enterprise Model.	- It was difficult to address technology and technical barriers as the NGO are not in the position to update current technology due to cost constraint. - Social enterprise model is still quite weak and will need to be enhanced further to address the funding issues.	- How to manage other ongoing business model development barriers mitigation need to be established.

No	Key Areas of Change	Change Success criteria	Results (What worked)	Challenges	Feedback
15.	*Policy and procedure development*	- Developed and enhance current policy documents and procedures.	- 90% of policy documented and procedure documents created and updated as needed.	- Regulatory policies for some key areas are still yet to be established. - Communication and training difficulties.	- More procedure training required.
16.	*Overall Implementation*	- Implementation of the new business model	- 75% of overall implementation plan executed and successfully.	- Short timelines - Funding	- Great expansion in a short timescale. - Implementation should be more phases out in the future.

CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1 Summary of Findings

This study explored the need for non-profit organisations to examine their business models that can provide long-term ability to achieve their goals, despite not being profit oriented. The qualitative study followed the interview of 10 Senior Operating Managers of the Laughing Women Organisation using semi-structured questionnaire and participatory observation research, and a focus group using cues (as presented in sections 3.9.2 and 3.9.3 in Chapter 3). Findings showed that the existing business model used by the Laughing Women is effective since it was employed at the inception of the organisation six years ago, but it cannot bear the next phase of operations of the organisation.

The validity of the existing business models has been faced with some issues that contribute largely to its lack of robustness; the issues identified are wastage of human and material resources and the lack of relationships with corporate bodies that could have helped cut costs and expenses. Likewise, the model was reactive as many activities were executed based on impulse rather than planning.

On the contrary, a new business model incorporates a new corporate culture and necessitates behavioural changes, contingent on the business model's evolution concerning the organisation's future and the fulfilment of its vision and mission. All staff members, including the CEO, executive directors, operational managers, coordinators, administrative employees, and volunteer workers, must be involved in the new business model's implementation- the top management for policy and decision making, and the field staff and volunteers for the implementation on the field. Aside from governance, management is supposed to do impact analysis (review) to verify that the organisation's vision is adhered to and ensure that the necessary resources and tools are in place to execute this.

5.2 Discussion

5.2.1 RQ1: What are the processes involved in implementing a business model by Laughing Women?

This study explored the need for non-profit organisations to examine their business models that can provide long-term ability to achieve their goals, despite not being profit-oriented. The qualitative study, which followed the interview, participatory observation method and the focus group, showed that the existing business model, adopted during its inception six years ago, is effective in its current operations but is not robust to address the allocation of the financial resources or in on-time delivery of services. Such lacunae led to a reduction in donors and thereby in its overall revenue generation to handle the societal issues like feeding programs o the downtrodden worldwide. Besides, some of the issues affecting the existing business model leading to its inadequacy are the wasteful trait of the model, the fact that services and training that could have been used to generate funds as a social enterprise were provided for free; and the lack of relationships with corporate bodies that could have helped cut costs and expenses. In addition, the model is found to be reactive; many activities were executed based on impulse rather than planning. Another feature of the current model was its dependency on random donor support and lack of technological tools in its operations.

Studies have considered technology implementation a core element within a business model, especially in the contemporary age of technology. As (Gillani et al., 2020) have highlighted, the use of digital technologies in operations increases the competitiveness of the firms. Although the case organisation belongs to the NPO sector, competitiveness is an important aspect of attracting donors and staying relevant to the cause and its outreach to its target beneficiaries. Moreover, Breuer and Lüdeke-Freund (2017) have noted the significance of business models in acting as a mechanism for the organisation to address conflicting or contesting claims regarding organisational resources. Besides, as Chesbrough and Rosenbloom (2002) highlighted, a business model enables organisations to articulate the latent value

proposition of the new technology. Unfortunately, both these elements were missing in the current business model of Laughing women, which drove the researcher to understand the process of implementing the business model, considering these lacunae. It is also noteworthy that the senior operating manager, who was initially approached for data collection, had minimal information on the weaknesses of the current business model. Therefore, the top management and ground-level executives (such as the volunteers) helped the researcher to understand the processes required to implement the new business model by identifying the elements which needed development.

Therefore, analysis of the processes identified that the new business model introduces a new culture and necessitates behavioural changes. Therefore, the first task for employees was to comprehend and adapt to this transition and the new workplace culture. Therefore, all staff members, including the CEO, executive directors, operational managers, coordinators, administrative employees, and volunteer workers, were involved in the new business model's implementation. At the same time, the top management for policy and decision making, the field staff and volunteers for the ground implementation necessitates being well-informed and equipped to achieve the desired goal. Findings further show that the most important functions of management in implementing a change are to envision the change, communicate it to employees, and help them comprehend and implement it, reflecting the observation of Goyal *et al.* (2017), Purkayastha and Sharma (2016) and Shafer, Linder, and Smith (2005).

However, administration/governance before and throughout the implementation is also critical, as Ngai, Law, & Wat (2008) and Becker (2010) noted and a similar understanding was found in the case organisation. At the same time, the participants observed that the preparation for implementing the model, its development, implementation, and the assurance that the organisation is ready for the model are important management functions (Rumble & Mangematin, 2015). Aside from governance, the management found itself responsible for

conducting impact analysis (review) to verify that the organisation's vision is adhered to and that the necessary resources and tools are in place to execute this. Such insights highlighted the findings of Frankenberger & Sauer (2019) that managerial attention is the internal and cognitive antecedents of business model implementation and that their specific set of attention patterns are more likely to develop performance-enhancing business model designs.

5.2.2 RQ2: What challenges are faced in implementing a business model by Laughing Women?

Upon identifying the process which can be followed to develop the new business model, discussion with the participants through focus groups highlighted several significant challenges, which, if not addressed, the viability of the new model cannot be ensured. For example, the key challenge identified from the discussion was the funding/monetary barrier – the new model is enterprise-based. Therefore, if the revenue streams being created are not successful, it will strain the business model, the communication flow across the different strata of the organisation (timely and appropriate feedback), and the organisation's structure. Likewise, some important and pertinent concerns remain unanswered, such as changing from volunteering to full-time work, which is a main component of the new business model, indicating that the organisation is not yet prepared for the change in the business model.

Literature has noted the importance of the quality of relationships with donors and recipients incurring long-term benefits. Donors, for example, view the NGO's dedication more favourably and proactively meet their requirements. Additionally, donors regard NGOs as promising when they supply the recipients with goods and services as planned (Goddard, 2020). Therefore, NGOs' ability to secure funding and show donors that they can successfully meet their goals are primary to their efficient functioning. Therefore, adequate communication flow between the donor and the NGOs are important, and this absence may jeopardise the viability of the business model when implemented. Concerning converting the volunteers to full-time

employees, literature has noted the importance of offering long-term volunteers to full-time employees to encourage their intention to stay with the organisation. In addition, offering volunteer responsibilities to students or fresher candidates with little experience in the concerned sector is required. However, after a certain period, their exclusion from the organisation as permanent employees affects their job security perception, which might cost the organisation committed, knowledgeable, hardworking personnel (Alam & Oliveras, 2014; Lorente-Ayala et al., 2019). Another factor is the volunteer's service provision to multiple organisations, which affects their commitment to a particular NGO, which might affect the successful implementation of the business model (Bhiri et al., 2014)— insights absent from the findings.

Furthermore, the CEO and other senior managers highlighted the challenge of employee resistance due to the lack of adequate management. To address the same, however, the management is ensuring that everyone on the ground in all the different offices across the different countries is aware of the new business model shift, that every employee understands what they are doing, has the correct information at the right time, and have the proper planning in place. The management further acknowledges that managers take responsibility for ensuring that their teams are aware and committed to the shift of the new business model. From a managerial standpoint, if managers are unable to convey a clear understanding of the change and the areas that will be affected by their employees, it may create a barrier. Hence, it is pertinent to ensure that people understand and are comfortable with the change. Such steps will also address the lack of training among employees, although the management understands that the employees' intention to stay is taken care of to make the training towards business model implementation, functioning and viability successful.

The findings resonate with Kurt Lewin's model of change, emphasising the role of leadership and employee involvement for robust change management (Hussain et al., 2016). In the

Lewin's process of unfreezing, leadership style plays an influential role by involving employees in the change (Cummings et al., 2016), motivating them for change, and sharing the knowledge "at the individual and organisational level to make the loop of the change process" (Hussain et al. 2016; p. 126). Similarly, literature also supports the findings that employee involvement at every level of change— before and during, smoothens the training process, enhances their intention to stay and, thereby, the change process (C. Brown et al., 1993; Grawitch et al., 2009). However, a robust model was necessary considering the challenges the regional NGOs like Laughing Women face while developing and implementing a dynamic business model. Therefore, the next sub-section involves the development of a toolkit that will ensure the improved viability of the business model adopted, both in a generic and specific sense.

5.2.3 RQ3: How can the present and future viability of the business model adopted by Laughing Women be improved?

The preceding chapter details how the business model viability adopted by the case organisation and NGOs, in general, can be improved through the development of the toolkit, which in turn was based on Kurt Lewin's Three Stage Change Model as well as specific requirements of an NGO, as understood from the primary findings. The inferences derived from the components of the existing business model in the concerned NGO, the role of the various stakeholders, across levels and sponsors in the development, implementation and viability of the business model change and the challenges associated drove the researcher to develop a holistic toolkit, involving every aspect of the non-profit organisation's functioning. For instance, from understanding the gap between the current and future business model, communication issues, understanding the need for the business model change implementation to the identification of barriers, development of the business model components and evaluation of the business model change implemented to ensure its long-term viability.

The purpose of the business model change toolkit lay in clearly define what is being implemented to support NGOs in implementing a business model. The speed and the effectiveness of this business model implementation toolkit are very dependent on knowing what organisational elements must be in place to achieve the desired results for the NGO. Knowledge about the key steps in the business model implementation process may allow for more efficient and cost-effective implementation that leads to confident decisions about what can and can be adapted to suit the organisation. Besides, the toolkit developed is significant in defining a practice model and providing tools to evaluate the effectiveness of the activities in the toolkit systematically. Another contribution of the toolkit lay in providing provides a structured step by step guide to help enhance and guide users (other NGOs also, apart from the concerned organisation) for a successful business model implementation. The guide involved strategies on training and planning, which in turn will assist NGOs in assessing their organisational readiness, implementing changes, developing a new business model, or transitioning into a new one in practice and evaluating their results. Most importantly, some elements of this toolkit have been customised to meet the local needs of *Laughing Women*. It also defines the elements that must be standard to evaluate the effectiveness of the implementation by reducing the gap between implementation barriers and practice.

From the review of literature, the absence of viable business models or research on their presence and development is starkly evident. Despite so, studies have argued that organisations must implement significant new business models (Gunther 2010); however, research has neglected why and how organisations should implement new business models. Similarly, according to Adner (2012), an important problem in implementing business models is how organisations use new business models efficiently and effectively. There are patterns to changing organisations' business models; however, which implementation processes are most likely to be successful are often unknown, especially in the NGO context.

Majorly, NGOs are regional and community-based, with their limited outreach. They primarily focus on meeting their social goals like uplifting the marginalised community, providing education to students in war-torn areas or those having minimal means to obtain an education, women empowerment and others. In doing so, they often neglect the need for a robust business model or a change strategy to ensure the viability of the business operations in the long term. Besides, with limited donors— seldom permanent and lack of alignment between the internal and external stakeholders, the long-term viability of the NGOs is often threatened. The toolkit thus developed, intend to help NGOs identify the right balance among its stakeholders, special skill-set required to operate the business model change, recognise the financial and human resources present and needed and secure long-term donors who believe in their business models thereby securing a sustainable flow of revenues.

However, to establish the effectiveness of the change toolkit, it was necessary to ensure its reliability. Application of the toolkit customised to meet the specific needs of Laughing Women and obtain intended results establishes the reliability of the toolkit, which now can further be applied in other NGOs to determine its generalisability and predictability. Nonetheless, future explanatory and exploratory studies are required to determine the usability of the toolkit across other regional NGOs, across the globe.

5.3   Implications
5.3.1   Practical Implications

As the toolkit has identified through the implementation of the new model in Laughing Women Organisation, the following implications for NGOs, in general, are posited:

i.   A new model will need training and the creation of new roles and responsibilities, which will cumulatively lower costs incurred on human and natural resources.

ii.   A value description for new consumer segments should be developed by Identifying the segments (i.e., who the target client is and what they want); Understanding how they compare to other segments, and Identifying how to address their needs.

iii.   It is necessary to develop more future ties with private sector organizations and investors further to expand the reach and impact of the organisation.

iv.   Provide any necessary refresher training before any future improvements to business models are implemented.

v.   A concise and critical stakeholder matrix will help optimise performance in implementing the new business model.

vi.   All key components in *Laughing Women* need change. This might not be the case for all non-profit organizations. Not all processes need to change. This implies that the organisation must have a global vision at the first stage of implementing the business model.

vii.   Implementation should be done in phases subsequently.

viii.   The NGOs must transform the volunteer into permanent employees based on their experience and willingness to join the organisation. For example, some volunteers, having served for a long term, may intend to have a permanent position. However, due to the lack of such initiatives, they might feel demotivated to invest time in training and engagement with the business model implementation process and its continuous improvement. Therefore, findings imply hiring such volunteers and others in permanent positions and having lesser dependability on volunteers serving multiple organisations simultaneously to ensure commitment towards the organisation's development and viability of the business model.

ix.   The small and regional NGOs should diversify their donor portfolios with the inclusion of permanent subscribers (at least 50 per cent) to ensure the continuous inflow of a certain amount required for the business model to sustain and maintain continuous evaluation and change in the business model. Such a move will address the challenge of limited and uncertain donor funding the case organisation faces, jeopardising its effective business plan implementation.

5.3.2   Theoretical Implications

i.   The findings of the study on the lack of adequate business model in NGOs, especially in regional and community-based ones, such as the Laughing Women, necessitate similar studies worldwide to check similarities and dissimilarities concerning the weaknesses in the current business model, the roadmap for implementing the new business model and challenges associated with the implementation of the new business model. Furthermore, since the business model change and implementation is a novel area of research, such studies are required to establish the generalisability of the antecedents of business model implementation in NPOs.

ii.   The study is novel in the NGO literature concerning business model implementation and developing a toolkit to smoothen the change process considering the various internal and external challenges the small and regional NGOs face, with their limited international outreach and dependability on volunteers over permanent employees. Therefore, future studies must apply the toolkit to various NGOs serving diverse causes and people to establish its predictability and external validity.

5.3.3   New Knowledge /Application of Knowledge

i.   Research has shown a dynamic view and representation of business model implementation, and components.   Business model implementation is not focused around building a project driven business model but create effective change management strategies to develop implementation steps that supports and governs the dynamic process of the business model change. For a successful implementation of business model to address the dynamic environment and create changes in their objectives, structures and processes to align with the demand of the global market, NGOs requires effective change management strategies. The uniqueness and combination of both business model components and change model give a dynamic view that helps the NGO to understand the key change needs and focus on adding value throughout the implementation process.

ii.   Research shows that the interaction of Business Model implementation and components is dynamic and constantly evolving. The study further indicated that existing business models of NGOs require regular monitoring, assessment, and administration due to the ever-changing environment, yet not all NGOs consistently monitor, evaluate, and administer their business models. Malmström, Johansson, and Wincent (2015) underlined the necessity for NGOs to be adaptable and sensitive to funding and changing dynamics. The problem of constant demand because of changes, which mostly affect external shocks, is another concern not handled by the NGO business model framework. These changes also include the changing donor objectives, which dramatically affect the foundation of the business model.

iii.   Research shows that key requirements needed to support the implementation process of business model change across the NGO's requires employee engagement, involvement and training to ensure that there is an understanding of what needs to

change and how it will this will change. Employees have to be involved at every level of the change, to ensure there is the right knowledge across and to keep abreast of the constant evolvement which enables a robust model to be developed for the business model implementation process. The awareness of the constant change required created an environment that supported the senior managers to ensure that everyone on the ground in all the different offices across different countries involved in the business model shift understands what they are doing, have the correct information at the right time and have proper planning in place. The inferences derived from the components of the existing business model in the concerned NGO, the role of the various stakeholders, across levels and sponsors in the development, implementation and viability of the business model change and the challenges associated drove the researcher to develop a holistic toolkit, involving every aspect of the non-profit organisation's functioning. For instance, from understanding the gap between the current and future business model, communication issues, understanding the need for the business model change implementation to the identification of barriers, development of the business model components and evaluation of the business model change implemented to ensure its long-term viability.

iv. Research shows that the value of each business model component can be altered to adapt to constant changes. Implementation of a new business model or update of the existing business model does not require that all the components of the business model to the changed. There is a key focus on the connectivity of business model and its components and how recognising the shifting environment of the business models across its components is very crucial to the successful the implementation of the business model. Even though they extensively detail various components of a business model, Osterwalder and Pigneur (2010) did not define the interactions among

components of a business model. Chesbrough and Rosenbloom (2002) and Zott and Amit (2010) admit that the unknowingness in handling business exploration and business model components connectivity and interrelationship is critical for organisations. These points of view can harmonise with Demil and Lecocq (2010). They emphasised how important it is to realise a company's business model is static but functioning in a changing, voluntary, or emerging dynamic environment seen as a function of the interaction among business model components. However, in existing studies, the business model seemed to focus more on business model components, with inadequate illustrations and minimal knowledge of interconnections among business model components. This approach used in the research shows the relationship between the business model components is of interest as it highlights how components of the business model function and how they can affect and impact technical inputs and economic output with a concrete explanation of how these come into play within the NGO. However, during the design of the business model implementation process and toolkit there were discussions and agreement across key employees of how the various components of a business model interact with and inform one another to allow the adaptation of the components to the agreed changes.

v. NGOS must evolve their business models alongside changing factors - such as cultural, structural, human and technological. Therefore, analysis of the processes identified that the new business model introduces a new culture and necessitates behavioural changes. Therefore, the first task for employees was to comprehend and adapt to this transition and the new workplace culture. Therefore, all staff members, including the CEO, executive directors, operational managers, coordinators, administrative employees, and volunteer workers, were involved in the new business model's implementation. At the same time, the top management for policy and decision making, the field staff and

volunteers for the ground implementation necessitates being well-informed and equipped to achieve the desired goal. Findings further show that the most important functions of management in implementing a change are to envision the change, communicate it to employees, and help them comprehend and implement it, reflecting the observation of Goyal *et al.* (2017), Purkayastha and Sharma (2016) and Shafer, Linder, and Smith (2005).

vi. Research shows that allowing the NGOs to develop and understand a global vision at the initial stage of change implementation is very crucial to the successful implementation of business models. The chosen change model integrally visualised the organisation. It considered internal and external factors and elements that intervene before, during and after the change. Each area's purpose, objectives, functions, and relationships and of the members who will intervene in the change process was very clear. Literature discussed suggests none of the discussed models meets this characteristic in its entirety. Lewin's model has a people-oriented vision because, according to Ferrer (1976), "its basic approach is centred on changing the behaviour of the individual". The change model used in this research contemplated all necessary elements at the time of their creation and for the purpose for which they were made. This model identified those factors (forces) involved in the first stage of change and supported integrally by the factors that they intervene in an organisation and analysing the interrelation that exists between them.

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TOOLKIT FOR BUSINESS MODEL CHANGE TO IMPROVE AND ASSESS THE PRESENT AND FUTURE VIABILITY OF THE BUSINESS MODEL ADOPTED BY LAUGHING WOMEN

<u>CHAPTER ONE: GENERAL IDEA OF THE TOOLKIT</u>

Introduction

Due to constant innovation, new ways of handling the increased volume of change are required, and new customised tools and techniques are needed to make this change happen. This toolkit has been designed to support the change in a business model implementation and change in NGOs. Part of this toolkit has been tested during the business model transition for Laughing Women to support their change. This toolkit has tools and techniques reviewed and proven to support the implementation of the new Laughing Women business model to support change. This has now been curated into this toolkit which contains those appropriate for use at the Laughing Women.

This implementation toolkit will provide step by step process, guidance, structure, and standardised materials for the current and future implementation of business models. The development of this toolkit serves as a roadmap to the business model implementation process to support and sustain best practices. This toolkit has several components designed to clearly define the innovative implementation, communicate its purpose and functions to leadership, staff, and other stakeholders, and assess its viability and effectiveness.

This implementation will require a change in skill levels, organisational capacity, and culture and requires education and practice. As a result, a new way of doing work will be initiated, allowing staff of an NGO to know what they are supposed to do, when and how, including fitting with organisational structure and culture and smoother transition from a theoretical plane to practical and logical knowledge of each step of the process.

Purpose

Research has found that the infrastructure for implementing a business model within NGOs is rare or has not yet occurred. Developing, maintaining, and measuring success during a business model implementation is critical to the success of the implementation, and it is important to know how an NGO implements what is being implemented. This business model implementation toolkit aims to clearly define what is being implemented to support NGOs in implementing a business model. The speed and the effectiveness of this business model implementation toolkit are very dependent on knowing what organisational elements must be in place to achieve the desired results for the NGO. Knowledge about the key steps in the business model implementation process may allow for more efficient and cost-effective implementation that leads to confident decisions about what can and can be adapted to suit the organisation.

Importance of the Business Model Implementation Toolkit

1. This implementation toolkit will define a practice model and provide tools to evaluate the effectiveness of the activities in the toolkit systematically.

2. It provides a structured step by step guide to help enhance and guide users for a successful business model implementation.

3. This toolkit will also provide training and planning tools that will assist NGOs in assessing their organisational readiness, implementing changes, developing a new business model, or transitioning into a new one in practice and evaluating their results.

4. Some elements of this toolkit have been customised to meet the local needs of *Laughing Women*. It also defines the elements that must be standard to evaluate the effectiveness of the implementation.

5. The stages of implementation provide a practical and logical explanation of what happens in each step of the process.

6. Users can apply the toolkit in its entirety, and they may find certain parts of the implementation toolkit particularly informative for their needs.

7. The toolkit is designed to help users implement more seamlessly and bridge and reduce the gap between implementation barriers and practice.

8. This provides a blueprint of the business model for NGOs, understanding what to do during business model implementation when to do what, and how to implement it.

Who is this Toolkit used for?

This toolkit is designed for individuals responsible for leading the implementation of a new business model in an NGO.

How to use this Toolkit?

This toolkit is broken down into five key phases:

1. Understanding the Business Model Change - Pre-work

2. Develop and design the implementation toolkit

3. Implement and manage the business model implementation toolkit process

4. Evaluate the Business Model Implementation Process

5. Approve and Sign Off

Agree Approach

Understanding and designing the approach.

Table 1: Activity 1

Aim	Key Activities
Agree with the business model implementation phases and define the approach	1. Identify key stakeholders. 2. Create a stakeholder matrix 3. Define roles and responsibilities and identify key stakeholders 4. Define engagement and preferred communication method. 5. Engage stakeholder 6. Define and agree on approach, roadmap, timelines 7. Work with the Sponsor and lead Managers to approve phases and approach 8. Agree and sign off
Key Stakeholders	Senior Managers, Senior Management teams
Engagement method	Workshops, focus groups
Timelines for completion	2 - 4 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Agree and signed business model implementation phases and approach.

Table 2: Defined Approach Template

	Confirm Approach	Descriptions
Timeframe: *How long will this project run?*	Confirm timelines i.e. *Between 3 to 6 months*	A critical analysis of the current state of the organisation
Risk: *Associated risk of execution*	Confirm Risk i.e. *Medium Risk*	Risk assessment to understand the current risks to the implementation and the mitigation strategies requires to ensure a smooth process.
Cost: *Capital cost, 3rd party resources etc.*	Define cost measure	Cost benefit analysis conducted to understand the implication going forward.
ROI: *Return on Investment*	Confirm return objectives *i.e. Faster return*	A ROI analysis
Disruption to Operations	Confirm Disruption *i.e. Moderate*	Understand the Current Model and Operational Gaps
Next Steps for Implementation *Go forward as-is or iterate*	Always a "go" decision; with Sponsor approval	Define implementation Plans

CHAPTER TWO: PHASE 1- THE PREWORK – PREPARING THE CASE FOR CHANGE

The case for the change template

- Capture the reason the change needs to occur

- Information was pulled from some existing documents, and some had to be created

Audience – Sponsors, Process Owners, Directors, Managers of Impacted employees, Impacted employees and benefactors.

Table 3: Current analysis template

Background What current problems need to be solved? How did we get here?	
Current State Where are we now? Why is what we're doing currently not working? What opportunities are being missed?	
Risks What future problems are anticipated if no action is taken? What is the impact to the organisation?	
Benefits What are the benefits of making the change? What is the impact to the organisation?	

Table 4: Vision definition template

Organisational Goal What do we hope to achieve?	
Organisational Benefits How will things be better?	
Impact to Stakeholders Expected benefits?	
Impact to Stakeholders Potential consequences or impacts?	

Readiness Assessment

This is used to assess the NGO's teams and key stakeholders across the organisation globally.

Table 5: Readiness Assessment Template

Ref	Questions to Assess Change Readiness	Yes	Partial	No
1A	**Awareness – Understanding**			
	1. The problems inherent in the current situation? 2. The opportunities that are being missed if the change doesn't happen? 3. What is trying to be achieved? 4. How things will be better? 5. How will the change impact their area of work? 6. What their role will be in the future state?			
	Desire			
	1. Know that management is aligned with the change efforts? 2. Feel their concerns, questions, and needs are being heard? 3. Feel hopeful about the future? 4. See value in the change? 5. Believe a well thought out strategy is being put in place to achieve the change?			
	Knowledge – Skills and Training)			
	1. Have the necessary information, knowledge and skills to successfully fulfil their role? 2. Know where to go for additional information about the change? 3. Know what campus resources are available to support the personal side of change? 4. Know what success looks like? 5. Have a plan to achieve success? 6. Know which behaviours will need to change?			
	Ability - Infrastructure (Systems and tools)			
	1. Believe that the organisation has provided appropriate resources (time, staff, information, etc.) to support the anticipated change? 2. Have the necessary systems, processes, and policies in place? 3. Have the ability to execute the new behaviours required for the change? 4. Know how to perform the required tasks?			
	Reinforcement			
	1. View management as a resource for removing/overcoming barriers? 2. Have mechanisms in place to reinforce the required behaviours? 3. Have metrics in place to assess the ongoing effectiveness of the change?			

Table 6: Stages for the business model implementation – Using Change Model Stages

Phase #	Phase Title	Descriptions
1	**Global vision of the Current NGO**	- A critical study of the current state of the NGO - Identify the need and specifics of the change
2	**Prepare for the Change**	- Detect the need for change - Diagnose the current situation - Determine the desire for change - Determine the actions - Plan activities
3	**Implement the change**	- Execute actions and strategies
4	**Adopt the change**	- Evaluation - Feedback - Institutionalise the process

Understanding the Business Model Change - Pre-work

This section helps an NGO understand the importance of the business model, the definition and how they can determine what the business model means within their organisation and align the definition to their strategy and organisational structure.

Business Models

Business models are very important to both new and developing organisations to attract and develop opportunities, recruit talents, and motivate management and key staff. This section describes what a business model is and what this means for the NGO to allow the NGO to understand what problems they are trying to solve and explain the logic and theory underlying the implementation of a new business model within their organisation.

Table 7: Activity 2 – Define and Agree with the Business model definition for the NGO.

Aim	Key Activities
- **What do we know about Business models and what we need to improve?** - **Evaluate what a business model means to the organisation** - **Understand and evaluate the current business model components** - **How do we assess and define what a business model means to the NGO**	1. Research business model across different organisations to understand the key definitions. 2. Engage all senior managers and other key stakeholders across all regions/globally to review key definitions. 3. Understand the key definitions of business models and define what this means for the NGO. 4. Agree and approve what the definition of their business models will be going forward and this

Aim	Key Activities
	definition will support the business model implementation process going forward.
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	1 -2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	- Understanding business models for the senior managers - Forward-thinking business model definition for the NGO

Business Model Definitions Evaluation Template

Table 8: Evaluation of varied descriptions of business models across the different organisation to understand what a business model means for the NGO

No	Definitions	Citations	What this means for NGO (Laughing Women)
1.	A good business model answers the question of who is the customer and what does the customer value and at what cost?	Magretta J, Why Business Models matter – Harvard Business Review – May 2002	- Who are the customers in an NGO's setting? - Does the current Business Model offer value to all beneficiaries? - Does the existing business model offer add value to all existing customers or only to a discrete set of customers?
2.	A good business model illustrates how the business makes money to the manager.	Magretta J, Why Business Models matter – Harvard Business Review – May 2002	- **How do senior executives within the NGO answer this question?** - What is the current business model structure? Does it give the NGO opportunities to assess whether it supports them to makes money?
3.	Designing a new product for an unmet need or a process innovation, a better way of making or selling distributing an already proven product or service.	Magretta J, Why Business Models matter – Harvard Business Review – May 2002	- **Is the NGO's offering a service or products? If yes what product and services are available?** .
5.	A business model from an operational perspective shows senior managers how the entire system will work, every decision, initiative, and measurement to provide valuable feedback.	Magretta J, Why Business Models matter – Harvard Business Review – May 2002	**How does the NGO business models support their current operational practices?**
6.	Business model describes a s a system how pieces of a	Magretta J, Why Business Models	**How does all the business processes, system and people in the NGO fit**

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No	Definitions	Citations	What this means for NGO (Laughing Women)
	business fit together unlike strategy that focuses on how the organisation will do better or be different than rivals.	matter – Harvard Business Review – May 2002	**together to meet the need of the business model?**
7.	The business model concept generally refers to the articulation between different areas of a firm's activity designed to produce a proposition of value to customers.	Business Model Evolution: In Search of Dynamic Consistency Pages 227-246	**Is the Current business model designed to produce a proposition of value to customers?**
9.	Business Model to refer to the 'logic of the firm' – how it operates and creates value for its stakeholders. On the surface, this notion appears to be similar to that of strategy.	From Strategy to Business Models and onto Tactics - Long Range Planning Volume 43, Issues 2–3, April–June 2010, Pages 195-215	**How does the current business model operate and create value for your customers?**
10.	The business model concept offers strategists a fresh way to consider their options in uncertain, fast-moving and unpredictable environments. In contrast to conventional assumptions, recognising that more new business models are both feasible and actionable than ever before is creating unprecedented opportunities for today's organisations	Business Models: A Discovery Driven Approach Pages 247-261 Long Range Planning Volume 43, Issues 2–3, April–June 2010, Pages 247-261	**What strategies are in place to support the future options and opportunities?**
11.	A business model influences the firm's dynamic capabilities and places bounds on the viability of particular strategies.	Business models and dynamic capabilities - Dynamic capabilities; Business model design; Organisational design; Strategy; Intellectual property	**What dynamic capabilities can be influenced?**
12.	The business model that describes the design or architecture of the value creation, delivery, and capture mechanisms it employs. The essence of a business model is in defining the manner by which the enterprise delivers value to customers, entices customers to pay for value, and converts those payments to profit.	Business models, business strategy and innovation Long Range Planning Volume 43, Issue 2-3, April 2010, Pages 172-194	**What is the design or architecture of the value creation, delivery and capture mechanisms that the business model employs? Confirm the determination of the profits.**
13.	The business model concept generally refers to the	Benoît Demil, Xavier Lecocq (2010)	**What is the articulation between different areas of a firm's activity**

No	Definitions	Citations	What this means for NGO (Laughing Women)
	articulation between different areas of a firm's activity designed to produce a proposition of value to customers.	Business Model Evolution: In Search of Dynamic Consistency Long Range Planning Volume 43, Issues 2–3, April–June 2010, Pages 227-246	**and how is this designed to produce a proposition of value to customers?**

Understanding the key components of the business model – From an NGO context

It is very important for key stakeholders within an NGO to understand the business model key components and how these components relate or align to the organisation and their current organisation situation.

Table 1: Activity 3

Aim	Key Activities
- Define and the business model components and the NGO context.	1. Research on business model components definitions across different organisations to understand the key definitions. 2. Engage all senior managers and other key stakeholders across all regions to review business model components definitions. 3. Understand what these key business models' components means for the NGO. 4. Agree and approve what the definition of their business models' components will be going forward and how this definition will support the business model implementation process going forward.
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	1 -2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	- Understanding business models' components for the senior managers - Forward thinking business model components definition for the NGO and what to implement across the components.

Table 2: Business model components definition from an NGO's Perspective

No	*Pillar*	*Key Components and descriptions* (NGO's)
1.	**Product/Service**	**Value Proposition** The organisation's mission, its main programmes and brand (***Osterwalder & Pigneur, 2010***)
2.	**Target Customer**	**Donor Segments Ultimate Beneficiaries** The different groups of customers and/or donor segments that the organisation targets for its fundraising activities. **Ultimate Beneficiaries** The target group who the organisation principally aims to reach and serve to achieve its vision/mission. (***Osterwalder & Pigneur, 2010***)
3.		**Distribution Channel** The method which the organisation uses to achieve its mission or programme activities to the beneficiaries.
4.		**Relationship** The type of relationship the organisation has established or wants to establish with each key beneficiary or donor segment.
5.	**Infrastructure Management**	**Key activities and resources** Are the main actions which an organisation needs to perform to create its value proposition and the physical, financial, intellectual, or human assets required to make the business model work (***Osterwalder & Pigneur, 2010***)
6.		**Core Competency** Outlines the competencies necessary to execute the company's business model
7.		**Partner Network** Portrays the network of the cooperative agreements with other people or organisations necessary to efficiently offer and distribute the organisation's mission and programmes.
8.	**Financial Aspects**	**Cost Structure / Expenditure** The total expenses which the organisation incurred (or will incur) to implement the agreed activities.
9.		**Income/Funding Streams** Donations, merchandises/sales, investments or other income streams available for the organisation to work on its value proposition.

Assessment Tools

Assessment tools allow NGOs to systematically assess their organisational readiness to implement the business model and gather baseline information.

Business Model Assessment

Table 11: Activity 7

Aim	Key Activities
- **Identify and assess the business model components across the organisation.** - **Define current and future state** - **Identify gaps**	1. Engage key selected stakeholders to understand the business model and the business model components definitions. 2. Understand how the business model components definition aligns to current model. 3. Define future business model 4. Understand the gaps across the current and the future model. 5. Communicate results across the organisations.
Key Stakeholders	Change manager, Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	1 -2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	- Checklists and questions to assess the business model assessment. - Laughing Women documented analysis of the business model current and future state analysis - New business model and business model components defined.

Checklist/questions to assess the business model components

Table 12: Business model components assessment questions

No	Key Area	Assessment questions	Key Stakeholders to engage
1.	**Value Proposition**	- How well does the current value propositions meets the strategy and customer's needs?	Senior Managers
2.	**Customer Segments**	- Who are the customers and how well does the NGO meet their needs? - What are the different customers segments, and do they need regrouping?	Senior Managers
3.	**Channels:**	- What communication and distribution channel design do we have in place and how well do they add value to the current business model? - How do we reach our current clients? - How successful are the NGO's current channels?	Senior Managers
4.	*Customer Relationships*	- What is the NGO's customer relationship strategy? - How well does the NGO manage its customer relationship?	Senior Managers

No	Key Area	Assessment questions	Key Stakeholders to engage
5.	*Revenue Streams:*	- What are the current revenue streams and how sustainable are they? - How diversified are the NGO's current revenue streams? - What revenues sources is the NGO currently dependent on?	Senior Managers
6.	*Key Activities*	- How effective are the NGO's current key activities?	Senior Managers
7.	*Key Resources:*	- Is the NGO currently disposing the right key resources? - How do they current dispose the right resources?	Senior Managers
8.	*Key Partnerships:*	- What partnership models are in place? - What is the strategy and working relationships with the NGO's current partners? - What partnership agreements are currently in place and how long have they existed for?	Senior Managers
9.	*Cost Structure:*	- What is the current cost structure and how appropriate is it? - What part of the NGO's business models have the highest costs?	Senior Managers

Gap analysis: Current and Future state

Table 13: Gap analysis Template

No	Key Components	Key area	Current Model	Future Model – To be implemented
1.	**Value Proposition**	- Value delivered to the customer - How do we satisfy the customers' needs? - **The organisation's mission, its main programmes and brand**		
2.	**Customer Segments**	- For whom are you creating this value? - Can you differentiate between different customer groups? - **The different groups of customers and/or donor segments the organisation targets for its fundraising activities. The organisation's target group principally aims to reach and serve to achieve its vision/mission.**		
3.	**Channels:**	- How do you deliver the value to your customer segments? This starts from raising awareness and applies to purchasing, delivery and aftersales. - **The method which the organisation uses to achieve its mission or programme activities to the beneficiaries.**		
4.	*Customer Relationships*	- What is the relationship between you and your customer? E.g., self-service, personal assistance		

No	Key Components	Key area	Current Model	Future Model – To be implemented
		during sales, creating a community where members share knowledge. - **The type of relationship the organisation has established or wants to establish with each key beneficiary or donor segment.**		
5.	*Revenue Streams:*	- How do you generate revenue? Whom do you generate revenue from and what form does the revenue have (e.g., subscription fee, renting fee, advertisement, etc.)? **Income/Funding Streams** - Donations, merchandises/sales, investments or other income streams available for the organisation to work on its value proposition.	-	
6.	*Key Activities*	- How do you generate value (service / product) for your customer? **Value Configuration** Describes the arrangement of activities and resources - **Are the main actions which an organisation needs to perform to create its value proposition and the physical, financial, intellectual, or human assets required to make the business model work**		
7.	*Key Resources:*	- What knowledge, infrastructure and financial resources do you need?		
8.	*Key Partnerships:*	- Who are our partners that help us to create value? Who are our suppliers?		
9.	*Cost Structure:*	- What costs arise from creating and delivering value to your customer, from your key activities and your key resources?		

CHAPTER THREE: PHASE 2 - DEVELOP AND DESIGN THE IMPLEMENTATION TOOL KIT

The section describes the NGOs' implementation plans and its development and includes timelines,

checklists, and a sample meeting agenda.

Table 14: Activity 4

Aim	Key Activities
- Define and develop the implementation plans	1. Engage all senior managers and key stakeholders across all regions to review business model components definitions. 2. Create and develop an implementation plan 3. Define key milestones and activities 4. Define roles and responsibilities 5. Identify the core components of the development and the components of the development that may be adapted. 6. Develop a process to support development 7. Develop specific outcomes and goals the group intends to accomplish by answering the question, "What do we want to accomplish?" 8. Identify current practices that must change 9. Identify current aspects of agency culture that must change 10. Identify or develop specific strategies necessary to realise the new vision by answering the question, "What will we do to get there?" 11. For each strategy, identify specific, measurable indicators of progress that will be assessed by answering the question, "How will we know if we are making progress?" 12. For each strategy, decide who will be responsible for implementation by answering the question, "Who will be responsible?" 13. For each strategy, decide on a date by which it will be completed by answering the question, "What is the time frame for completion?" 14. Circulate a draft of the plan for input and revise as needed 15. Finalise the plan and submit it for approval 16. Agree and sign off implementation plans
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	1 -2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	- Business model implementation plans

Table 15: Key Implementation Plans/activities and timelines template

Ref	Key activities	Activities Descriptions	Key Stakeholders	Timelines	Involvement
AC01	Senior Change management planning meeting	- Understanding change and what has to change - Define and develop infrastructure for growth - Understanding current capabilities - Define change framework - Appoint a change manager			
AC02	Define Governance	- Future governance structure defined			
AC03	Define Strategic plans	- Transformation strategy development - Define goals that aligns to the NGO's mission, visions and values			
AC04	Business Model Impact Analysis	- Review current business model components - Define impact - Understanding Change			
AC05	Standardisation of all processes – Current and future processes	- Review all current organisation processes - Define a new process framework - Translate actions into tactical plans - Define new processes - Set targets and define metrics			
AC06	Review current programmes and ongoing projects	- Understand impact - Understanding the change - Define training needs			
AC07	Culture and organisational behaviour impact analysis	- Review and understand impact - Define impact and plans			
AC08	Organisational redesign and workforce management assessment	- Review and understand impact - Define impact and plans - New teams set up			

Ref	Key activities	Activities Descriptions	Key Stakeholders	Timelines	Involvement
AC09	Create future operational plans	- Define operational activities - Put operational plans into action which incorporates the tactical and strategic plans - Establish processes for the department and employers - Outline the work they deliver			
AC010	Weekly steering group	- Monitor progress			
AC011	Complete implementation	- Business Readiness - Training - Roll out			

Engagement and Communication tools

This section helps to guide leaders on the engagement of staff and key stakeholders involved in the implementation to enhance effort and promote collaboration. It includes development and increased engagement in the implementation process of the business model as well as provides examples NGOs can use to engage stakeholders and promote effective communication.

Table 16: Activity 5

Aim	Key Activities
How to engage stakeholders before, during and after implementation to improve communication.	1. Identify key stakeholders. 2. Create a stakeholder matrix – See the template below 3. Define roles and responsibilities and identify key stakeholders 4. Define engagement and preferred communication methods. 5. Define and design a communication process 6. Work with the Sponsor and lead Managers to approve the roles and responsibilities. 7. Agree and sign off communication plans
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	1 -2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Stakeholder identification and Matrix, Communication strategy and plans from implementation.

Table 17: Stakeholder identification and Matrix

	Stakeholders	Roles	Responsibilities
1.	**Sponsor**	CEO	- Key decision maker - Sponsor to the greater organisation. - Endorse and approve implementation plans - "Manage management" of affected organisations, help remove roadblocks.
2.	**Change and implementation Manager Leads**	Lead Regional Operations Manager	- Drives change management direction - Develops end-to-end, strategy, creates communication, training, coaching, engagement and plans. - Executes plans, and works with program teams, SMEs, and other resources to ensure a successful execution
3.	**Project PMs, SMEs**	Operations Managers	- Participates in change management planning - Provides input on developed change management tools, plans, and deliverables - Supports training delivery - Map AS-IS process flow and TO-BE process flow - Training content creation and training delivery - Document TO-BE business process design. Lead AS-IS vs TO-BE gap analysis. Capture and summarise TO-BE business process change impacts.
4.	**Stakeholders (Impacted Managers and Leaders)**	Senior Managers	- Champion and represent changes to their overall organisation. - Validate training needs and partner with implementation team to ensure appropriate communication and training
5.	**Other Staff**	Field Staff Volunteers	- Champion and represent changes to their overall organisation.
6.	**Partners**	External	- Develop and promotes partnerships across various organisations.

Table 18: (Activity 6) Impacted Stakeholders Analysis

Aim	Key Activities
Determine the impacted stakeholders and level across the organisation	1. Identify key areas and numbers of stakeholders affected 2. Impacted levels 3. Impact Descriptions 4. Work with the Sponsor and lead Managers to approve and sign off
Key Stakeholders	All NGO staff
Engagement method	Workshops, focus groups, 1 -1 interviews
Timelines for completion	1 -2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	**Impacted Stakeholders Analysis**

Stakeholder Analysis and Engagement plan Template

This template was used to assess the level of commitment of each stakeholder and determine the actions needed to enhance agreement and trust. This template below will also help to define

1. What behaviours need to change?

2. What does success look like? How will you measure it?

3. What knowledge, skills, and abilities are needed?

4. What systems and tools are needed?

5. What new policies, procedures, and/or processes are needed?

6. What training is needed?

7. List all stakeholders identified above for your proposed change

8. Describe your perception of their current understanding

9. Describe the desired understanding you would like them to have

10. Based on their current Stakeholder Type,

11. Define *Stakeholder Approaches* to develop an action plan for engaging with the stakeholder

Table 19: Template for stakeholder Mapping

Stakeholders	*Current Understanding* *(Describe stakeholder's current understanding of the project and any needs/concerns)*	*Desired Understanding* *(Describe the desired understanding for each stakeholder to ensure successful adoption)*	*Discussion Approach* *(List the elements of the approach you plan to use with the stakeholders)*

Table 20: Create an Impacted Stakeholder List

Area/Department	Numbers of Stakeholders	Impact Levels	Impact Descriptions
		High Medium Low	

Communication tools and plans

Table 21: Communication tools and plans

Communication Process	Key Activities	Communication methods
Vision	- Town Hall Model to communicate the change and the keys steps of implementation - Business Model Change and what it means for the organisation.	- Zoom - Emails - FAQs - Newsletters
What has been done?	- Program Kick off completed - Program team created, key stakeholders and impact areas identified - Stakeholder analysis completed - Key department engagement developed and approved senior stakeholders	- Emails - Newsletters
What we are doing.	- Engagement with senior leaders - Current state analysis, gap analysis and future state definitions	- Emails - Newsletters
What is on the Horizon?	- Target state designing - Implementation plans, Road Map and timelines	- Emails - Newsletters

Communication FAQ plans

Table 22: Communication design plans

	FAQ Design Questions
1.	Key objectives for the Program
2.	The new business model that will be implemented
3.	What are the barriers for change, issues and limitations to be resolved
4.	Keys business model components

5.	Status update on the program
6.	Road map for implementation
7.	Scope of the implementation

CHAPTER FOUR: PHASE 3 - MANAGING THE BUSINESS MODEL IMPLEMENTATION TOOLKIT PROCESS

Identifying barriers- Keys steps for identifying barriers

In this section, key barriers to change are identified by engaging key stakeholders to understand the key areas that need to be addressed. It is also important to address the barriers to change across the key business model components.

Table 23: Activity 8

Aim	Key Activities
Identify barriers across the organisation.	1. Identify key areas and numbers of stakeholders affected 2. Engage stakeholders 3. Review business model components to understand barriers and also the barriers to change regarding the implementation of the business model. 4. Work with the Sponsor and lead Managers to approve and sign off
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	Ongoing review
Communication channel	Email, Town Hall Meeting
Deliverables	- Key barriers identified - Barriers and risk mitigation plans developed and approved

Table 24: Document Barriers

No	Key Components	Identified Barriers
1.	**Value Proposition**	
2.	**Customer Segments**	
3.	**Channels:**	
4.	*Customer Relationships*	
5.	*Revenue Streams:*	
6.	*Key Activities*	
7.	*Key Resources:*	
8.	*Key Partnerships:*	
9.	*Cost Structure:*	

Managing and dealing with the barriers to Change for the Business Model Implementation

This section will help the user understand the key steps and activities for managing barriers when implementing a business model.

Table 25: Activity 9

Aim	Key Activities
Manage barriers across the organisation.	1. Identify key areas and numbers of stakeholders affected 2. Engage stakeholders 3. Develop plans to manage barriers 4. Work with the Sponsor and lead Managers to approve and sign off
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	A plan for action Business model implementation plan barriers management plan

Table 26: A plan of action – Managing Business model implementation action plan

	Barriers	Action plan
1.	**Managerial barriers**	- Identify affected Managers all over the organisations - Engage the Managers and understand their needs and frustrations. - Define mitigation strategies - Define Action plan - Deployed mitigation strategies - Determine success criteria - Evaluate results
2.	**Resistance to change**	- Conduct Assessments to Identify Points of Resistance - Determine Engagement Approach & Resistance Management Tasks - Determine Resistance Mitigation Owners - Implement Resistance Management Tasks and Activities - Conduct Ongoing Touch Points - Provide Ongoing Reporting and Status Updates
3.	**Communication of the change**	- Conduct assessment to understand the best method of Communication - Understand the communication barriers across staff and department - Develop and agree approach - Set out measuring criteria's - Implementation approach
4.	**Resource constraints**	- Conduct financial analysis - Develop a cost and benefit analysis
5.	**Funding**	- Develop a funding Framework - Test approach - Evaluate
6.	**Availability of staff**	- Develop further work plan framework

	Barriers	Action plan
		- Measure against new business model - Understand gaps - Create mitigation strategies - Implement
7.	Training	- Understanding training needs and gaps - Develop training model - Develop training matrix - Develop training plan - Implement - Evaluate to measure success
8.	Culture	- Create a culture needs assessment plan - Develop strategies to meet the culture plan aligned to the new business model
9.	Technological and Technical barriers	- Understand technology gaps - Develop Strategies to address the issues

Impacted Processes analysis

Table 27: Activity 10

Aim	Key Activities
Identify impacted processes across the organisation.	1. Identify are processes affected across the designed for ne future model components within the organisation that requires change. 2. Engage stakeholders 3. Review business model components and understand barriers across. 4. Work with the Sponsor and lead Managers to approve and sign off 5. Implement new processes 6. Provide training and support
Key Stakeholders	All Staff
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Process analysis and Process documentation

Table 28: Impacted process analysis

Key Components	Processes Impacted	New or Existing Process	Needs Change (Yes/No)
Value Proposition			
Customer Segments			
Channels:			
Customer Relationships			
Revenue Streams:			
Key Activities			
Key Resources:			

Key Components	Processes Impacted	New or Existing Process	Needs Change (Yes/No)
Key Partnerships:			
Cost Structure:			

Table 29: Activity 11

Redesigning Processes business model processes that need to change

Aim	Key Activities
Identify impacted processes across the organisation.	1. Review current processes and determine what processes need to change and what new processes to create 2. Engage stakeholders 3. Define requirements 4. Define the future processes and ensure that the new processes are aligned to the new business model 5. Approved processes and requirements 6. Implement new processes
Key Stakeholders	All staff
Engagement method	Workshops, focus groups
Timelines for completion	4 weeks
Communication channel	Email and Procedure documents
Deliverables	Documented new processes

Business Model Components Development Phases

Develop a future business model and key method of delivery across each business model component.

Value Proposition

Table 30: Activity 12

Aim	Key Activities
Key steps involved for developing the value proposition Model	- Define the value the NGOs delivers to the Customers including donors and beneficiaries. - Define the actual problems the NGO is trying to solve. - Define the bundles of products and services that the NGO is offering to each segment. - Define the beneficiary need that the NGO is satisfying.
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting

Aim	Key Activities
Deliverables	Agree and communication newly define value proposition across the organisation Implement new and refined value proposition

Table 31: Success Criteria

	Detailed Activities	Success criteria
1.	- Define, Value framework, context and approve by key stakeholders. - Communication across the organisation using communication matrix and plan in table	**1.** Value framework signed off and agreed. **2.** Adoption by key stakeholders - 80% **3.** Communication - 100%

Customer Segments

Table 3: Activity 13

Aim	Key Activities
Key steps involved for developing the Customer Segments	- Define who the NGO is creating value for. - Define the most important customers - Define Customer Archetypes.
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Implement new customer segments

Table 4: Success Criteria

	Detailed Activities	Success criteria
1.	- Engage key stakeholders - Research and analyse the key customer segment areas. - Engage and build relationships. - Agree and approve new customer segments - Value for each customer segment identified	**1.** 3 new customer segments identified and approved. **2.** Customer Segment framework signed off and agreed. **3.** Adoption into key processes **4.** Communication - 100%

Channels

Table 5: Activity 14

Aim	Key Activities
Key steps involved in developing the New Channels	- Define channels that customers will like to be reached - Benchmark and understand how other similar companies reach them now - Define the best channels that works for delivering value and key activities. - Evaluate and define the most cost-effective channels. - Define how new channels are the NGO's key processes.
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Implement new channels

Table 6: Success Criteria

	Detailed Activities	Success criteria
1.	- Engage key Stakeholders - Research and analyse the key channels. - Define channels - Agree and approve new channel - Develop website	**1.** 3 - 4 New channels identified and tested **2.** Adoption into key processes **3.** Website development completed **4.** Communication - 100%

Customer Relationships

Table 7: Activity 15

Aim	Key Activities
Key steps involved for developing the Customer Relationships.	- Establish new customer and partnership relationships - Integrate this relationship into the rest of the business model - Define a framework to sustain and keep keys relationships - Design and develop the new partnership framework - Understand the key relationships that need to be established
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Implement new defined customer relationships

Table 8: Success Criteria

	Detailed Activities	Success criteria
1.	- Engage key Stakeholders - Research and analyse the key customer relationships. - Define customer relationships - Agree and approve new customer relationships.	**1.** 6 New customer relationships established. **2.** Adoption into key processes **3.** Agree partnership **4.** Develop and sign off contracts **5.** Communication - 100%

Revenue Streams

Table 9: Activity 16

Aim	Key Activities
Key steps involved for developing the Revenue Streams	- Define value for beneficiaries - Define value for customers and what they are willing to pay. - Define the revenue model - Define merchandise pricing
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Implement new defined revenue streams

Table 10: Success Criteria

	Detailed Activities	Success criteria
1.	- Engage key Stakeholders - Define all key revenue streams - Define customer relationships - Agree and approve new customer relationships.	**1.** 6 New customer revenue streams identified. **2.** Adoption into key processes **3.** Communication - 100%

Key resources

Table 11: Activity 18

Aim	Key Activities
Key steps involved for developing the Resources	- Define key resources that the value propositions require. - Define the key resources to make the business model function - Define the tangible and intangible resources which are ultimately fundamental to the NGO's business model.
Key Stakeholders	Senior Managers

Aim	Key Activities
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Implement newly defined key resources

Table 12: Success Criteria

	Detailed Activities	Success criteria
1.	- Engage key stakeholders - Define key staff and volunteer structure, including numbers. - Define donation and social enterprise financial structure. - Define the key knowledge and skills required - Define new roles and responsibilities - Define key organisation structure.	1. New organisation structure 2. Roles and responsibilities defined across all staff and volunteer 3. Training offered and completed across all teams

Key Partnerships

Table 13: Activity 19

Aim	Key Activities
Key steps involved for developing the Key Partners	- Define key partners - Define key suppliers - Define key resources that we are acquiring from our partners - Define the key activities that the partners perform.
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Implement the newly defined key partnerships

Table 14: Example of Key Partnerships for Development

	Detailed Activities	Success criteria
1.	- Engage key stakeholders - Define partnership engagement models and approach. - Engage partners - Draft contract agreements - Agree and sign contracts	1. 10 partnership contracts agreed and signed off

Cost Structure

Table 15: Activity 20

Aim	Key Activities
Key steps involved for developing the Cost Structure	- Identify and define the most inherent cost structures to the business model
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Implement the new defined cost structure

Table 16: Example of Cost Structure for Development

	Detailed Activities	Success criteria
1.	- Engage key stakeholders - Define and agree all cost structures	1. All cost structure agreed and signed off. 2. Communication of cost structures

Training

Developing a training curriculum for staff and partners involved in implementing and developing tools to help transfer what was learned in training to everyday practice.

Table 17: Activity 21 (Training Deliverables)

Aim	Key Activities	Deliverables
A baseline of training needs should be established and the analysis of gaps identified.	1. Identify key stakeholders and understand their knowledge, skills, values, and attitudes regarding the implementation initiatives. 2. Conduct a training strategy and needs assessment 3. Develop training roadmap 4. Develop and agree training plans 5. Communicate training plans 6. Execute the training sessions 7. Measure the effectiveness of the training 8. Conducting ongoing training	- Provide a short introduction of Business models - Generate a list of names and contact information - Overview of training initiatives - Training timeline
Assess information via	1. Policies 2. Focus groups 3. Surveys	

Table 18: Training Operating Model

	Process Steps	Activities	Results
1.	Analysis	- Identify key stakeholders and understand their knowledge, skills, values, and attitudes regarding the implementation initiatives - Define training objectives and delivery channels	
2.	Design	- Design training	
3.	Develop	- Training curriculum and roll out - Method of delivery	
4.	Test	- Run pilot and gather feedback	
5.	Implement	- Schedule training sessions and roll out on full scale	
6.	Evaluate	- Measure effectiveness - Feedback analysis	

Table 19: Training Implementation plan

No	Key Area	Who	Training By	Training Required	Priority and timeline
1.					
2.					
3.					

Table 20: Training Matrix

Department	Training needs	Training Goals	Required competency	Delivery Channel	Training Dates

Policy and procedures

This section describes the necessary policies and procedures that need to be in place to reflect successful implementation of the business models. The procedure describes the steps for implementing policies and the steps the NGO staff should take to develop a specific policy.

Table 21: Activity 22

Aim	Key Activities
Identify the key organisational policies and procedures that needs to be updated or created.	1. Review current processes and activities to determine the key policies that needs to govern them and determine what processes need to change and what new processes to create 2. Engage stakeholders 3. Define requirements 4. Update or create new policies and procedures 5. Sign off policies and procedures 6. Implement Policies 7. Communicate across the organisation
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Implement the newly define policy and procedures

Table 22: Key Policies and Procedures Update Template

	Policy	Procedure	Update/Create New
1.	**Service Management Policy**	- Day to day involvement specification	- Update
		- Specific responsibilities	- Update
		- Legal responsibilities	- Update
		- Roles of management	- Update
		- Funding	- Update
2.	**HR Policy**	- Staff Recruitment processes	- Update
		- Staff Management	- Update
		- Procedure for New Staff	- Update
		- Staff Induction	- Update
		- Agreement of employment packages	- Update
		- Staff code of conduct	- Update

	Policy	Procedure	Update/Create New
		- Filling a vacant position	- Update
3.	**Partnership Policy**	- Code of conduct	- New
		- Access to Partners	- New
		- Clients rights and responsibilities	- New
		- Record management	- New
4.	**Service Delivery Policy**	- Key principles	- Update
		- Training guidelines	- New
5.	**Service Planning and improvement Policy**	- Continuous improvement	- New
6.	**Regulatory Policy**	- Compliance	- Update
		- Legal	- Update
		- Finance management processes	- Update
7.	**IT Policy**	- IT governance	- Update
		- System management	- Update
		- System Updates	- Update

CHAPTER FIVE: PHASE 4 - EVALUATION THE BUSINESS MODEL IMPLEMENTATION PROCESS

Assessment of what worked, creating standardised tools which can be used to assess what works.

These tools include identified outcomes, ways to collect baseline data and methods for analysing

data. Additionally, it involves assessing processes or outcomes associated with the development.

Table 23: Activity 23

Aim	Key Activities
Evaluate the business model implementation process and results for the NGO – (Laughing Women)	1. Review key steps involved in the business model implement process 2. Engage key stakeholders within the Laughing women NGO to understand results and feedback, using surveys and focus group meeting 3. Measure results against success criteria and identify what worked well and didn't. 4. Identify the key challenges 5. Gather feedback on how to improve.
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Survey and questionaries'
Deliverables	Evaluation analysis of the viability of the business model implementation toolkit

Table 24: Evaluation Template

No	Key Area	Success criteria	Results (What worked)	Challenges	Feedback
1.					
2.					
3.					

Strategies for sustainability and improvement of the Business Model.

Table 25: Sustainability Assessment

No	Key Area	Sustainability Assessment	Timeline
1.	Value Proposition	- Review the value proposition to ensure that it stills meets the beneficiary and customer's needs well enough. - Understand how the beneficiary and Customers perceive the value Proposition and if there is any need to offer the different customers segment with more needs	Every 3 months for the first year then annually.

No	Key Area	Sustainability Assessment	Timeline
		- Benchmark with other NGOs to understand their current offering and how they meet their customer's needs. - Review to understand if the value proposition could be complemented through new agreement with partners	
2.	**Customer Segments**	- Review to understand whether you know your customers'/beneficiary's needs well enough - Review to understand the customer groups that are likely to defect soon - Review the NGO can regroup/segment customers better according to their needs and understand whether it still aligns to the value proposition. - Understand if there are new segments that the NGO could serve.	Every 6 months for the first year then annually.
3.	**Channels**	- Review the communication and distribution channel design to see if there are any gaps. - How can we better integrate channels? Website review and extensive marketing plans. - Review current channels to understand how to increase the customers base by better using the channels. - Review current channels to understand how to introduce new communication and distribution channels to reach more customers. - Review current partner distributions agreements, understand gaps and how to introduce new distribution and communication channels.	Every 6 months for the first year then annually.
4.	*Customer Relationships*	- Review customer relationships and understand what level of personalisation they require. - Review current partnership agreement to understand if they are any weaknesses that can be strengthened. - Benchmark to understand how to build relationship with more profitable Clients. - Review the customer relation strategy by reengaging stakeholders to the short- and long-term objective are being met. Also, to understand if the NGO is currently managing the customer relationships as required.	Every 6 months for the first year then annually.
5.	*Revenue Streams:*	- Review to understand if the revenue stream is sustainable and how the NGO could introduce new revenue streams - Review to understand how diversified are the revenue streams, to see if the NGO can introduce cross selling – to offer customers some of their Partners products and services. - Review to understand the dependency levels of the revenue stream	Every 6 months for the first year then annually.
6.	*Key Activities*	- Review to understand if the key activities are performing well and to understand any gaps or weaknesses. - Review to understand if too many activities or too less activities are performed to determine risks and mitigate against them. - Review to understand if the key activities are aligned and adapted to the value proposition.	Every 6 months for the first year then annually.

No	Key Area	Sustainability Assessment	Timeline
		- Look for opportunities to streamline activities and how well the current goals and objectives are met	
7.	*Key Resources*	- Review to understand what key resources can be removed or added - Review to understand how local partners support more in terms of resources.	Every 6 months for the first year then annually.
8.	*Key Partnerships*	- Review to understand how well you work with existing partners and how it can be improved. - Review to understand the dependency levels between partners and what are the risks associated with this dependency and what can be improved. - Understand more how partners can help complement the NGO's value proposition more.	Every 6 months for the first year then annually.
9.	*Cost Structure*	- Review to understand new ways of reducing cost structure and evaluate whether the cost structure is appropriate. - Review to understand the parts of the business model that is associated with high cost to understand the risks and lower and lean the cost structure.	Every 6 months for the first year then annually.

TOOLKIT FOR LAUGHING WOMEN

The following toolkit was developed to identify the challenges of business model implementation and the roadmap the organisation's workforce intended to follow to enhance its operational effectiveness. The framework presented below details the various activities performed before, during and after the business model implementation, the actors involved in the various activities, the defined approach considering factors of risk, time, costs involved, return on investment from the implemented model, disruptive elements to operations and further steps the NGO should adopt. Having presented a generic model for implementation across NGOs, the below model covers the specific issues faced by Laughing Women and caters for their business model implementation process.

Table 1: Activity 1

Aim	Key Activities
Agree the business model implementation phases and define approach	1. Identify key stakeholders. 2. Create a stakeholder matrix 3. Define roles and responsibilities and identify key stakeholders 4. Define engagement and preferred communication method. 5. Engage stakeholder 6. Define and agree approach, roadmap, timelines 7. Work with the Sponsor and lead Managers to approve phases and approach 8. Agree and sign off
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 - 4 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Agree and signed business model implementation phases and approach.

Table 2: Defined Approach

	Big Bang Approach	Descriptions
Timeframe: *How long will this project run?*	Between 3 to 6 months	A critical analysis of the organisation's current state with implementing a new business model in the next 6 months shows risk of stagnancy.
Risk: *Associated risk of execution*	Medium Risk	Risk assessment was carried out understand the current risks to the implementation and the

	Big Bang Approach	Descriptions
		mitigation strategies requires to ensure a smooth process.
Cost: *Capital cost, 3rd party resources etc.*	Low cost over time	Cost benefit analysis conducted to understand the implication going forward.
ROI: *Return on Investment*	Faster return	A ROI analysis showed a possibility of a 20% in the first six months after implementation.
Disruption to Operations	Moderate - Organisation will need to ramp up on time	Current Model due to the Pandemic – A do nothing model will disrupt the current operations.
Next Steps for Implementation *Go forward as-is or iterate*	Always a "go" decision; with Sponsor approval	A go decision approved

Table 3: Phases for the business model implementation – Using the developed Change Model

Phase	Phase Title	Descriptions
1	**Global vision of the Current NGO**	- A critical study of the current state of the NGO - Identify the need and specifics of the change
2	**Prepare for the Change**	- Detect the need for change - Diagnose the current situation - Determine the desire for change - Determine the actions - Plan activities
3	**Implement the change**	- Execute actions and strategies
4	**Adopt the change**	- Evaluation - Feedback - Institutionalise the process

Table 4: Activity 2

Aim	Key Activities
- What do we know about Business models and what we need to improve? - Evaluate what a business model means to the organisation - Understand and evaluate the current business model components - How do we assess and define what a business model means to the NGO	1. Research on business model across different organisations to understand the key definitions. 2. Engage all senior managers and other key stakeholders across all regions to review key definitions. 3. Understand the key definitions of business models and define what this means for the NGO. 4. Agree and approve what the definition of their business models will be going forward and this definition will support the business model implementation process going forward.
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	1 -2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	- Understanding business models for the senior managers - Forward thinking business model definition for the NGO

Table 5: Evaluation of varied descriptions of business models across different organisation to understand what a business model means for the Laughing Women NGO

No	Definitions	Citations	What this means for NGO (Laughing Women)
1.	A good business model answers the question of who is the customer and what does the customer value and at what cost?	Magretta J, Why Business Models matter – Harvard Business Review – May 2002	**Who are the customers in an NGO's setting?** - Donor, staff or recipients of funds? Current Business Model does not offer value to all beneficiaries - The existing business model offer does not add value to all existing customers only to a discrete set of customers.
2.	A good business models illustrates to the manager on how the business makes money.	Magretta J, Why Business Models matter – Harvard Business Review – May 2002	**How do senior executives within the NGO answer this question?** - Current business model structure does not give them the opportunities to assess whether it supports them to makes money and that is the reason for the change to a new business model.
3.	Designing a new product for an unmet need or a process innovation, a better way of making or selling distributing an already proven product or service.	Magretta J, Why Business Models matter – Harvard Business Review – May 2002	**Is the NGO's offering a service or products? If yes what product and services are available?** NGO is current only donor dependent. Current business model does not focus on Social Enterprise opportunities and that is the reason for the change to a new business model which covers the social enterprise and product intervention.
5.	A business model from an operational perspective shows senior managers how the entire system will work, every decision, initiative, and measurement to provide valuable feedback.	Magretta J, Why Business Models matter – Harvard Business Review – May 2002	**How does the NGO business models support their current operational practices?** - Current business model does support current operations but not on a global scale.
6.	Business model describes a s a system how pieces of a business fit together unlike strategy that focuses on how the organisation will do better or be different than rivals.	Magretta J, Why Business Models matter – Harvard Business Review – May 2002	**How does all the business processes, system and people in the NGO fit together to meet the need of the business model?** - Current processes do not support the vison of the future processes
7.	The business model concept generally refers to the articulation between different areas of a firm's activity designed to produce a proposition of value to customers.	Business Model Evolution: In Search of Dynamic Consistency Pages 227-246	**Is the Current business model designed to produce a proposition of value to customers?** - On a very limited scale as current economic crisis and limited funds is putting a strain on the value proposition agreed in the current and proposed future model.
9.	Business Model to refer to the 'logic of the firm' – how it operates and creates value for	From Strategy to Business Models and onto Tactics - Long	**How does the current business model operate and create value for your customers?**

No	Definitions	Citations	What this means for NGO (Laughing Women)
	its stakeholders. On the surface, this notion appears to be similar to that of strategy.	Range Planning Volume 43, Issues 2–3, April–June 2010, Pages 195-215	- NGO cannot scale up and value to beneficiaries cannot be enhanced. - Currently very difficult to measure
10.	The business model concept offers strategists a fresh way to consider their options in uncertain, fast-moving and unpredictable environments. In contrast to conventional assumptions, recognising that more new business models are both feasible and actionable than ever before is creating unprecedented opportunities for today's organisations	Business Models: A Discovery Driven Approach Pages 247-261 Long Range Planning Volume 43, Issues 2–3, April–June 2010, Pages 247-261	**What strategies are in place to support the future options and opportunities?** - Laughing Women don't have a sustainable strategy for income generation without relying on only on donors which increases financial risk. and decreases social impact.
11.	A business model influences the firm's dynamic capabilities and places bounds on the viability of particular strategies.	Business models and dynamic capabilities - Dynamic capabilities; Business model design; Organisational design; Strategy; Intellectual property	**What dynamic capabilities can be influenced?** - Define and design and implement a new business model - Realign structure and culture to existing capabilities - Identify opportunity such as technology development - NGO needs to build and reconfigure internal competencies to address to support changes to the environment
12.	Business model that describes the design or architecture of the value creation, delivery, and capture mechanisms it employs. The essence of a business model is in defining the manner by which the enterprise delivers value to customers, entices customers to pay for value, and converts those payments to profit.	Business models, business strategy and innovation Long Range Planning Volume 43, Issue 2-3, April 2010, Pages 172-194	**What is the design or architecture of the value creation, delivery and capture mechanisms that the business model employs. Confirm the determination of the profits.** - Could not be confirmed
13.	The business model concept generally refers to the articulation between different areas of a firm's activity designed to produce a proposition of value to customers.	Benoît Demil, Xavier Lecocq (2010) Business Model Evolution: In Search of Dynamic Consistency Long Range Planning Volume 43, Issues 2–3, April–June 2010, Pages 227-246	**What is the articulation between different areas of a firm's activity and how is this designed to produce a proposition of value to customers.** - Could not be confirmed - Cannot be determined because the current business model cannot give enough information to support this question

Table 6: Activity 3

Aim	Key Activities
- Define and the business model components and the NGO context.	1. Research on business model components definitions across different organisations to understand the key definitions. 2. Engage all senior managers and other key stakeholders across all regions to review business model components definitions. 3. Understand what these key business models' components means for the NGO. 4. Agree and approve what the definition of their business models' components will be going forward and how this definition will support the business model implementation process going forward.
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	1 -2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	- Understanding business models' components for the senior managers - Forward thinking business model components definition for the NGO and what to implement across the components.

Table 7: Business model components definition

No	*Pillar*	*Key Components and descriptions* (NGO's)
10.	**Product/Service**	**Value Proposition** The organisation's mission, its main programmes and brand (*Osterwalder & Pigneur, 2010*)
11.	**Customer Interface**	**Customer Segment/Donor Segments/Ultimate Beneficiaries** The different groups of customers and/or donor segments that the organisation targets for its fundraising activities. The target group who the organisation principally aims to reach and serve to achieve its vision/mission. (*Osterwalder & Pigneur, 2010*)
12.		**Distribution Channel** The method which the organisation uses to achieve its mission or programme activities to the beneficiaries.
13.		**Relationship** The type of relationship the organisation has established or wants to establish with each key beneficiary or donor segment.
14.	**Infrastructure Management**	**Key activities and resources** Are the main actions which an organisation needs to perform to create its value proposition and the physical, financial, intellectual, or human assets required to make the business model work (*Osterwalder & Pigneur, 2010*)
15.		**Core Competency** Outlines the competencies necessary to execute the company's business model

No	Pillar	Key Components and descriptions (NGO's)
16.		**Partner Network** Portrays the network of the cooperative agreements with other people or organisations necessary to efficiently offer and distribute the organisation's mission and programmes.
17.	**Financial Aspects**	**Cost Structure / Expenditure** The total expenses which the organisation incurred (or will incur) to implement the agreed activities.
18.		**Income/Funding Streams** Donations, merchandises/sales, investments or other income streams available for the organisation to work on its value proposition.

Table 8: Current Laughing Women business model components and what it means for the organisation

No	Key Components	NGO definitions	Current Model
10.	**Value Proposition**	- Value delivered to customer - How we satisfy the customers' needs? - **The organisation's mission, its main programmes and brand**	1. Transforming Communities Training Children, Women and Youth 2. Developing Entrepreneurs 3. Women and Youth Leadership Development 4. Educate Children Sponsorship 5. Feeding the poor 6. Coaching and mentoring 7. Training Academy
11.	**Customer Segments**	- For whom are you creating this value? - Can you differentiate between different customer groups? - **The different groups of customers and/or donor segments which the organisation targets for its fundraising activities. The target group who the organisation principally aims to reach and serve to achieve its vision/mission.**	- Communities - Women - Children - Youths - Orphans - Widows - Less Privileged - Donors
12.	**Channels:**	- How do you deliver the value to your customer segments? This starts from raising awareness and also applies to purchasing, delivery and aftersales. - **The method which the organisation uses to achieve its mission or programme activities to the beneficiaries.**	- Volunteers - Word of Mouth - Communities and online events - Online activities and training - Social media - Donors engagement - Owned channels
13.	*Customer Relationships*	- What is the relationship between you and your customer? E.g. self-service, personal assistance during sales, creating a community where members share knowledge. - **The type of relationship the organisation has established or**	- Website online - Social Media - Community Adverts - **Knowledge sharing communities**

No	Key Components	NGO definitions	Current Model
		wants to establish with each key beneficiary or donor segment.	
14.	*Revenue Streams:*	- How do you generate revenue? Whom do you generate revenue from and what form does the revenue have (e.g. subscription fee, renting fee, advertisement, etc.)? **Income/Funding Streams** - Donations, merchandises/sales, investments or other income streams available for the organisation to work on its value proposition.	- Donors – Voluntary Donations
15.	*Key Activities*	- How do you generate value (service / product) for your customer? **Value Configuration** Describes the arrangement of activities and resources - **Are the main actions which an organisation needs to perform to create its value proposition and the physical, financial, intellectual or human assets required to make the business model work**	- Leadership, Spiritual, Charity, Lifestyle Masterclass - Training individuals - - Feeding programmes - Community youth programmes - Coaching and upskilling youths in the communities - Coaching and upskilling women in the communities - Connect youths to the communities - Volunteers training and development - Orphanage outreach - Prison outreach
16.	*Key Resources:*	- What knowledge, infrastructure and financial resources do you need?	- Human resources - Volunteers - Financial resources – Donations - Physical resources Distribution network - Intellectual resources - Knowledge and skills
17.	*Key Partnerships:*	- Who are our partners that help us to create value? Who are our suppliers?	- Individuals
18.	*Cost Structure:*	- What costs arise from creating and delivering value to your customer, from your key activities and your key resources?	- Website development - Social Media management and development - Volunteers training - Accountancy fees - Event management - Programme cost - Printing costs - Salaries - Equipment's - Transportation

Table 9: Activity 4

Aim	Key Activities
- Define and develop the implementation plans	1. Engage all senior managers and other key stakeholders across all regions to review business model components definitions. 2. Create and develop implementation plan 3. Define key milestones and activities 4. Define roles and responsibilities 5. Identify the core components of the development and the components of the development that may be adapted. 6. Develop a process to support development 7. Develop specific outcomes and goals the group intends to accomplish by answering the question, "What do we want to accomplish?" 8. Identify current practices that must change 9. Identify current aspects of agency culture that must change 10. Identify or develop specific strategies necessary to realise the new vision by answering the question, "What will we do to get there?" 11. For each strategy, identify specific, measurable indicators of progress that will be assessed by answering the question, "How will we know if we are making progress?" 12. For each strategy, decide who will be responsible for implementation by answering the question, "Who will be responsible?" 13. For each strategy, decide on a date by which it will be completed by answering the question, "What is the time frame for completion?" 14. Circulate a draft of the plan for input and revise as needed 15. Finalise the plan and submit it for approval 16. Agree and sign off implementation plans
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	1 -2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	- Business model implementation plans

Table 10: Key Implementation Plans/activities and timelines

Ref	Key activities	Activities Descriptions	Key Stakeholders	Timelines	Involvement
AC01	Senior Change management planning meeting	- Understanding change and what has to change - Define and develop infrastructure for growth - Understanding current capabilities - Define change framework - Appoint a change manager	- CEO - Operational managers - Coordinators - Administrative staff	July – August 2021	n/a
AC02	Define Governance	- Future governance structure defined	- CEO - Operational managers - Administrative staff	July – August 2021	n/a
AC03	Define Strategic plans	- Transformation strategy development - Define goals that aligns to the NGO's mission, visions and values	- CEO - Operational managers - Administrative staff	July – August 2021	n/a
AC04	Business Model Impact Analysis	- Review current business model components - Define impact - Understanding Change	- Operational managers - Administrative staff - Team coordinator - Change Manager	Sept 2021	Focus Groups/ Workshops Observation
AC05	Standardisation of all processes – Current and future processes	- Review all current organisation processes - Define a new process framework - Translate actions into tactical plans - Define new processes - Set targets and define metrics	- Operational managers - Administrative staff - Team coordinator - Change Manager - Volunteers. - Staff	Sept 2021	Observation
AC06	Review current programmes and ongoing projects	- Understand impact - Understanding the change - Define training needs -	- Operational managers - Administrative staff - Team coordinator - Change Manager - Volunteers. - Staff	Sept 2021	Observation

Ref	Key activities	Activities Descriptions	Key Stakeholders	Timelines	Involvement
AC07	Culture and organisational behaviour impact analysis	- Review and understand impact - Define impact and plans	- Operational managers - Administrative staff - Team coordinator - Change Manager - Volunteers. - Staff	Sept 2021	Observation
AC08	Organisational redesign and workforce management assessment	- Review and understand impact - Define impact and plans - New teams set up	- Operational managers	Sept 2021	Observation
AC09	Create future operational plans	- Define operational activities - Put operational plans into action which incorporates the tactical and strategic plans - Establish processes for the department and employers - Outline the work they deliver	- CEO - Operational managers -	Oct 2021	Observation
AC010	Weekly steering group	- Monitor progress	- CEO - Operational managers	Oct 2021	
AC011	Complete implementation	- Business Readiness - Training - Roll out	- Operational managers - Administrative staff - Team coordinator - Change Manager - Volunteers. - Staff	Nov 2021	

Table 11: Activity 5

Aim	Key Activities
How to engage stakeholders before, during and after implementation to improve communication.	1. Identify key stakeholders. 2. Create a stakeholder matrix – See template in appendix (7.18.2) 3. Define roles and responsibilities and identifying key stakeholders 4. Define engagement and preferred communication method. 5. Define and design a communication process 6. Work with the Sponsor and lead Managers to approve the roles and responsibilities. 7. Agree and sign off communication plans
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	1 -2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Stakeholder identification and Matrix, Communication strategy and plans from implementation.

Table 12: Stakeholder identification and Matrix

	Stakeholders	Roles	Responsibilities
1.	**Sponsor**	CEO	- Key decision maker - Sponsor to the greater organisation. - Endorse and approve implementation plans - "Manage management" of affected organisations, help remove roadblocks.
2.	**Change and implementation Manager Leads**	Lead Regional Operations Manager	- Drives change management direction - Develops end-to-end, strategy, creates communication, training, coaching, engagement and plans. - Executes plans, and works with program teams, SMEs, and other resources to ensure a successful execution
3.	**Project PMs, SMEs**	Operations Managers	- Participates in change management planning - Provides input on developed change management tools, plans, and deliverables - Supports training delivery - Map AS-IS process flow and TO-BE process flow - Training content creation and training delivery - Document TO-BE business process design. Lead AS-IS vs TO-BE gap analysis. Capture and summarise TO-BE business process change impacts.
4.	**Stakeholders (Impacted Managers and Leaders)**	Senior Managers	- Champion and represent changes to their overall organisation. - Validate training needs and partner with implementation team to ensure appropriate communication and training
5.	**Other Staff**	Field Staff Volunteers	- Champion and represent changes to their overall organisation.
6.	**Partners**	External	- Develop and promotes partnerships across various organisations.

Table 13: (Activity 6) Impacted Stakeholders Analysis

Aim	Key Activities
Determine the impacted stakeholders and level across the organisation	1. Identify key areas and numbers of stakeholders affected 2. Impacted levels 3. Impact Descriptions 4. Work with the Sponsor and lead Managers to approve and sign off
Key Stakeholders	All NGO staff
Engagement method	Workshops, focus groups, 1 -1 interviews
Timelines for completion	1 -2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	**Impacted Stakeholders Analysis**

Table 14: Laughing Women NGO – Impacted Stakeholder List

Area/Department	Numbers of Stakeholders	Impact Levels	Impact Descriptions
Operations	**15**		- Moderate process, technology and behavioural changes required - Understanding of changes required - Task changes will be at moderate level - Training - Self based training
Field Staff	**30**	Medium	
Administration and Customer service	**5**		
Accounting and Finance	**2**		
HR	**2**		

Table 15: Communication tools and plans

Communication Process	Key Activities	Communication methods
Vision	- Town Hall Model to communicate the change and the keys steps of implementation - Business Model Change and what it means for the organisation.	- Zoom - Emails - FAQs - Newsletters
What has been done?	- Program Kick off completed - Program team created, key stakeholders and impact areas identified - Stakeholder analysis completed - Key department engagement developed and approved senior stakeholders	- Emails - Newsletters
What we are doing.	- Engagement with senior leaders - Current state analysis, gap analysis and future state definitions	- Emails - Newsletters

Communication Process	Key Activities	Communication methods
What is on the Horizon?	- Target state designing - Implementation plans, Road Map and timelines	- Emails - Newsletters

Table 16: Communication design plans

	FAQ Design Questions
1.	Key objectives for the Program
2.	The new business model that will be implemented
3.	What are the barriers for change, issues and limitations to be resolved
4.	Keys business model components
5.	Status update on the program
6.	Road map for implementation
7.	Scope of the implementation

Table 17: Activity 7

Aim	Key Activities
Identify and assess the business model components across the organisation. **Define current and future state** **Identify gaps**	6. Engage key selected stakeholders to understand the business model and the business model components definitions. 7. Understand how the business model components definition aligns to current model. 8. Define future business model 9. Understand the gaps across the current and the future model. 10. Communicate results across the organisations.
Key Stakeholders	Change manager, Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	1 -2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	- Checklists and questions to assess the business model assessment. - Laughing Women documented analysis of the business model current and future state analysis - New business model and business model components defined.

Table 18: Business model components assessment questions

No	Key Area	Assessment questions	Key Stakeholders to engage
1.	**Value Proposition**	- How well does the current value propositions meets the strategy and customer's needs?	Senior Managers
2.	**Customer Segments**	- Who are the customers and how well does the NGO meet their needs? - What are the different customers segments, and do they need regrouping?	Senior Managers
3.	**Channels:**	- What communication and distribution channel design do we have in place and how well do they add value to the current business model? - How do we reach our current clients? - How successful are the NGO's current channels?	Senior Managers
4.	*Customer Relationships*	- What is the NGO's customer relationship strategy? - How well does the NGO manage its customer relationship?	Senior Managers
5.	*Revenue Streams:*	- What are the current revenue streams and how sustainable are they? - How diversified are the NGO's current revenue streams? - What revenues sources is the NGO currently dependent on?	Senior Managers
6.	*Key Activities*	- How effective are the NGO's current key activities?	Senior Managers
7.	*Key Resources:*	- Is the NGO currently disposing the right key resources? - How do they current dispose the right resources?	Senior Managers
8.	*Key Partnerships:*	- What partnership models are in place? - What is the strategy and working relationships with the NGO's current partners? - What partnership agreements are currently in place and how long have they existed for?	Senior Managers
9.	*Cost Structure:*	- What is the current cost structure and how appropriate is it? - What part of the NGO's business models have the highest costs?	Senior Managers

Table 19: Result of gap analysis

No	Key Components	Key area	Current Model	Future Model – To be implemented
10.	**Value Proposition**	- Value delivered to customer - How we satisfy the customers' needs? - **The organisation's mission, its main programmes and brand**	1. Transforming Communities Training Children, Women and Youth 2. Developing Entrepreneurs 3. Women and Youth Leadership Development 4. Educate Children Sponsorship 5. Feeding the poor 6. Coaching and mentoring 7. Training Academy	1. Transforming Communities - Training Children, Women and Youth – - **Partnership Model** 2. Developing Entrepreneurs – Train one to empower many - **Coaching and Payment a model, Partnerships and private sector engagements.** - **Managing of new contracts** 3. Women and Youth Leadership Development - **Training Academy with Payment Model** - **Partnerships and private sector engagements.** - **Support for students' apprentices, interns** 4. Education Children Sponsorship - **Partnership Model (Schools and Private sector)** 5. Feeding the poor (Targeting the less privilege in slums) – **No Change** 6. Coaching and mentoring - **Training Academy with a Payment Model** 7. Social Enterprise - **Selling books and other merchandise model**
11.	**Customer Segments**	- For whom are you creating this value? - Can you differentiate between different customer groups? - **The different groups of customers and/or donor segments which the organisation targets for its**	- Communities - Women - Children - Youths - Orphans - Widows - Less Privileged - Donors	- Communities - Women - Children - Youths - Orphans - Widows - Less Privileged - Donors

No	Key Components	Key area	Current Model	Future Model – To be implemented
		fundraising activities. The target group who the organisation principally aims to reach and serve to achieve its vision/mission.		- **Local Schools** - **Private Sector** - **Other NGOs**
12.	**Channels:**	- How do you deliver the value to your customer segments? This starts from raising awareness and applies to purchasing, delivery and aftersales. - **The method which the organisation uses to achieve its mission or programme activities to the beneficiaries.**	- Volunteers - Word of Mouth - Communities and online events - Online activities and training - Social media - Donors' engagement - Owned channels	- Volunteers - Word of mouth - Communities and online events - Online activities and training - Social media - Donors - Owned channels - **Stores** - **Personal introduction** - **Partner channel**
13.	*Customer Relationships*	- What is the relationship between you and your customer? E.g., self-service, personal assistance during sales, creating a community where members share knowledge. - **The type of relationship the organisation has established or wants to establish with each key beneficiary or donor segment.**	- Website online - Social Media - Community Adverts - **Knowledge sharing communities**	- Website online - Social Media - Community Adverts - **Knowledge sharing communities**
14.	*Revenue Streams:*	- How do you generate revenue? Whom do you generate revenue from and what form does the revenue have (e.g., subscription fee, renting fee, advertisement, etc.)? **Income/Funding Streams** - Donations, merchandises/sales, investments or other income streams available for the organisation to work on its value proposition.	- Donors – Voluntary Donations	- Donors – Voluntary Donations - **Training fees** - **Partnership discounts** - **Selling books and Merchandise – (Social Enterprise)**
15.	*Key Activities*	- How do you generate value (service / product) for your customer? **Value Configuration** Describes the arrangement of activities and resources - **Are the main actions which an organisation needs to perform to create its value proposition and the physical, financial, intellectual, or human assets required to**	- Leadership, Spiritual, Charity, Lifestyle Masterclass - Training individuals - - Feeding programmes - Community youth programmes - Coaching and upskilling youths	- Leadership, Spiritual, Charity, Lifestyle Masterclass - Training individuals - - Feeding programmes - Community youth programmes - Coaching and upskilling youths in the communities

No	Key Components	Key area	Current Model	Future Model – To be implemented
		make the business model work	in the communities - Coaching and upskilling women in the communities - Connect youths to the communities - Volunteers training and development - Orphanage outreach - Prison outreach	- Coaching and upskilling women in the communities - Connect youths to the communities - Volunteers training and development
16.	*Key Resources:*	- What knowledge, infrastructure and financial resources do you need?	- Human resources - Volunteers - Financial resources – Donations - Physical resources Distribution network - Intellectual resources - Knowledge and skills	- Human resources - Volunteers - Financial resources – Donations - Physical resources Distribution network - Intellectual resources - Knowledge and skills - **Human Resources - Staff** - **Human Resources - Partners**
17.	*Key Partnerships:*	- Who are our partners that help us to create value? Who are our suppliers?	- Individuals	- Individuals - **Schools** - **Institutions** - **Hospitals** - **Private organisations** - **Media houses** - **Prisons** - **Orphanages** - **Investors**
18.	*Cost Structure:*	- What costs arise from creating and delivering value to your customer, from your key activities and your key resources?	- Website development - Social Media management and development - Volunteers training - Accountancy fees - Event management - Programme cost - Printing costs - Salaries - Equipment's - Transportation	- Website development - Social Media management and development - Volunteers training - Event management - Accountancy fees/Programme cost - Equipment/Printing costs - Salaries - Transportation - **Advertising and marketing** - **Individual training** - **Community outreach**

No	Key Components	Key area	Current Model	Future Model – To be implemented
				- **Catering for individual needs** - **Marketing** - **Corporate training** - **Printing books and merchandise**

Table 20: Activity 8

Aim	Key Activities
Identify barriers across the organisation.	1. Identify key areas and numbers of stakeholders affected 2. Engage stakeholders 3. Review business model components to understand barriers and also the barriers to change regarding the implementation of the business model. 4. Work with the Sponsor and lead Managers to approve and sign off
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	Ongoing review
Communication channel	Email, Town Hall Meeting
Deliverables	- Key barriers identified - Barriers and risk mitigation plans developed and approved

Table 21: Showing Laughing Women Results 1-1 engagement with 10 operational managers

No	Key Components	Identified Barriers for Implementation for Laughing Women
1.	**Value Proposition**	- Managerial barriers - Resistance to change - Communication of the change - Resource constraints - Funding - Availability of staff - Training - Culture - Technological barriers - Technical barriers
2.	**Customer Segments**	- Resistance to change - Communication of the change
3.	**Channels:**	- Resource constraints - Funding - Availability of staff - Training
4.	*Customer Relationships*	- Training
5.	*Revenue Streams:*	- Funding
6.	*Key Activities*	- Resource constraints - Funding

No	Key Components	Identified Barriers for Implementation for Laughing Women
		- Availability of staff - Training - Culture - Technological barriers - Technical barriers
7.	*Key Resources:*	- Funding - Resource constraint
8.	*Key Partnerships:*	- Communication of the change - Resource constraints - Funding - Availability of staff - Training
9.	*Cost Structure:*	- Funding - Training

Table 22: Activity 9

Aim	Key Activities
Manage barriers across the organisation.	1. Identify key areas and numbers of stakeholders affected 2. Engage stakeholders 3. Develop plans to manage barriers 4. Work with the Sponsor and lead Managers to approve and sign off
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	A plan for action Business model implementation plan barriers management plan

Table 23: A plan of action – Managing Business model implementation action plan

	Barriers	Action plan
1.	**Managerial barriers**	- Identify affected Managers all over the organisations - Engage the Managers and understand their needs and frustrations. - Define mitigation strategies - Define Action plan - Deployed mitigation strategies - Determine success criteria - Evaluate results
2.	**Resistance to change**	- Conduct Assessments to Identify Points of Resistance - Determine Engagement Approach & Resistance Management Tasks - Determine Resistance Mitigation Owners - Implement Resistance Management Tasks and Activities - Conduct Ongoing Touch Points - Provide Ongoing Reporting and Status Updates
3.	**Communication of the change**	- Conduct assessment to understand the best method of communication - Understand the communication barriers across staff and department

	Barriers	Action plan
		- Develop and agree approach
		- Set out measuring criteria's
		- Implementation approach
4.	Resource constraints	- Conduct financial analysis
		- Develop a cost and benefit analysis
5.	Funding	- Develop a funding Framework
		- Test approach
		- Evaluate
6.	Availability of staff	- Develop further work plan framework
		- Measure against new business model
		- Understand gaps
		- Create mitigation strategies
		- Implement
7.	Training	- Understanding training needs and gaps
		- Develop training model
		- Develop training matrix
		- Develop training plan
		- Implement
		- Evaluate to measure success
8.	Culture	- Create a culture needs assessment plan
		- Develop strategies to meet the culture plan aligned to the new business model
9.	Technological and Technical barriers	- Understand technology gaps
		- Develop Strategies to address the issues

Table 24: Activity 10

Aim	Key Activities
Identify impacted processes across the organisation.	1. Identify are processes affected across the designed for ne future model components within the organisation that requires change. 2. Engage stakeholders 3. Review business model components and understand barriers across. 4. Work with the Sponsor and lead Managers to approve and sign off 5. Implement new processes 6. Provide training and support
Key Stakeholders	All Staff
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Process analysis and Process documentation

Table 25: Impacted process analysis for Laughing women

Key Components	Processes Impacted for Laughing Women	New or Existing Process	Needs Change (Yes/No)
Value Proposition	1. Partnership development	1. New	Yes
Customer Segments	2. Recruitment processes	2. Existing	Yes
Channels:	3. Governance processes (NGO Business Model Governance Boards)	3. Existing	Yes
Customer Relationships	4. Training Platform Process	4. New	Yes
Revenue Streams:	5. Engaging institution process	5. New	Yes
Key Activities	6. Staff onboarding process	6. Existing	Yes
Key Resources:	7. Training process	7. Existing	Yes
Key Partnerships:	8. Community engagement (Engaging the community)	8. Existing	Yes
Cost Structure:	9. Developing a new Merchandise process	9. New	Yes
	10. Sales process	10. New	Yes

Table 26: Activity 11

Redesigning Processes business model processes that need to change

Aim	Key Activities
Identify impacted processes across the organisation.	1. Review current processes and determine what processes need to change and what new processes to create 2. Engage stakeholders 3. Define requirements 4. Define the future processes and ensure that the new processes are aligned to the new business model 5. Approved processes and requirements 6. Implement new processes
Key Stakeholders	All staff
Engagement method	Workshops, focus groups
Timelines for completion	4 weeks
Communication channel	Email and Procedure documents
Deliverables	Documented new processes

New Partnership development process – Laughing women

Exploration with potential partners → Formulation of vision →

- Identify the potential operations
- Identify external factors
- Define partnership characteristics
- Define partner characteristics
- Identify all potential partners

Awareness of need

Commitments from potential partners

Implementation

Agreements (Sign Contracts)

Monitoring

Figure 1: Process 1 - New Partnership Development Process - Laughing Women

New HR Recruitment Process

Procedure of fully of vacant position

Review the position

Advertise the position

Set up a selection panel

Shortlist Applicant

Interview Applicants

Conduct pre – employment checks

Offer of employment

Figure 2: Process 2 – New HR recruitment Process

New Training Platform - New Training Payment Model

Development Stage

Define global requirements → Develop and Build

Develop and Build → All training model development with payment model

Define global requirements → All training model development with payment model

Develop and Build / All training model development with payment model → Website development → Test → Implement

Customer – Online training sales pathway

User (Customer)

Trainer

→ Find a course → Select a course → Make Payment → Get access to online training

Figure 3: Process 4 - New Training Platform Process

New Engaging Institutions Process – Agreeing Partnerships

Develop a proposal → Define the Client criteria and needs → Engage Institution → Design criteria proposition

Define the Client criteria and needs → Arrange a meeting → Engage Institution

Design criteria proposition → Develop Partnership agreement → Approve and sign off by both parties → Communicate with Key leads → Implement and manage engagement → Sample Agreement Proposed

Sample Agreement Proposed

- **Free use of school halls for training and events**
- **School fee reductions**
- **Free meals for children**
- **Free bus school bus**
- **Vouchers**

Figure 4: Process 5 - New Engaging Institutions Process

Develop a new product process

Idea → Product definitions → Prototype detailed design → Apporove design → Find and select Manufacturers

Product definitions → Arrange a meeting → Prototype detailed design

Find and select Manufacturers → Produce/ manufacture → Research best channels

Research best channels → Implement → Launch Product

Sample idea Proposed
- Books
- T-shirts
- Hoodies

Research best channels → Agree Selling channels

Agree Selling channels → Website | Social Media | 3rd Party Reseller

Figure 5: Process 9 – Develop a new merchandise process

Online Sales Process via website

Start → Customer places order online → Customer receives email confirmation → Is product Available? —Yes→ Product is packed and ready to ship out → Ship out product → Customer receives goods → Ends

Is product Available? —No→
- Update website
- Contact customer
- Contact supplier and reorder stock

(returns to Customer places order online)
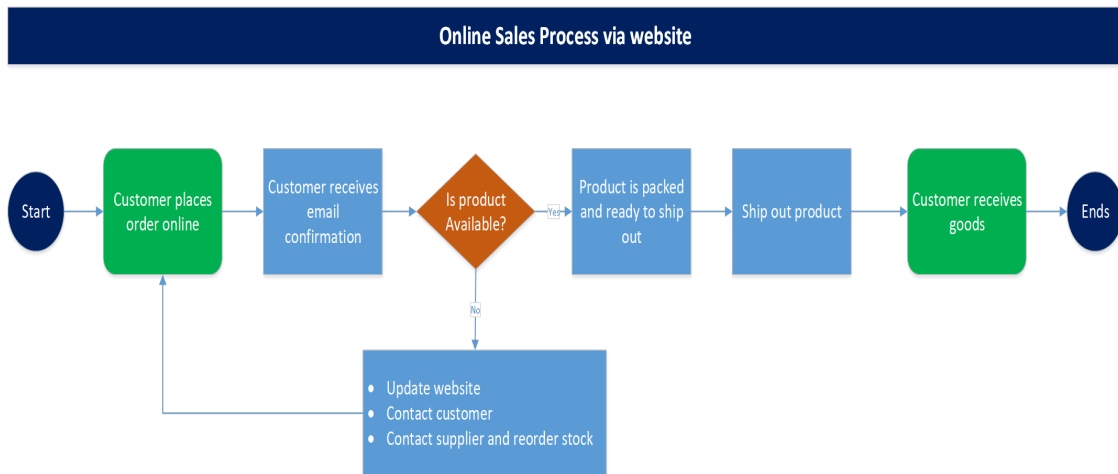
Figure 6: Process 10 – New Sales Process online via website

Online Sales Process via 3rd Party

Start → Find 3rd party seller → Make initial contact for a meeting request → Arrange for meeting → Meeting request accepted → Yes → Negotiate and present contract → Both Parties agree → Yes → Customer receives goods → Ends

Meeting request accepted → No → Ends

Both Parties agree → No → Ends
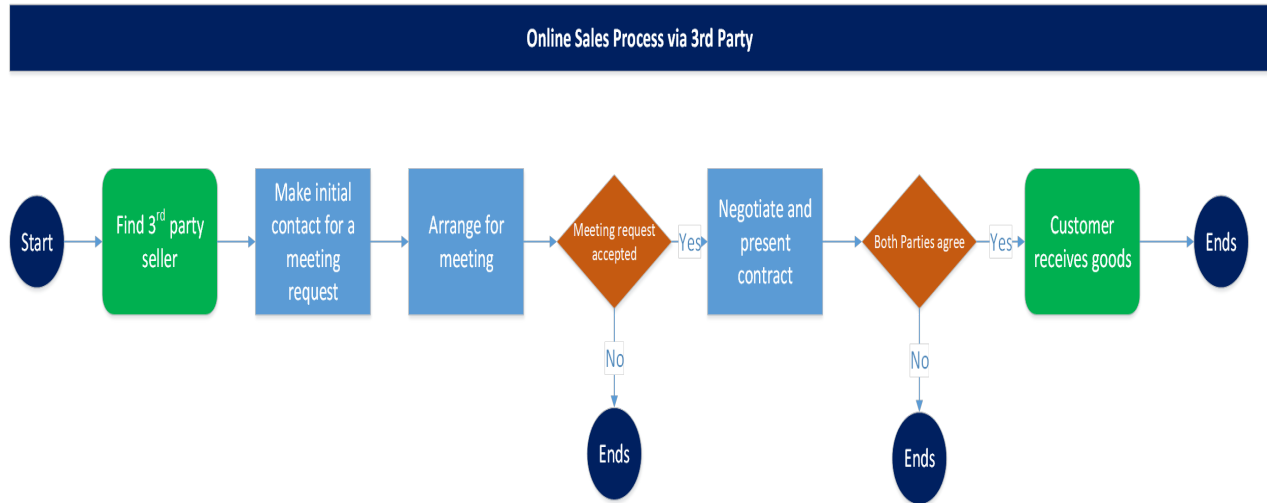
Figure 7: Process 10 – New Sales Process via third Party

Table 27: Activity 12

Aim	Key Activities
Key steps involved for developing the value proposition Model	- Define the value the NGOs delivers to the Customers including donors and beneficiaries. - Define the actual problems the NGO is trying to solve. - Define the bundles of products and services that the NGO is offering to each segment. - Define the beneficiary need that the NGO is satisfying.
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Agree and communication newly define value proposition across the organisation Implement new and refined value proposition

Table 28: Example of Value Proposition definition and for Laughing Women

	Key areas	Deliverables	Detailed Activities	Success criteria
2.	**New Partnership Model**	- Transforming Communities - Training Children, Women and Youth - Education Children Sponsorship (Schools and Private sectors)	- Define, Value framework, context and approve by key stakeholders. - Communication across the organisation using communication matrix and plan in table	4. Value framework signed off and agreed. 5. Adoption by key stakeholders - 80% 6. Communication - 100%
3.	**Coaching and mentoring with payment model**	- Developing Entrepreneurs – Train one to empower many - Partnerships and private sector engagements		
4.	**New contracts**	- Training Academy with Payment Model - Partnerships and private sector engagements. - Support for students' apprentices, interns		
5.	**Women and Youth Leadership Development**	- Develop training models in the community - Partner with local communities		
6.	**Training Academy with a Payment Model**	- Coaching and mentoring		
7.	**Social Enterprise development**	- Selling books and other merchandise model		

Table 29: Activity 13

Aim	Key Activities
Key steps involved for developing the Customer Segments	- Define who the NGO is creating value for. - Define the most important customers - Define Customer Archetypes.
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Implement new customer segments

Table 30: Example of Customer Segments Development for Laughing Women

	Key Areas	Deliverables	Detailed Activities	Success criteria
2.	**New customer segments**	- **Local Schools** - **Private Sector** - **Other NGOs**	- Engage key stakeholders - Research and analyse the key customer segment areas. - Engage and build relationships with local school and other sectors. - Agree and approve new customer segments - Value for each customer segment identified	5. 3 new customer segments identified and approved. 6. Customer Segment framework signed off and agreed. 7. Adoption into key processes 8. Communication - 100%

Table 31: Activity 14

Aim	Key Activities
Key steps involved for developing the New Channels	- Define channels that customers will like to be reached - Benchmark and understand how other similar companies reach them now - Define the best channels that works for delivering value and key activities. - Evaluate and define the most cost-effective channels. - Define how new channels are the NGO's key processes.
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Implement new channels

Table 32: Example of Channels Development for Laughing Women

	Key areas	Deliverables	Detailed Activities	Success criteria
1.	**New Channels identified**	- **Stores – 3rd party sellers** - **Personal introduction** - **Partner channel** - **Website development**	- Engage key Stakeholders - Research and analyse the key channels. - Define channels - Agree and approve new channel - Develop website	1. 3 - 4 New channels identified and tested 2. Adoption into key processes 3. Website development completed 4. Communication - 100%

Table 33: Activity 15

Aim	Key Activities
Key steps involved for developing the Customer Relationships.	- Establish new customer and partnership relationships - Integrate this relationship into the rest of the business model - Define a framework to sustain and keep keys relationships - Design and develop the new partnership framework - Understand the key relationships that need to be established
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Implement new defined customer relationships

Table 34: Example of Customer Relationships Development for Laughing Women

	Keys areas	Deliverables	Detailed Activities	Success criteria
1.	**Define key Customer Relationships**	- Partnership Agreements with key established partners. - Knowledge sharing communities	- Engage key Stakeholders - Research and analyse the key customer relationships. - Define customer relationships - Agree and approve new customer relationships.	6. 6 New customer relationships established. 7. Adoption into key processes 8. Agree partnership 9. Develop and sign off contracts 10. Communication - 100%

Table 35: Activity 16

Aim	Key Activities
Key steps involved for developing the Revenue Streams	- Define value for beneficiaries - Define value for customers and what they are willing to pay. - Define the revenue model - Define merchandise pricing
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Implement new defined revenue streams

Table 36: Example of Revenue Streams Development for Laughing Women

	Key Areas	Deliverables	Detailed Activities	Success criteria
1.	**Revenue Stream**	- **Charging Training fees** - **Partnership discounts** - **Selling books and Merchandise – (Social Enterprise)**	- Engage key Stakeholders - Define all key revenue streams - Define customer relationships - Agree and approve new customer relationships.	4. 6 New customer revenue streams identified. 5. Adoption into key processes 6. Communication - 100%

Table 37: Activity 17

Aim	Key Activities
Key steps involved for developing the Key Activities	- Define the key activities that the value propositions require. - Define the key processes that the value propositions require. - Define the key people that the value propositions require.
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Implement new defined key activities

Table 38: Example of Key Activities Development for Laughing Women

	Key Areas	Deliverables	Detailed Activities	Success criteria
1.	**Key Activities**	- Training individuals - Feeding programmes in the communities - Community youth programmes - Coaching and upskilling youths in the communities - Coaching and upskilling women in the communities - Volunteers training and development	- Engage key Stakeholders - Define all key revenue streams - Engage key stakeholders - Define and test new activities - Identify all new processes aligned to key activities and business components. - Define youth development framework. - Identify key training activities - Identify key staff that requires training. - Define all key training programmes.	1. All new key activities define and tested. 2. All new processes identified. 3. Adoption of new activities and processes. 4. Youth development framework established. 5. Key training identified 6. All staff and volunteer training completed. 7. All coaching programmes established 8. 100% adoption into key processes. 9. Communication - 100%

Table 39: Activity 18

Aim	Key Activities
Key steps involved for developing the Resources	- Define key resources that the value propositions require. - Define the key resources to make the business model function - Define the tangible and intangible resources which are ultimately fundamental to the NGO's business model.
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Implement newly defined key resources

Table 40: Example of Key resources Development for Laughing Women

	Key Areas	Deliverables	Detailed Activities	Success criteria
1.	**Key Resources**	- Human resources – staff, Volunteers and Partners. - Financial resources – Social enterprise - Physical resources - distribution network - Intellectual resources - Knowledge and skills	- Engage key stakeholders - Define key staff and volunteer structure, including numbers. - Define donation and social enterprise financial structure. - Define the key knowledge and skills required - Define new roles and responsibilities - Define key organisation structure.	1. New organisation structure 2. Roles and responsibilities defined across all staff and volunteer 3. Training offered and completed across all teams

Table 41: Activity 19

Aim	Key Activities
Key steps involved for developing the Key Partners	- Define key partners - Define key suppliers - Define key resources that we are acquiring from our partners - Define the key activities that the partners perform.
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Implement the newly defined key partnerships

Table 42: Example of Key Partnerships Development for Laughing Women

	Key Areas	Deliverables	Detailed Activities	Success criteria
1.	**Key Partnerships**	- **Schools** - **Institutions** - **Hospitals** - **Private organisations** - **Media houses** - **Prisons** - **Orphanages** - **Investors**	- Engage key stakeholders - Define partnership engagement models and approach. - Engage partners - Draft contract agreements - Agree and sign contracts	1. 10 partnership contracts agreed and signed off

Table 43: Activity 20

Aim	Key Activities
Key steps involved for developing the Cost Structure	- Identify and define the most inherent cost structures to the business model
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Implement the new defined cost structure

Table 44: Example of Cost Structure Development for Laughing Women

	Key Areas	Deliverables	Detailed Activities	Success criteria
1.	**Cost Structure**	- **Advertising and marketing** - **Individual training** - **Community outreach** - **Catering for individual needs** - **Marketing** - **Corporate training** - **Printing books and merchandise**	- Engage key stakeholders - Define and agree all cost structures	1. All cost structure agreed and signed off. 2. Communication of cost structures

Table 45: Activity 21 (Training Deliverables)

Aim	Key Activities	Deliverables
A baseline of training needs should be established and the analysis of gaps identified?	1. Identify key stakeholders and understand their knowledge, skills, values, and attitudes regarding the implementation initiatives. 2. Conduct a training strategy and needs assessment 3. Develop training roadmap 4. Develop and agree training plans 5. Communicate training plans 6. Execute the training sessions 7. Measure the effectiveness of the training 8. Conducting ongoing training	- Provide a short introduction of Business models - Generate a list of names and contact information - Overview of training initiatives - Training timeline
Assess information via	1. Policies 2. Focus groups 3. Surveys	

Table 46: Training Operating Model for Laughing Women

	Process Steps	Activities	Results for Laughing Women
1.	**Analysis**	- Identify key stakeholders and understand their knowledge, skills, values, and attitudes regarding the implementation initiatives - Define training objectives and delivery channels	- Training Matrix database and plan completed
2.	**Design**	- Design training	- Training Tools and program designed
3.	**Develop**	- Training curriculum and roll out - Method of delivery	- Training method of delivery defined developed
4.	**Test**	- Run pilot and gather feedback	- Pilot completed and feedback received
5.	**Implement**	- Schedule training sessions and roll out on full scale	- Training completed
6.	**Evaluate**	- Measure effectiveness - Feedback analysis	- Trained staff show evidence of training

Table 47: Laughing Women Training Implementation plan

No	Key Components	Who	Training By	Training Required	Priority and timeline
1.	**Value Proposition**	Senior managers	External providers (Online)	- Community awareness training - Understanding partnerships and how to engage them - Managing new contracts - Understanding social enterprise and its application	- High - 1-2 weeks
2.	**Customer Segments**	n/a	n/a	- No training required	- n/a
3.	**Channels**	- Managers - Administrative team - Media team	External providers (Online)	- Social media training - Website training	- Low - 0 - 6 months
4.	*Customer Relationships*	Senior managers	External providers (Online)	- Community awareness training - Social media	- Low - 1 - 6 months
5.	*Revenue Streams:*	Senior managers	External providers (Online)	- Buying and selling training - Acquire merchandise training	- High - 2 - 4 weeks
6.	*Key Activities*	- Managers - Administrative team - Volunteers	External providers (Online)	- Safe guarding children - Engaging adults - Train the trainers - Basic volunteer training - Leadership training	- Medium - 1- 2 months
7.	*Key Resources*	n/a	n/a	- No training required	- n/a
8.	*Key Partnerships*	Senior managers	External providers (Online)	- Understanding and engaging partnerships.	- Medium - 1- 2 months
9.	*Cost Structure*	Senior managers	External providers (Online)	- Event management - Community Outreach and awareness - Corporate marketing - Cost and benefit analysis	- Medium - 1- 2 months

Table 48: Laughing Women Training Matrix

Department	Training needs	Training Goals	Required competency	Delivery Channel	Training Dates
Operations **Field Staff** **Administration and Customer service** **Accounting and Finance** **HR**	Training on new business processes and procedures	Training to become more proficient in using the new business processes and technology solution	Use the new business process Know how to assess the systems	Online resources Recording sessions Web based self-training	Nov 2021 -Ongoing

Table 49: Activity 22

Aim	Key Activities
Identify the key organisational policies and procedures that needs to be updated or created.	1. Review current processes and activities to determine the key policies that needs to govern them and determine what processes need to change and what new processes to create 2. Engage stakeholders 3. Define requirements 4. Update or create new policies and procedures 5. Sign off policies and procedures 6. Implement Policies 7. Communicate across the organisation
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Implement the newly define policy and procedures

Table 50: Key Policies and Procedures required to be updated/ create in the Laughing women NGO

	Policy	Procedure	Update/Create New
1.	**Service Management Policy**	- Day to day involvement specification	- Update
		- Specific responsibilities	- Update
		- Legal responsibilities	- Update
		- Roles of management	- Update
		- Funding	- Update
8.	**HR Policy**	- Staff Recruitment processes	- Update
		- Staff Management	- Update
		- Procedure for New Staff	- Update
		- Staff Induction	- Update
		- Agreement of employment packages	- Update
		- Staff code of conduct	- Update
		- Filling a vacant position	- Update

	Policy	Procedure	Update/Create New
9.	**Partnership Policy**	- Code of conduct	- New
		- Access to Partners	- New
		- Clients rights and responsibilities	- New
		- Record management	- New
10.	**Service Delivery Policy**	- Key principles	- Update
		- Training guidelines	- New
11.	**Service Planning and improvement Policy**	- Continuous improvement	- New
12.	**Regulatory Policy**	- Compliance	- Update
		- Legal	- Update
		- Finance management processes	- Update
13.	**IT Policy**	- IT governance	- Update
		- System management	- Update
		- System Updates	- Update

Table 51: Activity 23

Aim	Key Activities
Evaluate the business model implementation process and results for the NGO – (Laughing Women)	1. Review key steps involved in the business model implement process 2. Engage key stakeholders within the Laughing women NGO to understand results and feedback, using surveys and focus group meeting 3. Measure results against success criteria and identify what worked well and didn't. 4. Identify the key challenges 5. Gather feedback on how to improve.
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Survey and questionaries
Deliverables	Evaluation analysis of the viability of the business model implementation toolkit

Table 52: Evaluation results for Laughing Senior Managers

No	Key Area	Success criteria	Results (What worked)	Challenges	Feedback
17.	**Value Proposition**	- Agree and communicate the new value proposition across the organisation.	- 80% adoption rate - 100% communication rate - Low resistance rate - Timeline achieved - Focus group/email communication worked	- Slow Adoption rate to start with. - Email communication feedback was very weak - Unable to communicate the new role and responsibilities caused a bit of scare with staff.	- Positive - New model will require training and new roles and responsibilities
18.	**Customer Segments**	- Define and create new customer segments - Determine value for each customer segment. - Align to current value proposition.	- 3 new customers segments were identified which was aligned to the NGO's value proposition. These customers segments groups were engaged and informed. - Customer segment framework developed, signed and approved. - 100% communication rate	- Some customer segment groups were very difficult to engage	- Successful value definition for new customer segments. - New customer segment engagement was very successful
19.	**Channels**	- Define and approve new channel - Develop new sales channel	- 5 new sales channels identified - Website development completed - 3rd party seller store agreement place. - New partnership channel established. - New sales process designed and implemented. - Sales team deployed	- Customer onboarding processes was difficult to established due to the current pandemic COVID 19 situation. - Slow channels productivity due to the current COVID 19 Pandemic situation. - Sales team recruitment	- Innovation sales process established - Training will be required
20.	*Customer Relationships*	- Establish partner relationship - Agree Partnerships - Develop partnership contracts	- 6 partnership relationships established with the use of community adverts, and social media. - Partners (Schools) agreed use of their resources for free. - Partnership with schools give 75 - 100 % discount to children that requires education support in the NGO. - Private sectors support with leaders to help with training in the community.	- Slow use of resources due to COVID 19) pandemic – Most school facilities were closed	- Very profitable relationships

No	Key Area	Success criteria	Results (What worked)	Challenges	Feedback
			- Use of online training resources of the NGO's training providers partners.		
21.	*Revenue Streams*	- New revenues streams identified and established across all customer segments - Develop merchandise and pricing. - Profitability map determined	- New products and services developed and established – T-shirts, jumpers, mugs cups and books current sold on website, communities and social media. - 100 jumpers, 200 books sold in the first 3 weeks. Making over 40% profit. - Training academy website developed with new payment model. Local contract secured	- Staff recruitment - Out of stock products - Competition with other training providers.	- Very profitable and a good sign showing the movement form the only donor model. -
22.	*Key Activities*	- All key activities to the new value proposition determined and implemented.	- 50% staff trained in the first 4 weeks after implementation - All new processes for key activities defined - Youth community training framework established and implemented. Over 100 youths in the first 4 weeks after implementation was offered training in leadership and entrepreneurship. - 100% staff training completed	- Community adverts resulted in key training interest for the youth that the NGO didn't not have capacity to train.	- Expand training resources for youths.
23.	*Key Resources*	- New recruitment process identified and established - Define new organisation structure - Define all staff new roles and responsibilities. - New financial structure implemented.	- New organisation structure communicated and agreed by at least 80% members of staff. - New financial structure implemented to support the social enterprise strategy within the NGO. - New roles and responsibilities communicated and implemented.	- Loss of a few volunteers due to new structure - Resistance from some operational managers due to workload. - Time constraint to implement.	- The training resources was very effective - Communication was impressive -
24.	*Key Partnerships*	- Establish new partnerships - Partnership contracts agreed and signed	- 10 school's partnership established, and all processes implemented - Additional 15 orphanages partnerships established.	- Difficult to established partnerships with the private sector organisations and investors. -	- More future partnerships with private sectors organisations and investors required

No	Key Area	Success criteria	Results (What worked)	Challenges	Feedback
25.	*Cost Structure*	- New cost structure developed and implemented.	- Advertising and marketing cost structure developed and implemented. Few proposals sent out to Facebook and Instagram. - Individual training programme cost structure developed and implemented. Over 20 new courses on the new training learning platform.	- Advertising and marketing cost structure shows really high cost, unable to established partnership with media houses. Facebook and Instagram turned down proposal.	- Review advertising and Marketing cost structure and establish partnership with media houses will open more opportunities to sales and revenue increase.
26.	*Understanding business models*	- Expand the knowledge of senior managers across the organisation	- All 15 senior managers participate in the understanding business model training workshop with 95% positive feedback from survey.	- Lack of understanding of the business model components across all senior managers	- Require refreshers training required before any updates to future business models.
27.	*Communication plans*	- Communication strategy and plans developed to support the business model implemented.	- All change requirements and plans communicated across all staff of the NGO. Only 5% didn't think the communication was very effective	- Some of the volunteers and field workers has no access to emails and couldn't attend some of the focus groups.	- Provide key communication in other languages as well.
28.	*Training plans*	- Training strategy and plans to support the business model developed and implemented.	- 50% of staff current trained with a reactive training model	- Ongoing training will require continuous evaluation. - Reactive training model was sometimes overwhelming for staff. - New key activities training required a face to face training some field staff didn't have access to the internet. - Very difficult to train some volunteers	- More training required - Can the training be structured into onboarding processes?
29.	*Stakeholder management*	- Stakeholder management strategy and plans to support the business model developed and implemented.	- Only 70% senior managers could be effectively managed.	- It was very difficult to engage some stakeholders globally.	- A new stakeholder matrix and plans required to engage volunteers and file workers.
30.	*Overcoming barriers*	- All existing implementation barriers aligned to the current	- Addressed at least 60% barriers identified by Operational Managers.	- It was difficult to address technology and technical barriers	- How to manage other ongoing business model development

No	Key Area	Success criteria	Results (What worked)	Challenges	Feedback
		business model reviewed and mitigate strategies developed to help support the implementation of the new business model.	- Funding barrier address with the new social enterprise Model.	as the NGO are not in the position to update current technology due to cost constraint. - Social enterprise model is still quite weak and will need to be enhanced further to address the funding issues.	barriers mitigation need to be established.
31.	*Policy and procedure development*	- Developed and enhance current policy documents and procedures.	- 90% of policy documented and procedure documents created and updated as needed.	- Regulatory policies for some key areas are still yet to be established. - Communication and training difficulties.	- More procedure training required.
32.	*Overall Implementation*	- Implementation of the new business model	- 75% of overall implementation plan executed and successfully.	- Short timelines - Funding	- Great expansion in a short timescale. - Implementation should be more phases out in the future.

Table 53: Sustainability Assessment

No	Key Area	Sustainability Assessment	Timeline
1.	**Value Proposition**	- Review the value proposition to ensure that it stills meets the beneficiary and customer's needs well enough. - Understand how the beneficiary and Customers perceive the value Proposition and if there is any need to offer the different customers segment with more needs - Benchmark with other NGO's to understand their current offering and how they meet their customer's needs. - Review to understand if the value proposition could be complemented through new agreement with partners	Every 3 months for the first year then annually.
2.	**Customer Segments**	- Review to understand whether you know your customers'/beneficiary's needs well enough - Review to understand the customer groups that are likely to defect soon - Review the NGO can regroup/segment customers better according to their needs and understand whether it still aligns to the value proposition. - Understand if there are new segments that the NGO could serve.	Every 6 months for the first year then annually.
3.	**Channels**	- Review the communication and distribution channel design to see if there are any gaps. - How can we better integrate channels? Website review and extensive marketing plans. - Review current channels to understand how to increase the customers base by better using the channels. - Review current channels to understand how to introduce new communication and distribution channels to reach more customers. - Review current partner distributions agreements, understand gaps and how to introduce new distribution and communication channels.	Every 6 months for the first year then annually.
4.	*Customer Relationships*	- Review customer relationships and understand what level of personalisation they require. - Review current partnership agreement to understand if they are any weaknesses that can be strengthened. - Benchmark to understand how to build relationship with more profitable Clients. - Review the customer relation strategy by reengaging stakeholders to the short- and long-term objective are being met. Also, to understand if the NGO is currently managing the customer relationships as required.	Every 6 months for the first year then annually.
5.	*Revenue Streams:*	- Review to understand if the revenue stream is sustainable and how the NGO could introduce new revenue streams - Review to understand how diversified are the revenue streams, to see if the NGO can introduce cross selling – to offer customers some of their Partners products and services. - Review to understand the dependency levels of the revenue stream	Every 6 months for the first year then annually.
6.	*Key Activities*	- Review to understand if the key activities are performing well and to understand any gaps or weaknesses.	Every 6 months for the first year then annually.

No	Key Area	Sustainability Assessment	Timeline
		- Review to understand if too many activities or too less activities are performed to determine risks and mitigate against them. - Review to understand if the key activities are aligned and adapted to the value proposition. - Look for opportunities to streamline activities and how well the current goals and objectives are met	
7.	*Key Resources*	- Review to understand what key resources can be removed or added - Review to understand how local partners support more in terms of resources.	Every 6 months for the first year then annually.
8.	*Key Partnerships*	- Review to understand how well you work with existing partners and how it can be improved. - Review to understand the dependency levels between partners and what are the risks associated with this dependency and what can be improved. - Understand more how partners can help complement the NGO's value proposition more.	Every 6 months for the first year then annually.
9.	*Cost Structure*	- Review to understand new ways of reducing cost structure and evaluate whether the cost structure is appropriate. - Review to understand the parts of the business model that is associated with high cost to understand the risks and lower and lean the cost structure.	Every 6 months for the first year then annually.

Table 54: Template for stakeholder Mapping

Stakeholders	Current Understanding *(Describe stakeholder's current understanding of the project and any needs/concerns)*	Desired Understanding *(Describe the desired understanding for each stakeholder to ensure successful adoption)*	Discussion Approach *(List the elements of the approach you plan to use with the stakeholders)*

Table 55: Template for readiness assessment

Ref	Questions to Assess Change Readiness	Yes	Partial	No
1A	**Awareness – Understanding**			
	1. The problems inherent in the current situation? 2. The opportunities that are being missed if the change doesn't happen? 3. What is trying to be achieved? 4. How things will be better? 5. How the change will impact their area of work? 6. What their role will be in the future state?			
	Desire			
	1. know that management is aligned with the change efforts? 2. feel their concerns, questions, and needs are being heard? 3. feel hopeful about the future? 4. see value in the change? 5. believe a well thought out strategy is being put in place to achieve the change?			
	Knowledge – Skills and Training)			
	1. have the necessary information, knowledge and skills to successfully fulfil their role? 2. know where to go for additional information about the change? 3. know what campus resources are available to support the personal side of change? 4. know what success looks like? 5. have a plan to achieve success? 6. know which behaviours will need to change?			
	Ability - Infrastructure (Systems and tools)			
	1. believe that the organisation has provided appropriate resources (time, staff, information, etc.) to support the anticipated change? 2. have the necessary systems, processes, and policies in place? 3. have the ability to execute the new behaviours required for the change? 4. know how to perform the required tasks?			
	Reinforcement			
	1. view management as a resource for removing/overcoming barriers? 2. have mechanisms in place to reinforce the required behaviours? 3. have metrics in place to assess the ongoing effectiveness of the change?			

Key Activities

Table 56: Activity 17

Aim	Key Activities
Key steps involved for developing the Key Activities	- Define the key activities that the value propositions require. - Define the key processes that the value propositions require. - Define the key people that the value propositions require.
Key Stakeholders	Senior Managers
Engagement method	Workshops, focus groups
Timelines for completion	2 weeks
Communication channel	Email, Town Hall Meeting
Deliverables	Implement new defined key activities

Table 57: Example of Key Activities Development for Laughing Women

	Detailed Activities	Success criteria
2.	- Engage key Stakeholders - Define all key revenue streams - Engage key stakeholders - Define and test new activities - Identify all new processes aligned to key activities and business components. - Define youth development framework. - Identify key training activities - Identify key staff that requires training. - Define all key training programmes.	1. All new key activities define and tested. 2. All new processes identified. 3. Adoption of new activities and processes. 4. Youth development framework established. 5. Key training identified 6. All staff and volunteer training completed. 7. All coaching programmes established 8. 100% adoption into key processes. 9. Communication - 100%

1. As a Senior Operations Manager of Laughing Women organisation, how long have you worked in this NGO?

2. What is your involvement in the previous business model's implementation process?

3. Based on your experience as a Senior Operations Manager of the Laughing Women organisation, what can you say about the business model adopted?

4. As a Senior Operations Manager of the Laughing Women organisation, what can you say about the effectiveness of your current business model? Explain the conditions of the business model.

5. What is the various component of the business model adopted by this organisation?

6. Do you think the components of the business models are effective in meeting the objectives and goals of the organisation?

7. If not, what are the various gaps in the components of the current business model, i.e. effective market structure and funding?

8. What do you think are the problems with the existing business model?

9. Based on your knowledge as a Senior Operations Manager of Laughing Women, do you recommend that the Laughing Women organisation should continue using the existing business model?

10. If yes, why? If not, why?

11. Do you think this organisation needs a newly improved business model?

12. What are the key steps and activities involved in implementing the newly improved business model of the Laughing Women Organisation?

13. Who are the key people that will be involved in the implementation of the newly improved business model?

14. What are the management functions in implementing the newly improved business model?

15. What are the functions of the staff in the implementation process of the newly improved business model?

16. What are the organisational barriers affecting the implementation of the newly improved business model?

17. What are the challenges faced by the operation managers in the implementation of the newly improved business model?

18. What can you say about technical constraints as barriers to implementing the newly improved business model?

19. What can you say about the availability of resources as barriers to implementing the newly improved business model?

20. What can you say about communication flow and channels as barriers to implementing the newly improved business model?

21. What can you say about the culture and behaviour of beneficiaries and donors as barriers to implementing the newly improved business model?

22. What can you say about the level of technology as a barrier to implementing this organisation's business model?

23. What can you say about the availability of adequate staff as a barrier to implementing the newly improved business model?

24. What can you say about the level of training as a barrier to the implementation of the newly improved business model?

25. What can you say about the level of funding as a barrier to implementing the newly improved business model?

26. What are the various ways the organisation handles the various barriers identified above?

27. What are your mitigation strategies to effectively overcome the challenges faced while implementing this organisation's business model?

28. What are the barriers to change in this organisation?

29. What do you think about the readiness for change in the business model by all the stakeholders?

30. What is/are the risks of not changing the organisation's business model?

31. What do you feel about the factors (structure, finance) that could inhibit or act as a catalyst to change in the organisation/business model?

32. What do you think about the responses of all the stakeholders to the change in the business model?