

Unlocking Commercial Potential

Strategic Tools and Insights for Business Growth

▶ *Session 2*

Mike Wilson

Mike

- ▶ Lecturer at York St John University
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- ▶ Mentor on the Innovation Visa Programme
- ▶ Lead Consultant at Anthem Engagement
- ▶ Chairman of Simply Doughnuts
- ▶ Worked with over 4,000 businesses
 - ▶ Including Social Enterprises

- ▶ Hobbies - Music / Cricket / Cycling



Areas to Cover

- ▶ Commercialisation Strategies
- ▶ Market Analysis
- ▶ Customer Profiling
- ▶ Strategic Planning Techniques
- ▶ Identify commercial opportunities
- ▶ Engaging Stakeholders
- ▶ Create Value for Customers / Beneficiaries

Take aways

- ▶ Practical Tools, Models, Frameworks
- ▶ Goal Setting
- ▶ Strategic Planning Techniques
- ▶ Performance Measurement
- ▶ Organisational improvement
- ▶ Action Planning
- ▶ Self-Assessment Tools

Potential Topics - to aid commercialisation

- ▶ Planning Tools
 - ▶ Strategic and operational
- ▶ Innovation (How innovative are you?)
- ▶ Ideas Generation
- ▶ Feasibility assessment
- ▶ Developing KPI's
- ▶ Marketing
- ▶ Sales
- ▶ Culture
- ▶ Competition
- ▶ Finance
- ▶ Stakeholders
- ▶ Your People
- ▶ Resource Utilisation
- ▶ Reflective Practice
- ▶ Emotional Intelligence
- ▶ Entrepreneurship
 - ▶ Lean Start Up Methodologies
- ▶ Exiting

Areas Covered in Session 1

- ▶ Why change is needed and what could be changed
- ▶ Objectives - setting / measuring / evaluating / responding
- ▶ Planning for next year and beyond (areas to focus on - priorities)
- ▶ Challenges (what might stop you)
- ▶ Opportunities - recognising and exploiting
- ▶ B-Corp
- ▶ Income Generation
- ▶ Commercialisation - what / why / assets and resources / impact on brand
- ▶ Stakeholders - internal/external/primary/secondary/mapping (interest/power) / engaging
- ▶ Business Planning (*started*) - SWOT / TOWS

PLANNING

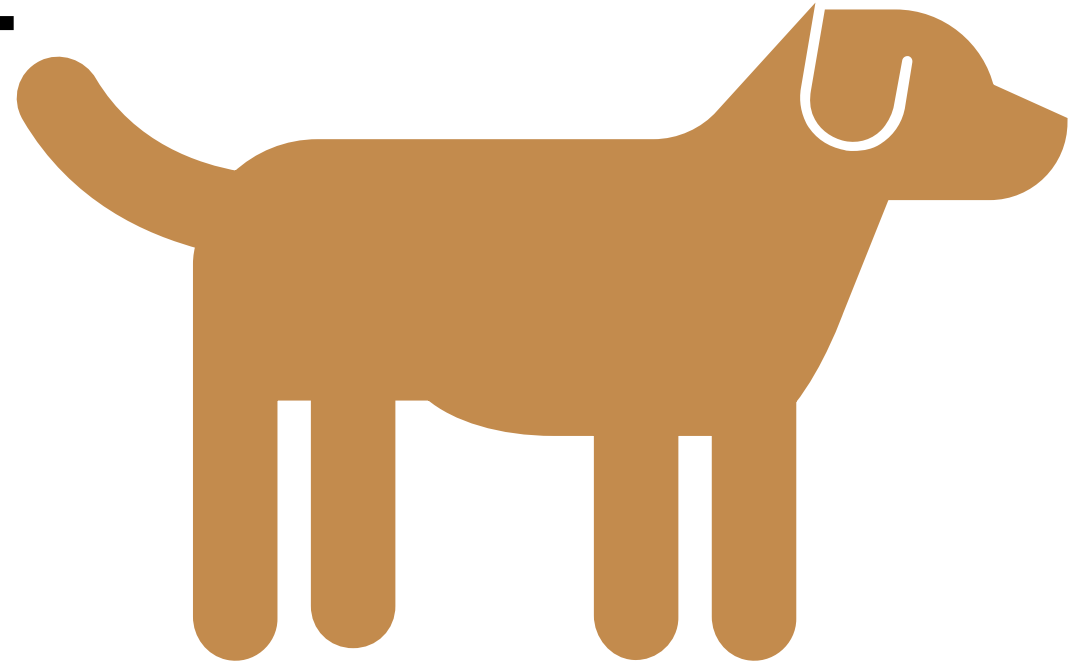


S	T	E	E	P	L	E
Social	Technological	Economical	Environmental	Political	Legal	Ethical
<ul style="list-style-type: none"> • Population growth rate • Age distribution • Career attitudes • Safety emphasis • Health consciousness • Lifestyle attitudes 	<ul style="list-style-type: none"> • Technology incentives • Level of innovation • Automation • R&D activity • Tech. Change • Tech. Awareness 	<ul style="list-style-type: none"> • Economic growth • Exchange rates • Interest rates • Inflation rates • Disposable income • Unemployment rate 	<ul style="list-style-type: none"> • Weather • Climate change • Environmental policies • Climate change • Pressures from NGOs 	<ul style="list-style-type: none"> • Government policy • Political stability • Corruption • Foreign trade • Tax policy • Labor law • Trade restrictions 	<ul style="list-style-type: none"> • Discrimination laws • Antitrust laws • Employment laws • Consumer protection laws • Copyright and patent laws 	<ul style="list-style-type: none"> • Bribery • Intellectual property • Reputation • Business ethics • Confidentiality



Example - STEEPLE

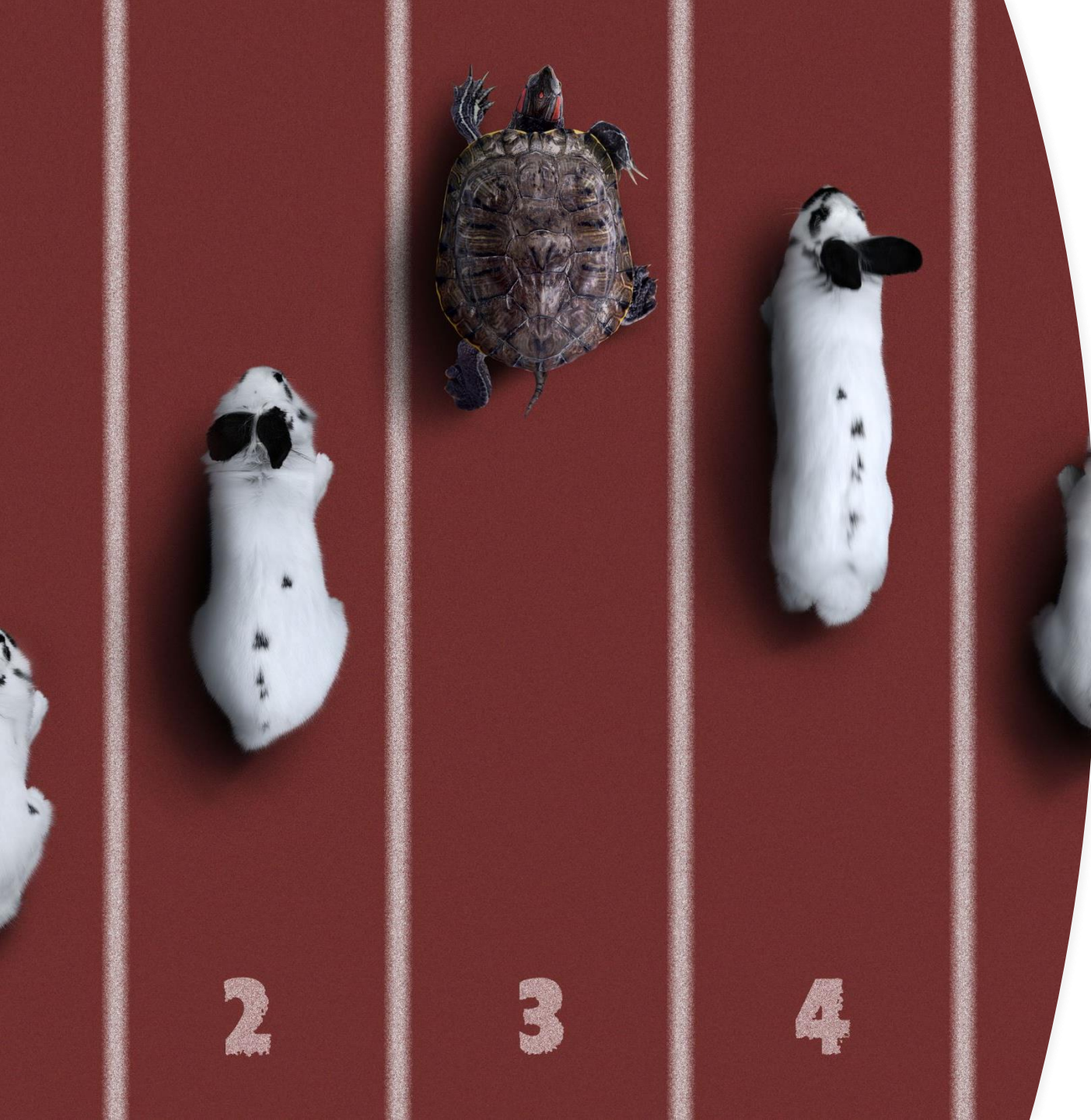
**Animal
Welfare**





Social Factors

- **Growing Animal Welfare Awareness** - Increasing public interest in ethical treatment of animals provides a strong base for expansion.
- **Pet Ownership Trends**:- Rising numbers of pet owners (e.g., post-pandemic) might lead to opportunities in pet products, training, or health services.
- **Community Support** - Engaging communities who care about animals, e.g., through adoption programs or fostering networks.
- **Public Perception** - Maintaining a positive image; ensuring customers see the enterprise as both ethical and effective in driving animal welfare.
- **Educational Role** - Providing workshops or materials to educate the public on ethical pet care or wildlife conservation, building brand loyalty.



Technological Factors

- **Digital Fundraising and Crowdfunding** - Utilising platforms to raise funds for campaigns and build a loyal donor or customer base.
- **E-commerce for Ethical Products** - Selling cruelty-free, eco-friendly pet products (toys, food, accessories) through online platforms.
- **Animal Tracking Technologies** - Leveraging microchipping, monitoring systems, or rescue tech to enhance welfare initiatives.
- **Social Media Advocacy** - Using platforms like Instagram or TikTok for emotional storytelling (e.g., rescues, success stories) to build commercial and charitable support.
- **AI and Data Analytics** - Predicting trends in pet care, donor preferences, or identifying regions with the greatest need for welfare programs.



Economic Factors

- **Growth in the Pet Industry** - Tapping into the growing market for high-quality, sustainable pet products or services.
- **Cost Challenges** - Balancing the cost of animal care (shelters, rescues, vet care) with the need to generate sustainable revenue streams.
- **Partnerships with Ethical Brands** - Collaboration with pet product manufacturers or retailers for co-branded items.
- **Funding Opportunities** - Attracting impact investors who prioritise animal welfare and ethical practices alongside profitability.
- **Donor Fatigue:** - As the enterprise grows commercially, reliance on traditional donations might decrease, but it must ensure financial self-sufficiency.

Environmental Factors



Sustainable Products: - Offering eco-friendly alternatives for pet care (biodegradable waste bags, sustainable pet food).



Climate Change Impact - Recognising how global warming may affect wildlife conservation or stray animal populations and incorporating adaptive strategies.



Environmental Regulations - Ensuring compliance with regulations related to waste management (e.g., shelters or rescues generating medical waste).



Conservation Focus - Highlighting the connection between animal welfare and environmental stewardship to attract eco-conscious supporters.

Political Factors



Animal Welfare Laws: - Monitoring and advocating for stronger legislation on animal rights, which could create commercial opportunities (e.g., partnerships with enforcement agencies).



Government Support - Accessing grants or subsidies for animal welfare initiatives, especially if tied to environmental or educational programs.



Import/Export Rules - Understanding policies around ethical sourcing of pet products or adoption of animals across borders.



Zoning and Licensing - Navigating local regulations for shelters, sanctuaries, or commercial facilities.

A vertical banner on the left side of the slide features a warm, orange-to-yellow gradient background, resembling a sunset. In the foreground, the black silhouettes of a dog and a cat are shown in profile, facing each other. The dog is on the left, and the cat is on the right.

Ethical Factors

-
- **Transparency in Fund Allocation** - Clearly communicating how revenues are reinvested into welfare activities.
 - **Cruelty-Free Commitment** - Maintaining and promoting a strong stance against any products or practices involving harm to animals.
 - **Mission Integrity** - Ensuring the commercial drive does not compromise the core purpose of animal welfare.
 - **Fair Trade Practices** - Partnering only with suppliers and vendors adhering to ethical and cruelty-free standards.
 - **Adoption and Care Policies** - Ensuring animals are placed in responsible homes and not commodified in the commercial push.

Practical Steps for an Animal Welfare Social Enterprise

Develop Revenue Streams

Create sustainable income through ethical pet products, training programs, or fee-based adoption services.

Invest in Advocacy and Awareness

Build commercial appeal through emotional and educational campaigns.

Leverage Technology

Use social media, e-commerce, and tracking systems to scale impact and profitability.

Maintain Mission-Driven Growth

Balance profit goals with the core commitment to animal welfare by reinvesting in rescue, rehabilitation, and education initiatives.

This STEEPLE analysis ensures the enterprise balances commercial ambitions with its ethical, social, and environmental commitments.

RIVALRY AMONG EXISTING COMPETITORS:

- Number of competitors
- Diversity of competitors
- Industry concentration
- Industry growth
- Quality differences
- Brand loyalty
- Barriers to exit
- Switching costs

THREAT OF NEW ENTRANTS

THREAT OF NEW ENTRANTS:

- Barriers to entry
- Economies of scale
- Brand loyalty
- Capital requirements
- Cumulative experience
- Government policies
- Access to distribution channels
- Switching costs

BARGAINING POWER OF SUPPLIERS

RIVALRY AMONG EXISTING COMPETITORS

BARGAINING POWER OF BUYERS

BARGAINING POWER OF SUPPLIERS:

- Number and size of suppliers
- Uniqueness of each supplier's product
- Focal company's ability to substitute

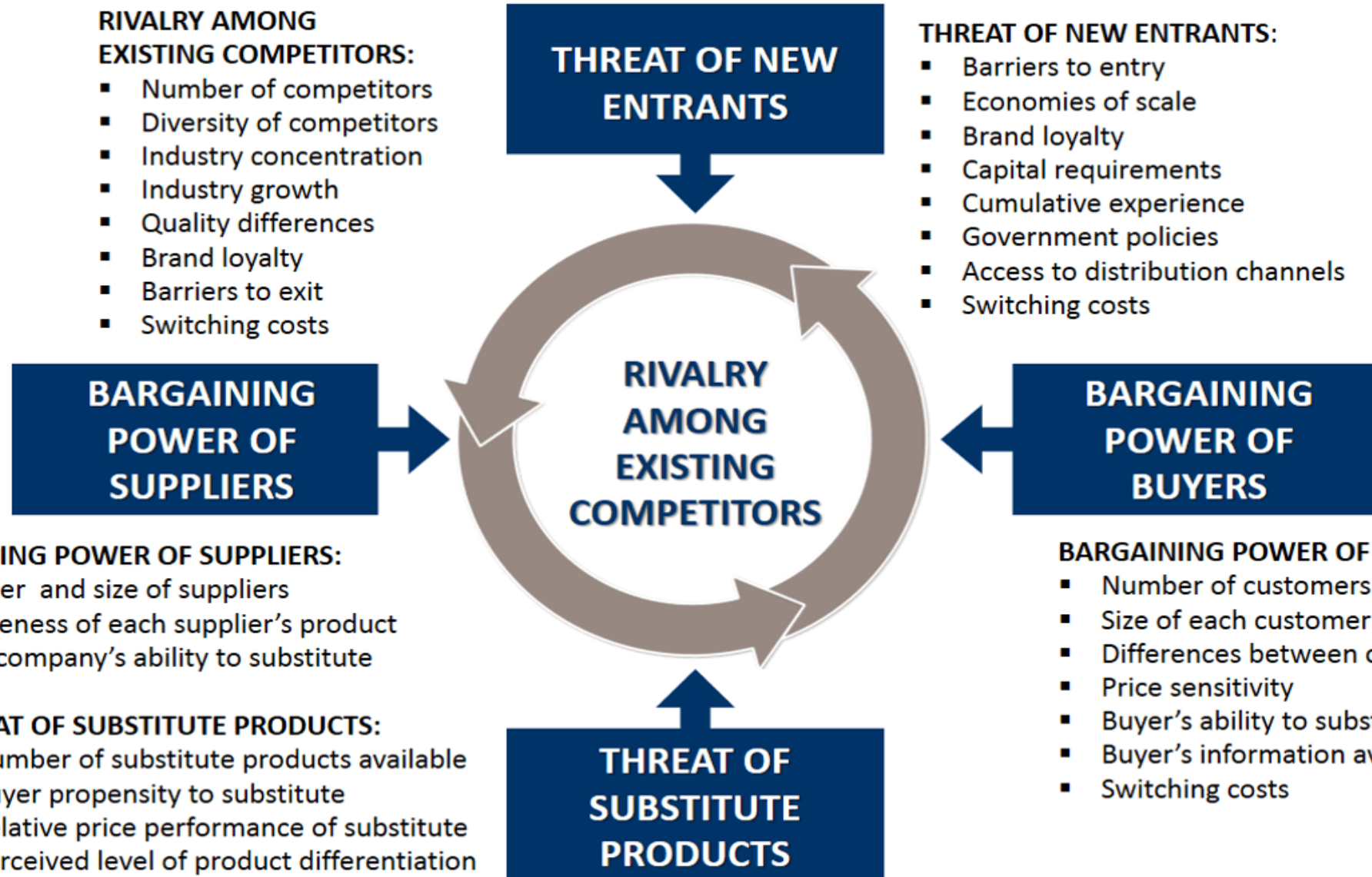
BARGAINING POWER OF BUYERS:

- Number of customers
- Size of each customer order
- Differences between competitors
- Price sensitivity
- Buyer's ability to substitute
- Buyer's information availability
- Switching costs

THREAT OF SUBSTITUTE PRODUCTS:

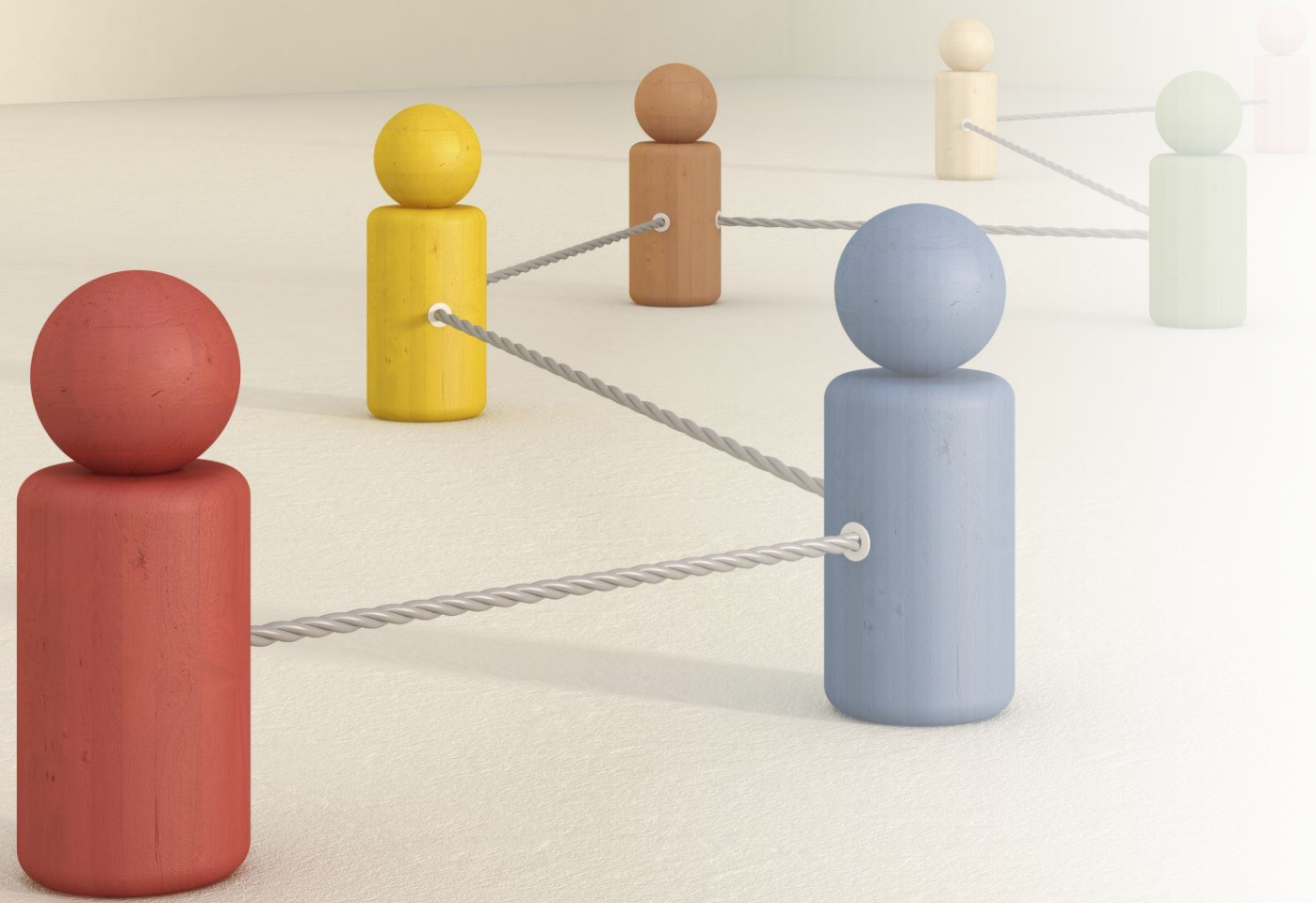
- Number of substitute products available
- Buyer propensity to substitute
- Relative price performance of substitute
- Perceived level of product differentiation
- Switching costs

THREAT OF SUBSTITUTE PRODUCTS



Porters 5 Forces

From a Social Enterprise Perspective



Competitive Rivalry

Impact on Commercial Potential

- The presence of strong competition from other social enterprises and for-profit businesses may push the social enterprise to innovate or improve efficiency to remain viable.
- If competition prioritises cost over quality or impact, the social enterprise might struggle to compete on price, limiting its commercial appeal.

Opportunities for Commercialisation:

- Differentiation through a social mission can attract customers willing to pay a premium for ethically aligned products or services.
- Strategic partnerships or co-branding with commercial entities can enhance market reach and competitiveness.

Threat of New Entrants

Impact on Commercial Potential

- Low barriers to entry mean the market can become saturated, making it harder for the social enterprise to establish itself commercially.
- New entrants may challenge pricing strategies or dilute the market with similar offerings.

Opportunities for Commercialisation

- Established trust, reputation, and impact stories create barriers that are difficult for new entrants to overcome.
- Focusing on a unique niche or a high-impact model can solidify the enterprise's market position, improving commercial viability.

Bargaining Power of Suppliers

Impact on Commercial Potential

- Reliance on ethical or sustainable suppliers may lead to higher costs, which can hinder the ability to compete commercially on price.
- Supplier dependencies can introduce vulnerabilities, especially if they prioritise larger, purely commercial buyers.

Opportunities for Commercialisation

- Building long-term partnerships with like-minded suppliers may result in better terms and increased efficiency.
- Highlighting the ethical sourcing of materials can serve as a unique selling point (USP), appealing to conscious consumers.

Bargaining Power of Buyers

Impact on Commercial Potential

- Customers demanding low prices may force the enterprise to operate on tighter margins, limiting profitability.
- Beneficiaries may expect low-cost or free services, which can conflict with commercialisation goals.

Opportunities for Commercialisation:

- A strong mission-driven brand can attract a loyal customer base willing to pay a premium.
- Corporate buyers or institutional partners may provide bulk contracts that stabilise income.
- Education and awareness campaigns can shift buyer behaviour toward supporting socially responsible products or services.

Threat of Substitutes

Impact on Commercial Potential:

- Free or lower-cost substitutes (e.g., charities, government programs) can limit the willingness of customers to pay for the enterprise's offerings.
- Substitutes that appear more "professional" or commercial might overshadow the social enterprise.

Opportunities for Commercialisation:

- Highlighting unique aspects of the enterprise, such as measurable social impact or quality, can reduce substitute appeal.
- Diversifying revenue streams (e.g., selling complementary products or services) can make the enterprise more commercially resilient.

Planning

1

Short –
90 days
12 months

2

Medium –
2 to 3 years

3

Long –
3 to 5 years

4

Over 5 years –
Feasible?

5

Exit strategy?

The next 90 days

Next 90 Days

Subscription model

Create a subscription model for existing service to generate recurring income

CRM software

Implement CRM software to improve the value of existing customer relationships and to track new business opportunities

Marketing campaign

Implement a marketing campaign to communicate new value proposition focused on business resilience

+ Add another card

To Do

Marketing campaign

Marketing plan

Marketing campaign

Recruit marketing partner

Subscription model

Marketing materials to support sales activity

Subscription model

Set up routine operations to deliver the bundle

Subscription model

Terms and conditions for new bundle

CRM software

User testing and internal training

CRM software

Data import

CRM software

Go live

Doing

Subscription model

Brief sales team on service / product bundle

CRM software

Select CRM provider and agree terms

Marketing campaign

Review and agree value proposition

+ Add another card

Done

Subscription model

Create a service / product bundle

CRM software

List requirements for CRM software

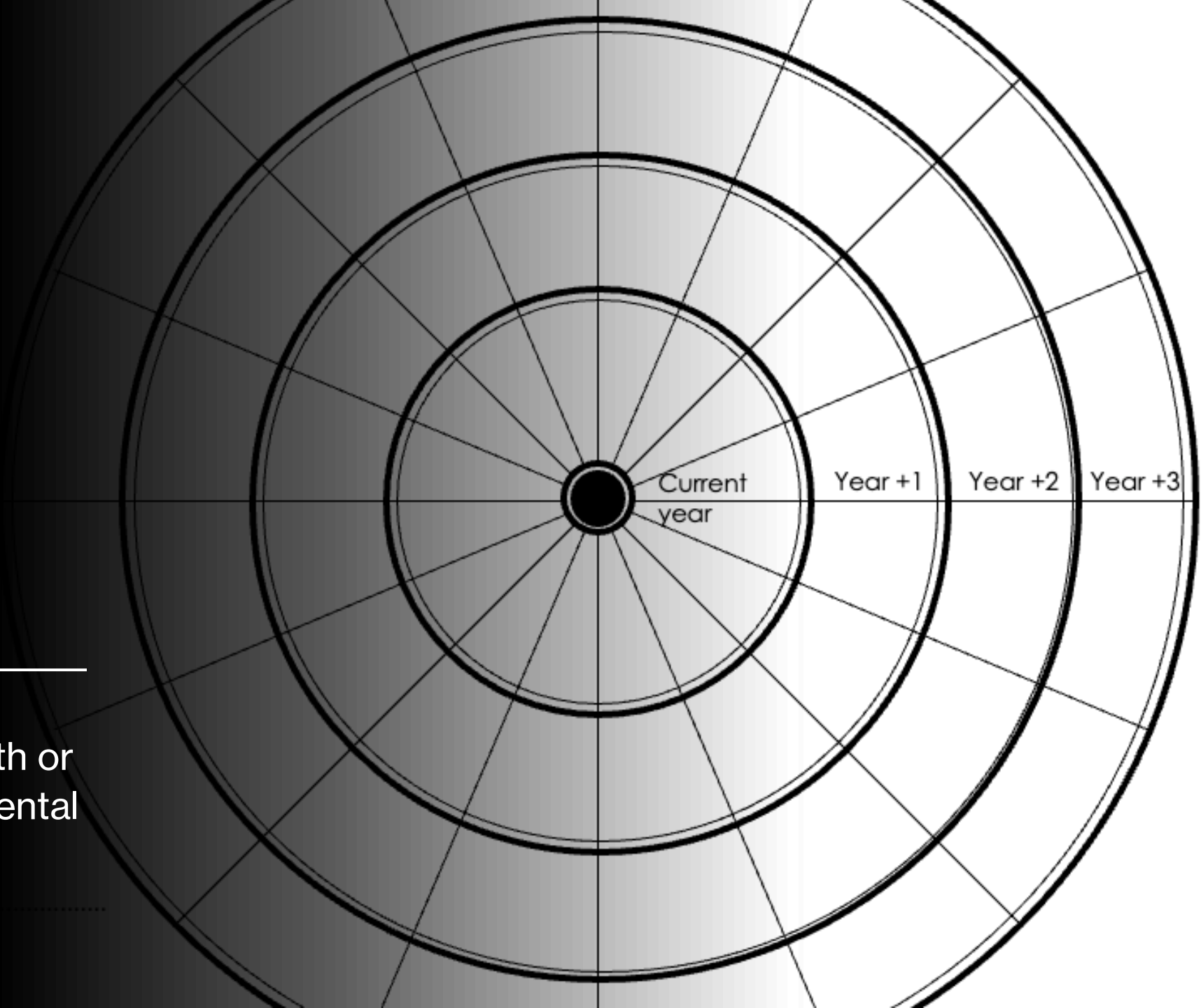
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A	B	C	D	E
The Next 90 Days	Measure	To Do	Doing	Done
Deliver Corporate Plan to Management Team	Deliver Corporate Plan to Management Team	Deliver Corporate Plan to Management Team	Deliver Corporate Plan to Management Team	Deliver Corporate Plan to Management Team
Presentation on the 11th May 23. This is what we want to achieve - input needed on how	Visible communication across the company	Get agreement from Management Team on vision, mission and values	Agree KPI's Create Orbits Create Presentation	Not yet
Communicate elements to Workforce	Communicate elements to Workforce	Communicate elements to Workforce	Communicate elements to Workforce	Communicate elements to Workforce
When agreed by all let the people know	Buy in from the teams	Decide what to share		
Management Restructure	Management Restructure	Management Restructure	Management Restructure	Management Restructure
Following Management meeting begin the process of restructuring	Management team in place / achievement of KPI's	Actions resulting from the management meeting	Preparing for the meeting	Feedback received from Management team
Renovations	Renovations	Renovations	Renovations	Renovations
production and provide a better working environment	Production Levels / Employee Satisfaction / Flexibility	Insurance Money / Grant to fund	Decision on best ways to invest	
Complete the staff 121's	Complete the staff 121's	Complete the staff 121's	Complete the staff 121's	Complete the staff 121's
MW and MC to complete the discussions	Report produced / Actions	Speak to those not yet involved Put dates in the diary Produce report Agree action resulting from Feedback results to all staff Implement actions	Fatima to replace Mubarak in the process - MW to arrange	



Visioning Orbit

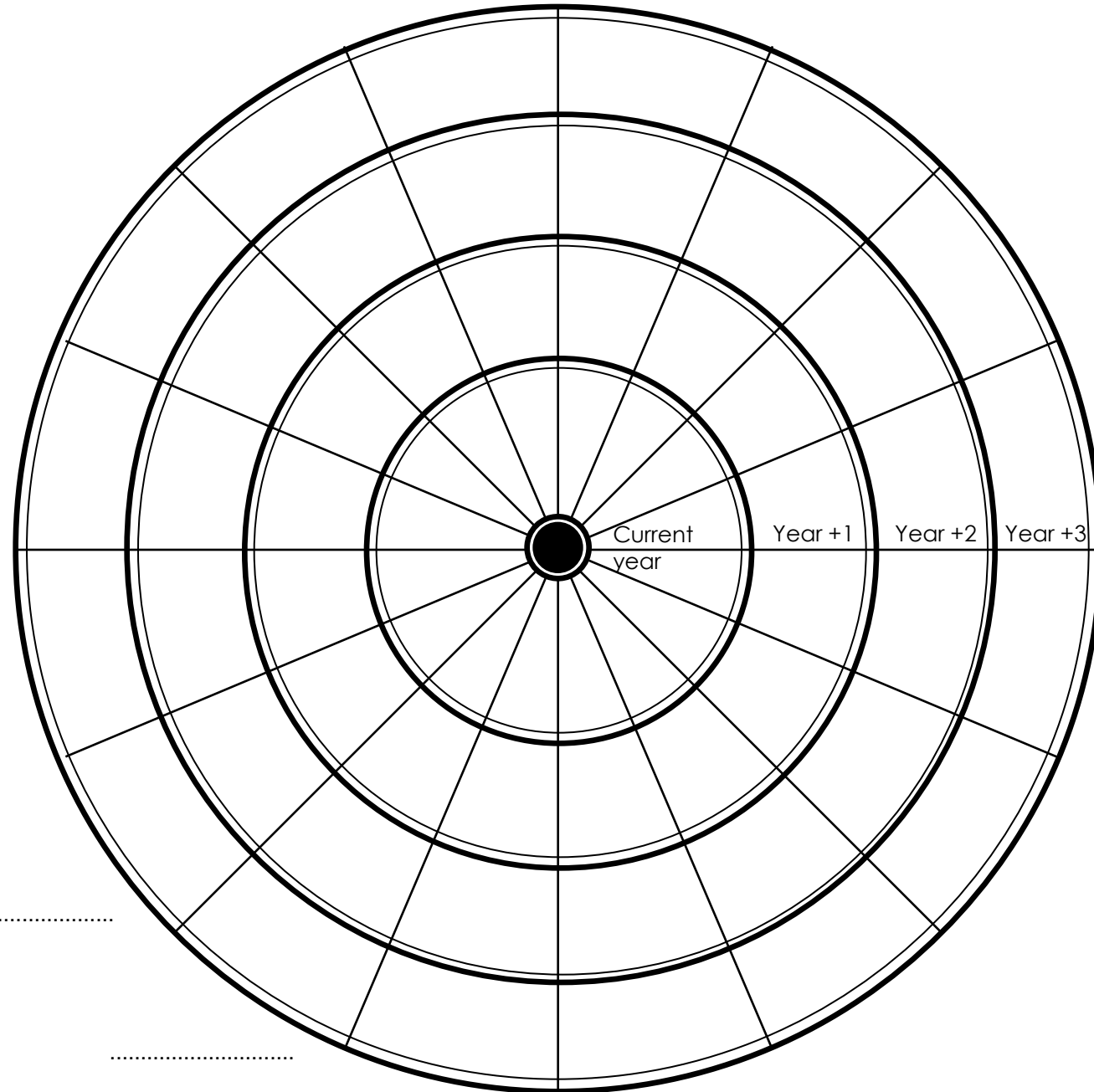
Planning for Business Growth or
for Organisational/Departmental
Improvement



What you get

- A One Page “Word Picture” that summaries the company’s strategic development and performance over the next three years (or a more suitable timescale)
- Would normally take between 1-3 hours with the management team. You may need more time if additional research is required to clarify critical assumptions. This would normally be a facilitated process with a Growth Coach
- To maximise the value and to optimise buy in, it is recommended to include the company’s top management team
- Once the final Orbit has been agreed and accepted – share with your people (and customers/suppliers/other stakeholders)

3-Year Visioning Orbit





Purpose

- Establish Key Measure (KPI's)
- To Measure Performance
- Enables Growth Planning
- Forecasting future potential based on data and knowledge
- Team Collaboration and Consultation to reach Agreement
- Helps you to Understand
 - Your business
 - Your market and customers
 - Your Team
 - Your Stakeholders
 - Internal and external environments
 - Your Capability
 - Any GAPS
- Helps to Forecast Future Needs

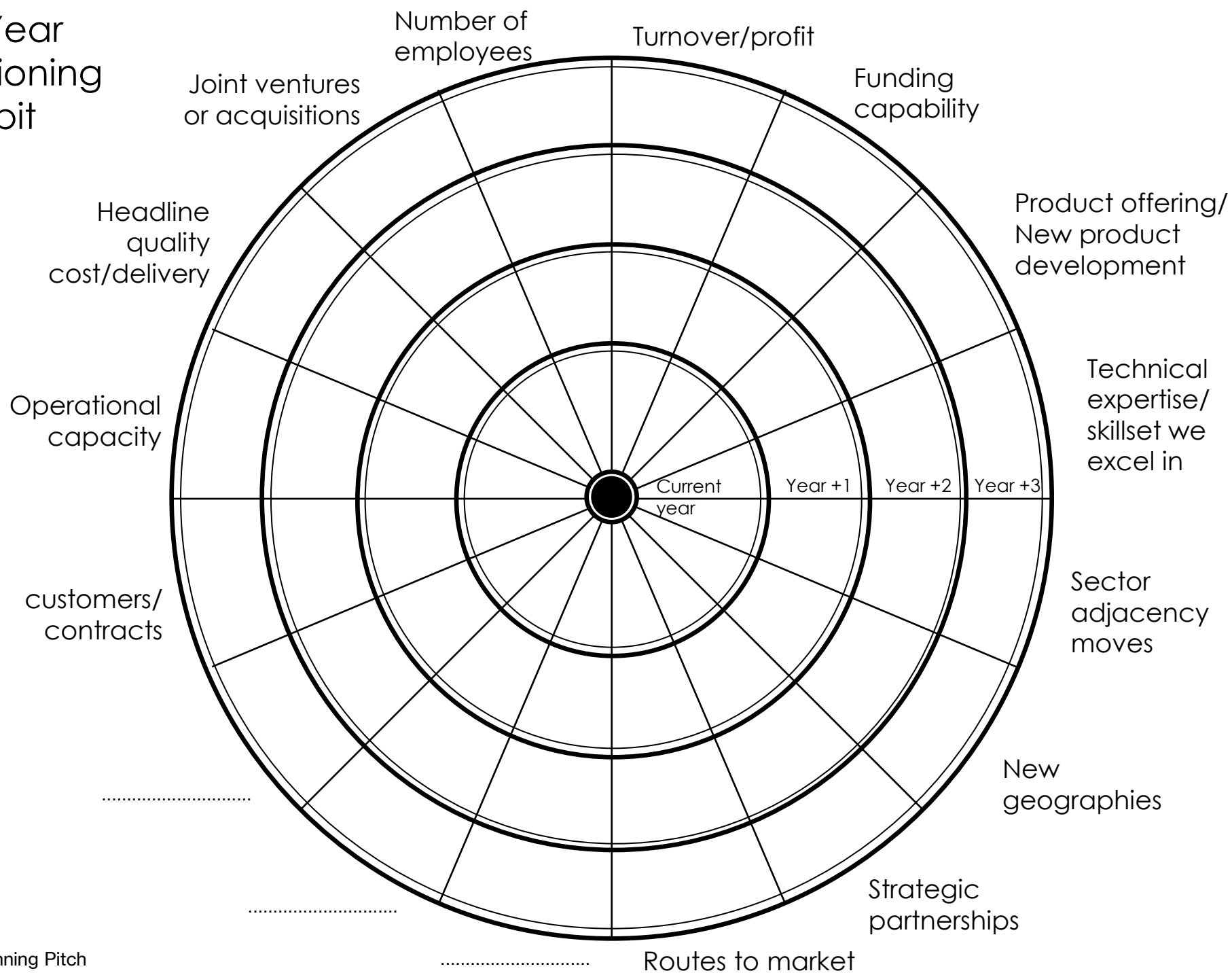
Developing KPI's

- What are your key measures – that are most meaningful in the strategic journey
- Organisation/Departmental/Team/Individual?
- Why are these important?
- How do you decide what they are?
- Who is involved in the process?
- What process did you use?
- What data is available for to you measure?
- Where does this come from?
- What other factors should you consider?

Decide what your most important measures are Between 8 and 15

- These are your “axis” on your orbit
- These would normally be:
 - Numbers
 - Percentages
 - Ratios
 - Tangible
- They should always be what’s important to your organisation and/or department/team
- You may have already carried out a SWOT/TOWS/ PESTEL/Porters 5 Forces / Others

3-Year Visioning Orbit



Examples might be – To measure business performance:

- **Turnover/Sales – Total**
- Gross Profit – number and %
- **Net Profit – Number and %**
- Number of Members
- **Customer Satisfaction (Net Promoter Score)**
- **Customers/Clients (number)**
- New Customers
- **Existing Markets**
- New Markets
- Sectors (number)
- Sectors (breakdown)
- Geography/Locations (own sites)
- **Products and Services offered (number)**
- Products and Services offered (breakdown – turnover/%)
- **Employees (total number)**
- Employees (number of roles)
- Partnerships (number)
- **Market Share (%)**
- Competitors (number)
- **Growth Barriers (number)**

Examples – to measure team effectiveness

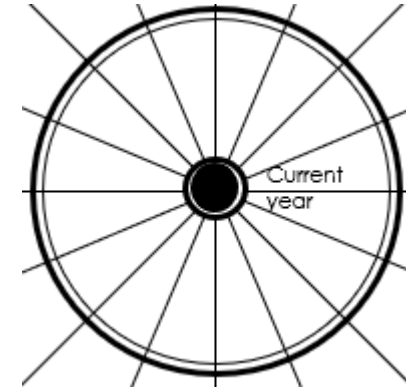
- Incoming Calls
- Outgoing Calls
- **Time to Respond to customers**
- **NPS – Employees (Employee Engagement)**
- **Appraisal undertaken**
- **Attrition Rates**
- Financial Ratios
- Operational Capacity
- Level of Automation
- **Services the team offer**
- People/Skills in the team
- Teams Stakeholders
- Operational Issues
- **Innovation initiatives**
- Employee Costs
- Bed numbers
- Bed Utilisation
- Productivity per head

Examples might be – Social Enterprise Specific

- Number of beneficiaries served (e.g., individuals trained, families supported).
- Improvement metrics (e.g., % increase in income, skills, or health outcomes of beneficiaries).
- Community reach (e.g., % of target population reached within a community).
- Satisfaction rates among beneficiaries.
- Net Promoter Score (NPS) from beneficiaries or community partners.
- Total revenue (e.g., product/service sales, grants, and donations).
- Revenue growth rate (e.g., YoY increase in revenue).
- Revenue diversification (e.g., % of income from earned revenue vs. donations).
- Net income margin (after reinvesting into social programs).
- Cost per beneficiary served (measuring efficiency in using funds).
- Funds raised vs. target.
- Return on investment (ROI) for fundraising campaigns.
- Cost efficiency (e.g., % of expenses directly allocated to programs vs. overhead).
- Staff productivity (e.g., impact per employee, revenue generated per employee).
- **Volunteer retention rates (if applicable).**
- Donors and Supporters
- Donor retention rate.
- Average donation size.
- Number of new donors acquired.

Specific – A Social Enterprise Providing Wellbeing Training

- Number of participants trained: Tracks the total reach of the training programs.
- Improvement in wellbeing scores: Measure changes in participants' wellbeing using pre- and post-training surveys (e.g., stress levels, happiness indices, mental health scores).
- Behavioural changes: Percentage of participants adopting new practices (e.g., mindfulness, physical activity, or coping mechanisms).
- Retention of training content: Percentage of participants who report sustained use of skills 3 or 6 months post-training.
- Ripple effect metrics: Number of indirect beneficiaries (e.g., family members or coworkers positively affected by a participant's improved wellbeing).
- Local engagement: Number of community organisations or groups involved in the program.
- Total revenue: Earnings from training fees, corporate contracts, or grant funding.
- Revenue per participant: Average income generated per participant.
- Revenue growth rate: Year-over-year increase in income.
- Cost per participant: Tracks efficiency in delivering the training.
- Program ROI: Revenue generated (or cost saved for clients) compared to the cost of delivery.
- Grants or donations secured: Tracks reliance on external funding sources.
- Earned income ratio: Percentage of revenue from training fees versus grants/donations (aiming for sustainability through earned income).



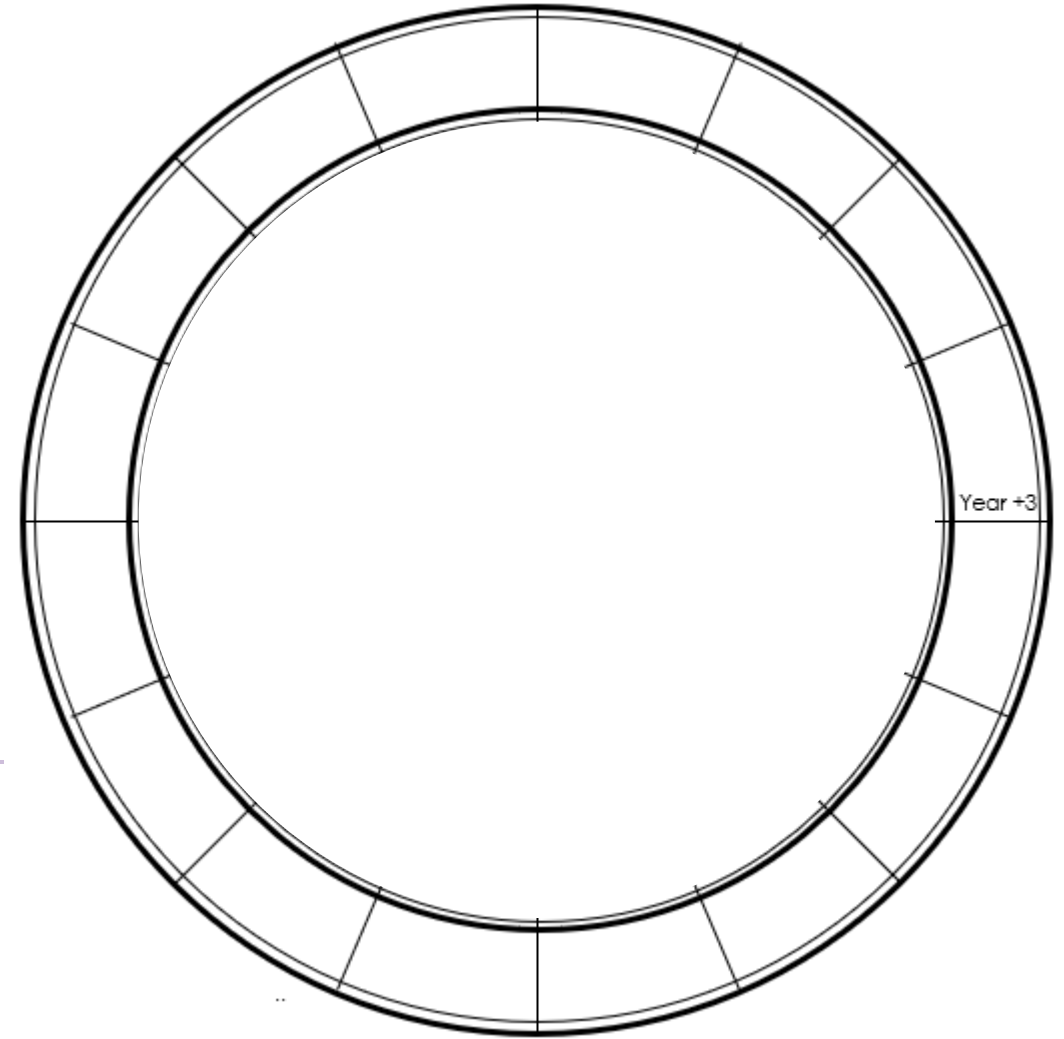
Inner Ring (current year)

- Where are you now?
- Put the figures/entries in for each spoke
- Do you have the information/can you get it?



Move to the far Outer Ring

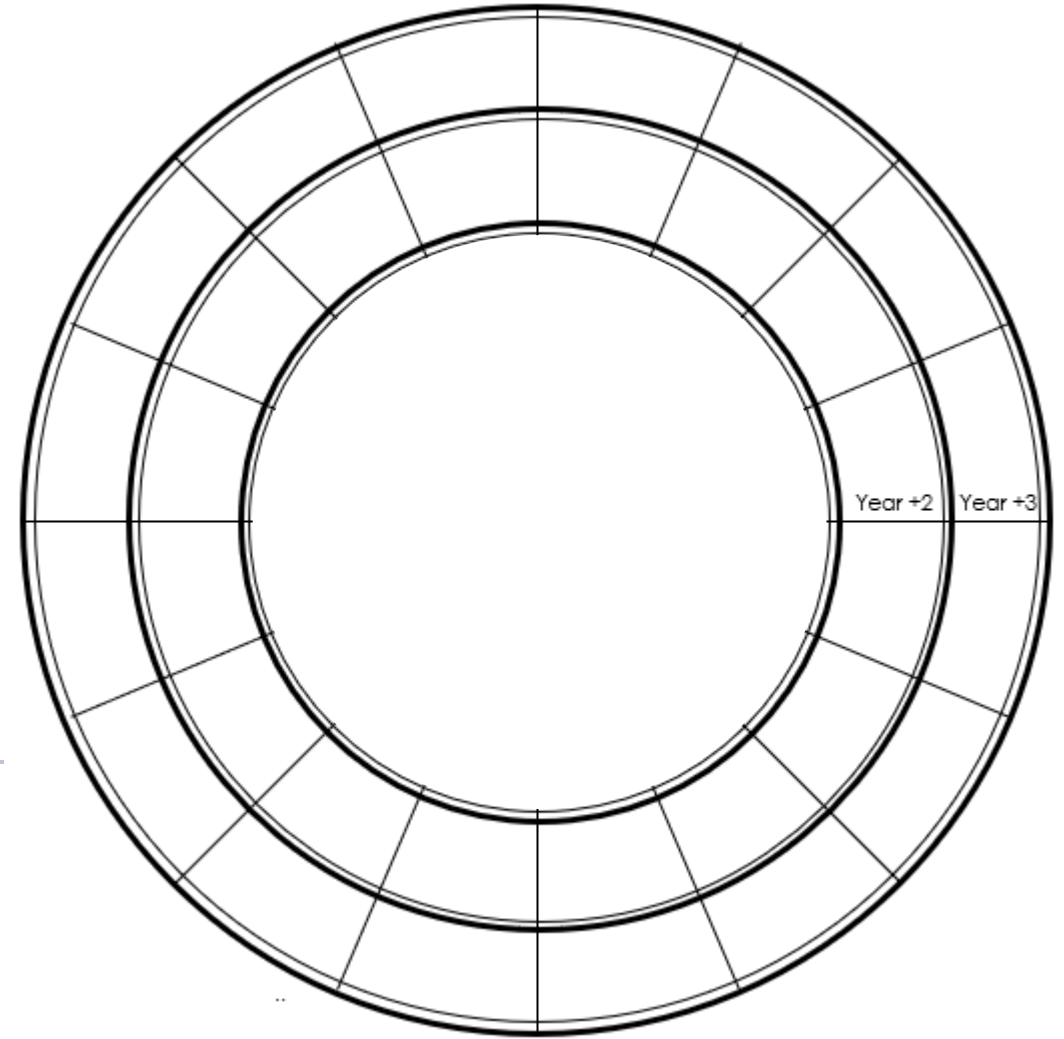
- This is what are you forecasting in 3 years time?
- Enter the details





Move in one ring and do the same for year 2

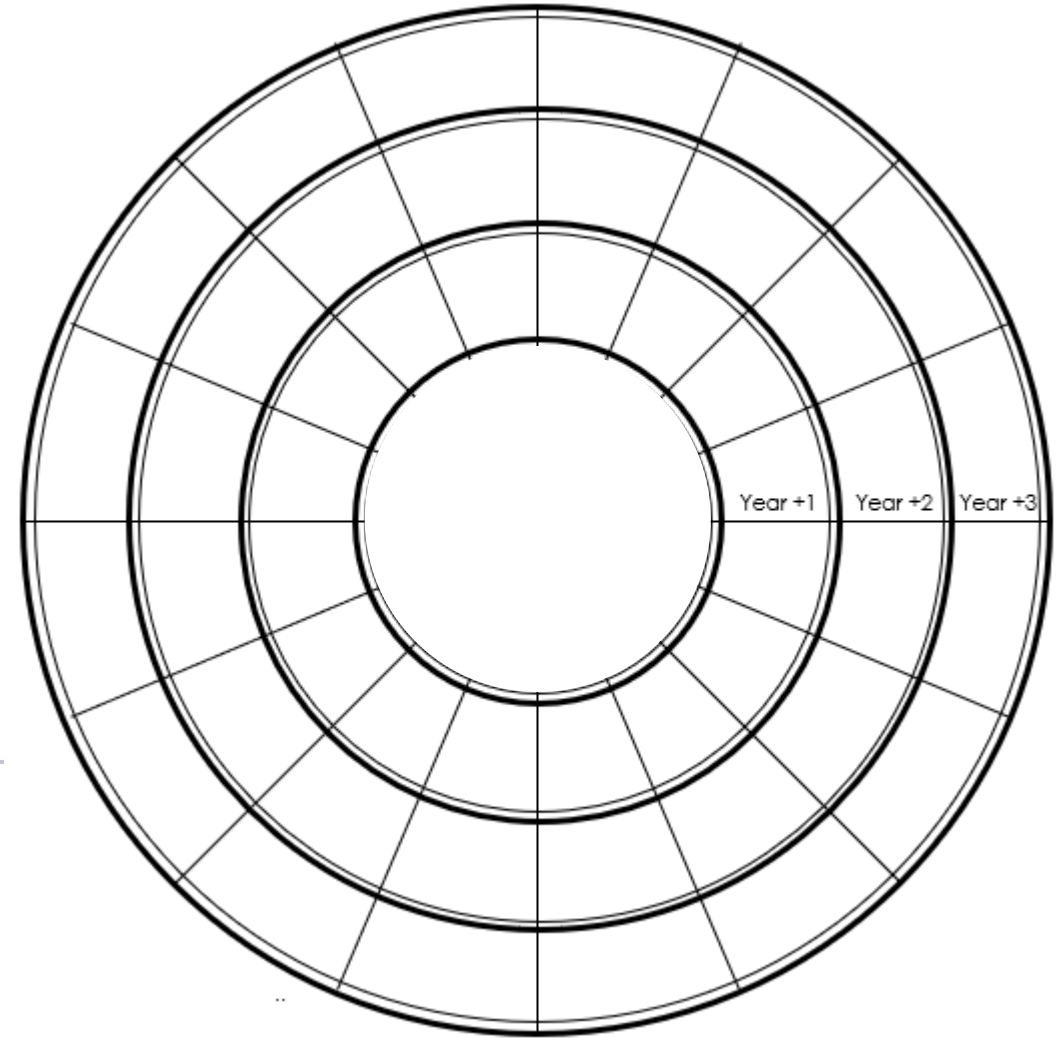
- Enter the details





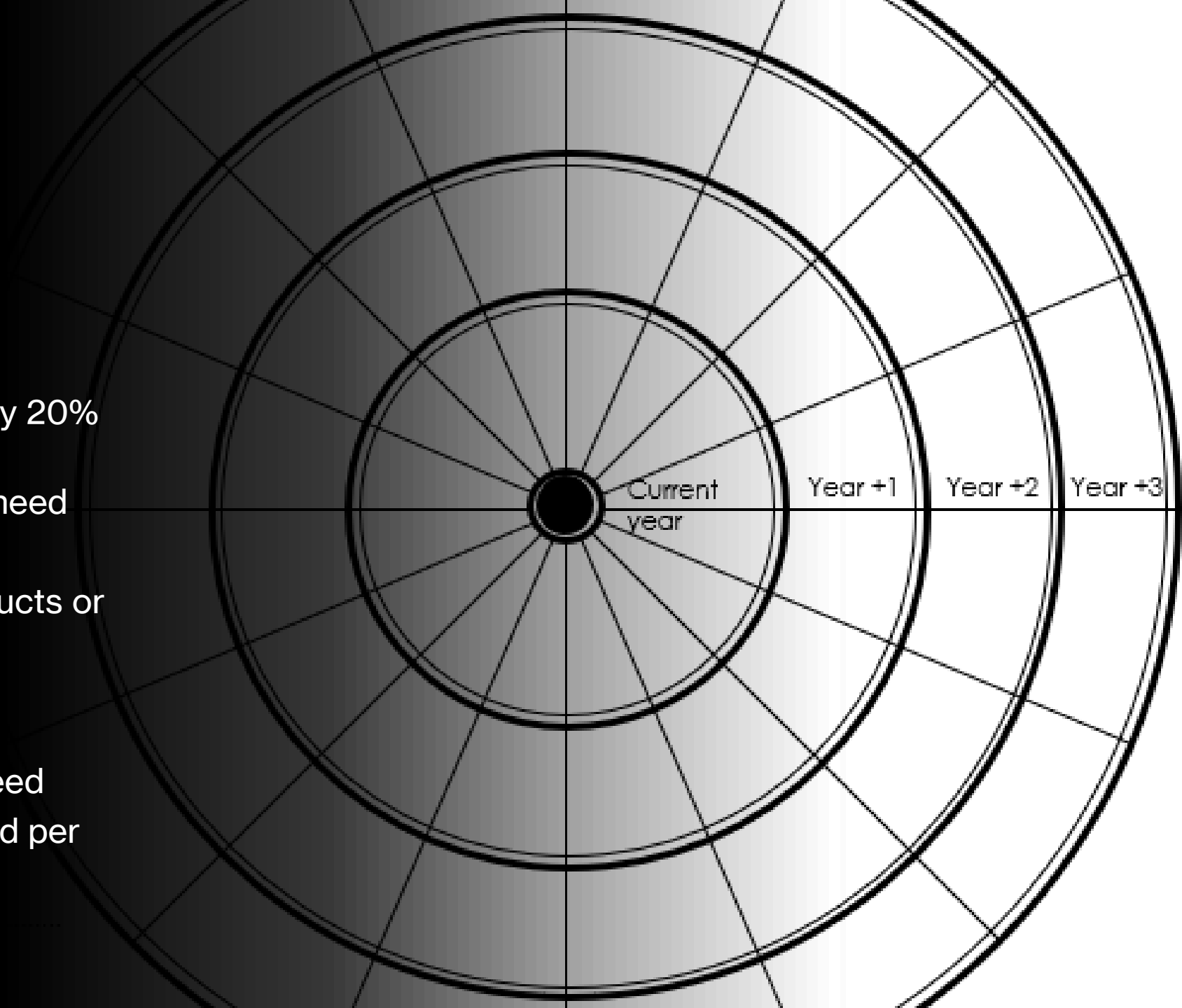
Move in again to the year one section

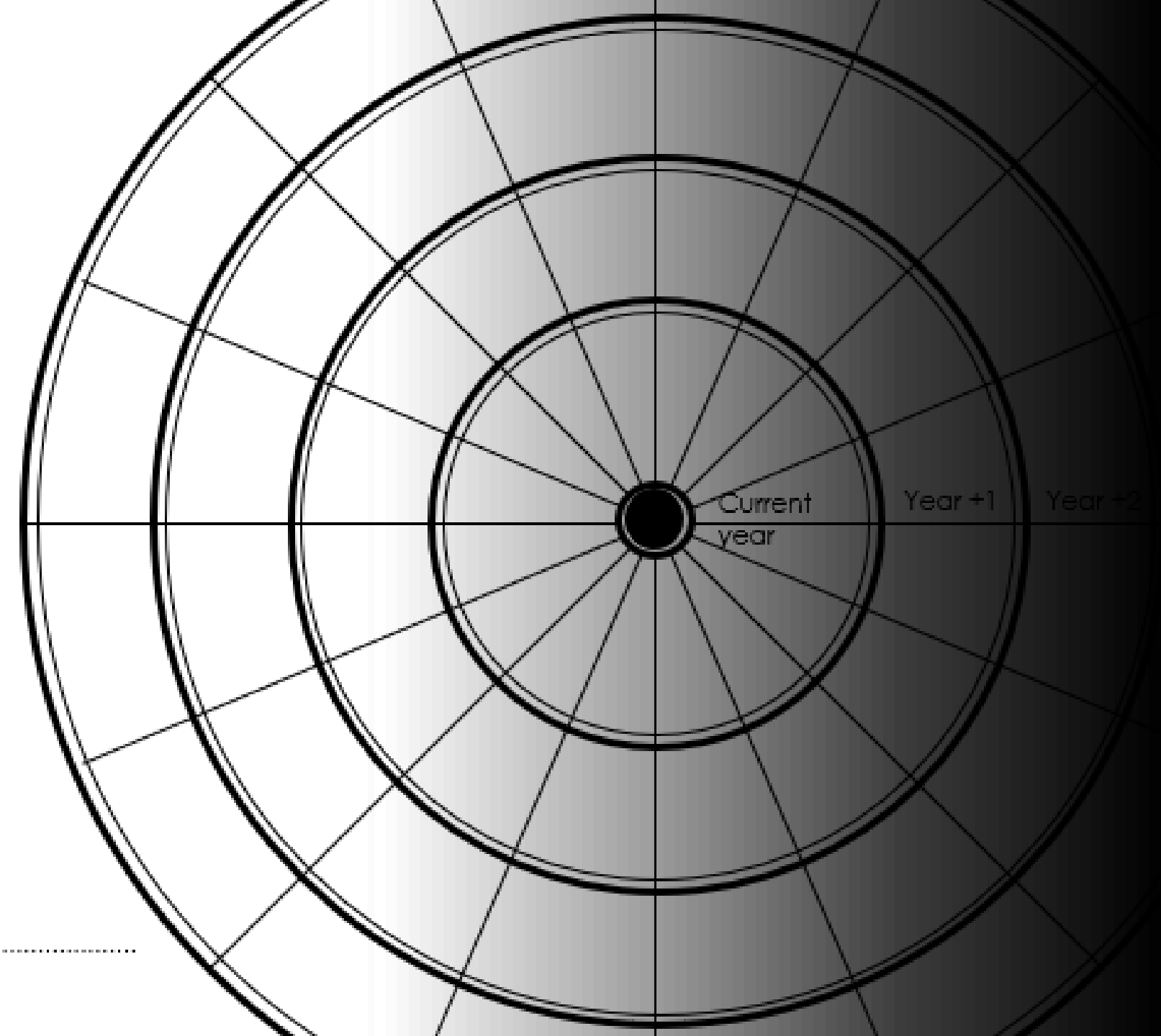
- Put the details in
- Achieving these are your focus for the next 12 months
 - And forms part of your Single Page Plan



For Example

- If we are to increase turnover by 20% every year
 - How many staff would we need
 - What would the profits be
 - Will we need any new products or services
 - Will we need more buildings/capacity
 - What technology will we need
 - What will the average spend per client be



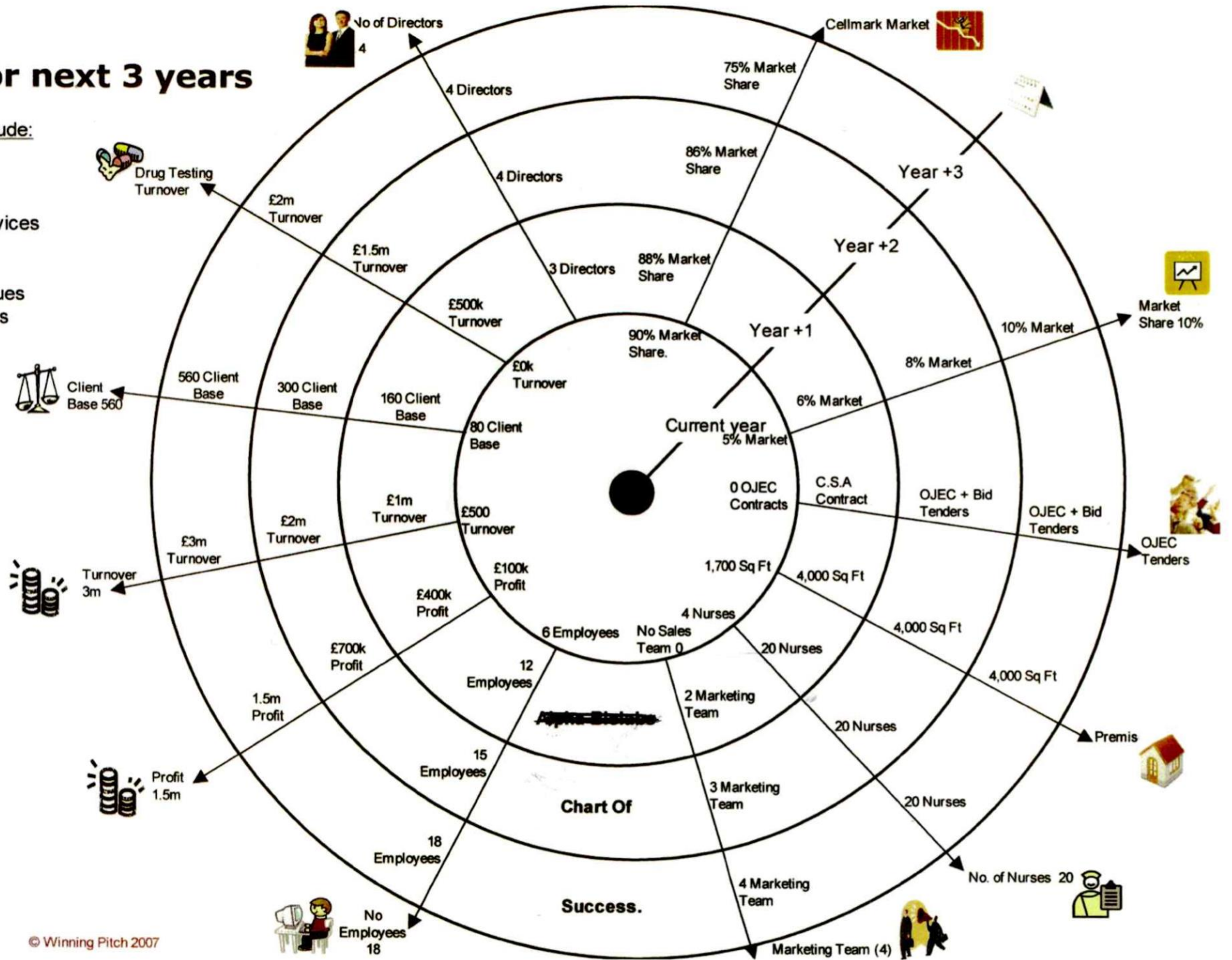


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- These are very personal to each organisation/team and can help to focus on priorities

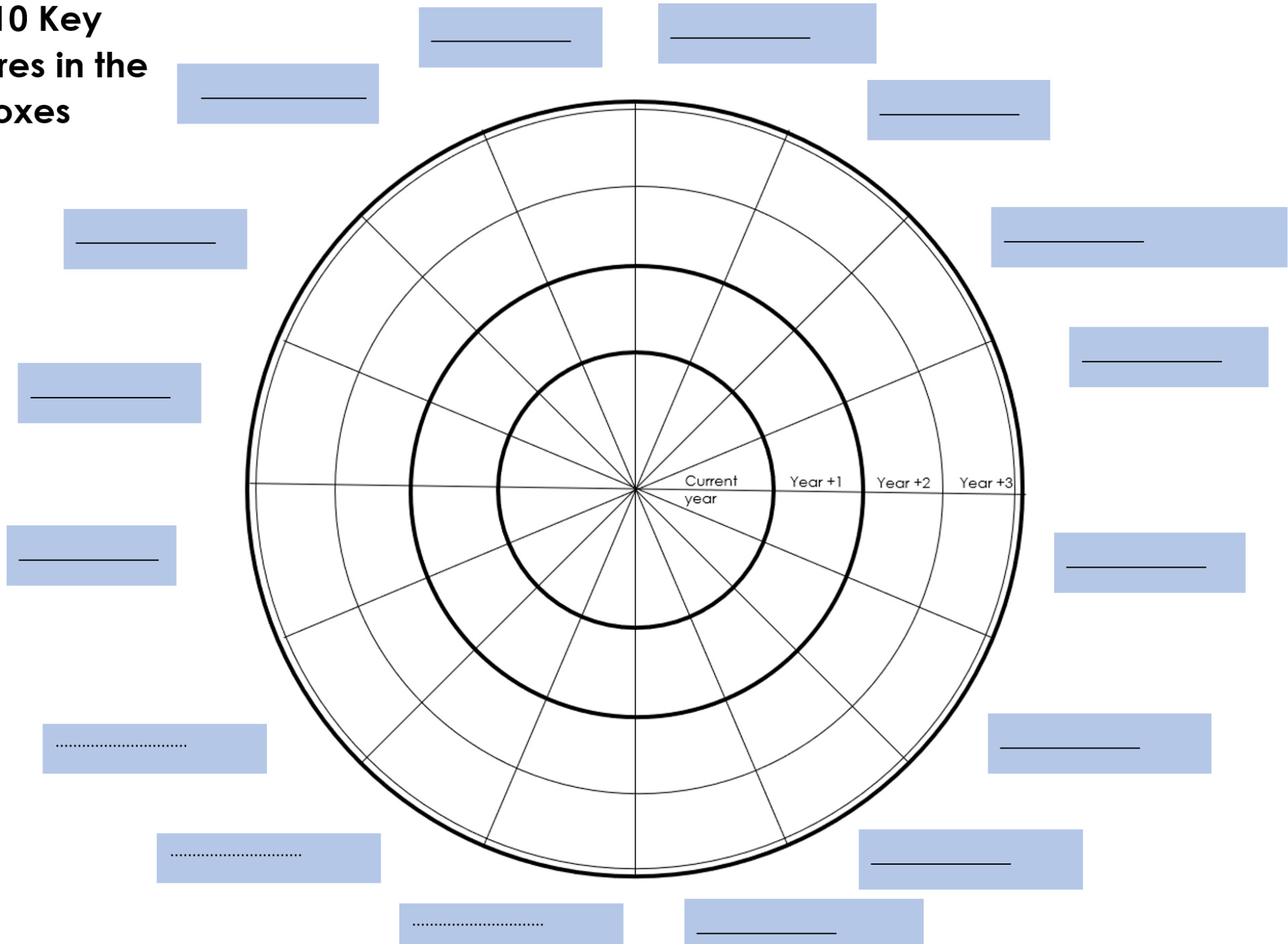
Example Orbit

Orbit for next 3 years

Axes might include:
 Turnover
 Profit
 People
 Products & services
 Markets
 Customers
 Operational issues
 Marketing issues



Place 10 Key Measures in the blue boxes





ANY QUESTIONS SO FAR?



Single Page Plan

More specific planning over the next 12 months

HOWS →

WHAT'S ↓

	Champion	Complete Beta testing medical product on time	Appoint new field sales staff	Marketing plan for medical market	Increase proportion of un-manned machining	Reduce average lead time
1	Lee	*	*	*		○
2		○	*	○	*	*
		Minimum satisfaction rating of 90% by March	Two new sales people by Nov	Increase medical sector revenues to £225k	Un-manned from 20% to 30% of capacity	Reduce by 10% by year end

ALIGNMENT KEY

* = Strong driver

○ = Supporting driver

Traffic lights

Growth Action Plan for next 12 months			Application scheme	Marketing	Partnership utilisation	Work with trade bodies	LEPs	Training provision development	Access to expertise				
Enterprise Name: Super computer		Projects	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	
		By Whom	PM	O	O	Bd	Bd	Training	BD				
VITAL FEW	VF1	Usage	*	*	O	O	O	O	O				
	VF2	No. of projects	*	*	*	*	O	O	O				
	VF3	New sectors engaged	O	*	*	*	*	O	O				
	VF4	Digital technology awareness	O	O	O	O	O	*	*				
		Measure	No of applications received	Social media engagement and clickthrough rates etc.	IBM report	CRM system capture	CRM system capture	Data capture/reporting	Data capture/reporting				
		Target (by when)											
	Performance												

Notes on Performance




Green Going to plan
 Amber Needs some attention
 Red Not going well

*** Completely Relevant**
O Contributes
 Leave blank if doesn't contribute

Preparation

- Create within 1-3 days after completion of the Orbit
- The Single Page Plan details the company's vital few growth breakthroughs for the year (the What's) and the key projects that drive accomplishment of these (the How's)
- Two hours or less is typically how long it would take
- Include the top management team to maximise value and buy-in
- Start by reviewing the Orbit
- Capture ideas (on a flipchart) before committing to the plan

		Growth Action Plan for next 12 months										
		Enterprise Name:										
		Projects	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10
		By Whom										
VITAL FEW	VF1											
	VF2											
	VF3											
	VF4											
		Measure										
		Target (by when)										
		Performance										

Green  Going to plan
Amber  Needs some attention
Red  Not going well

* Completely Relevant
 ● Contributes
 Leave blank if doesn't contribute

Business Action Plan for the next 12 months							
Business Name:							
	Projects	P1	P2	P3	P4	P5	P6
	By Whom						



-
- From the Orbit and other planning tools used select the 4 most important elements to focus on – these are the “What’s”
 - *You’ll already have them*

on Performance
to plan
some attention
ing well

Examples of 'What's'

(these go down the right-hand side) – Pick 4 of your own

- 50% increase in sales to existing customers
- Break into medical market with new products
- Exports to Germany to hit £1m
- Find £.25m of new business
- Develop new sales plan
- Improve all staff communication
- Introduce customer feedback survey
- Achieve ISO standard
- Reduce costs by 10%
- Develop a range of KPI's
- Secure at least one additional client with a T/O of £500k
- Introduce 2 new products
- To effectively bond the new team together
- Get average client happiness score to 90%
- To achieve an 80% success rate in client renewals
- Everyone to have 6 additional flexi-days per year
- Ensure all staff aware of Covid regulations
- Ensure everyone is OK working from home
- Ensure all staff are fully trained in their area of work
- Develop leadership skills
- Introduce a new CRM system



Social Enterprise 'What's'

- Improve volunteer retention rates
- Increase number of beneficiaries served
- Increase total revenues
- Improve engagement with key stakeholders

HOWS →

WHAT'S ↓

		Champion	Complete Beta testing medical product on time	Appoint new field sales staff	Marketing plan for medical market	Increase proportion of un-manned machining	Reduce average lead time
1	Increase turnover from £500k to £900k over next financial year	Lee	*	*	*		○
2	Increase net profit from £20k to £70k over next financial year		○	*	○	*	*
			Minimum satisfaction rating of 90% by March	Two new sales people by Nov	Increase medical sector revenues to £225k	Un-manned from 20% to 30% of capacity	Reduce by 10% by year end
			Traffic lights				

ALIGNMENT KEY

* = Strong driver

○ = Supporting driver

Traffic lights



HOWS →

WHATS ↓

	Champion	Lee	Sue	Sue	Bob
		Complete Beta testing medical product on time	Appoint new field sales staff	Marketing plan for medical market	Increase proportion of un-manned machining
Increase turnover from £500k to £900k over next financial year	*	*	*	*	
Increase net profit from £20k to £70k over next financial year	○	*	○	*	
ALIGNMENT KEY		Minimum satisfaction rating of 90% by March	Two new sales people by Nov	Increase medical sector revenues to £225k	Un-manned from 20% to 30% of capacity
= Strong driver					
= Supporting driver					
Traffic lights	Green	Red	Yellow	Green	

**For Each “What”
Select 2 specific things
that you are going to do
to achieve them – these
are the “How’s”**

**Put them along the top –
first 2 boxes**

Examples of How's

- Meeting to run to agendas
- Follow agreed processes and procedures
- Recruit new member with social media skills
- 6 months training plan for each member of the team
- Clarity of team roles and responsibility
- Collect feedback on client happiness monthly
- Attend industry events as a team twice a year
- Ensure face to face meetings with all clients at least every 6 months
- Pitch incentivised renewals at least 3 months before end of contract
- Everyone to generate 1 lead per month
- Update marketing materials to reflect new range
- Undertake a working from home survey
- Develop a training needs analysis
- Research IT and people needs
- Set up a CRM working group

One example each of Social Enterprise 'How's'

(you'd pick two)

- Improve volunteer retention rates
- Increase number of beneficiaries served
- Increase total revenues
- Improve engagement with key stakeholders
- Conduct a satisfaction survey
- Expand territorial reach
- Review current revenue streams
- Undertake a stakeholder analysis

**The Following Example is Based on
Improving Employee Engagement**

(Volunteer / Trustee / Key Stakeholder?)



Company Name: Trust		Projects "HOWs"	Have daily huddles	Develop a suggestion scheme									
Team: Sample			P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	
		Date:	By Whom	AP	AP	AP	AP	AP	AP	AP	AP	AP	AP
VITAL FEW " WHATs"	VF1	Seek opinions from my team											
	VF2	Conduct regular 121's											
	VF3	Develop training plans											
	VF4	Improve Communications											
		Measure	Actions resulting	Suggestion Scheme									
	Target (by when)	Nov 21	Nov 21										
	Performance												

Notes on Performance

- Green**  Going to plan
- Amber**  Needs some attention
- Red**  Not going well


* **Completely Relevant**

○ **Contributes**

Leave blank if doesn't contribute

Company Name: Trust		Projects "HOWs"	Have daily huddles	Develop a suggestion scheme	Diary weekly session with each person	Create a discussion document							
			P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	
Team: Sample		By Whom	AP	AP	AP	AP	AP	AP	AP	AP	AP	AP	AP
VITAL FEW " WHATs"	VF1	Seek opinions from my team											
	VF2	Conduct regular 121's											
	VF3	Develop training plans											
	VF4	Improve Communications											
		Measure	Actions resulting	Suggestion Scheme	Booked in	Doc created							
	Target (by when)	Nov 21	Nov 21	Oct 21	Oct 21								
	Performance												

Notes on Performance

- Green**  Going to plan
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* Completely Relevant
 O Contributes
 Leave blank if doesn't contribute

Company Name: Trust		Projects "HOWs"	Have daily huddles	Develop a suggestion scheme	Diary weekly session with each person	Create a discussion document	Review job spec for each person	Identify and record skills and gaps and agree with team member				
			P1	P2	P3	P4	P5	P6	P7	P8	P9	P10
Date:		By Whom	AP	AP	AP	AP	AP	AP	AP	AP	AP	AP

VITAL FEW " WHATs"	VF1	Seek opinions from my team										
	VF2	Conduct regular 121's										
	VF3	Develop training plans										
	VF4	Improve Communications										
		Measure	Actions resulting	Suggestion Scheme	Booked in	Doc created	Updated job specs	Training needs analysis				
	Target (by when)	Nov 21	Nov 21	Oct 21	Oct 21	Dec 21	Dec21					
	Performance											

Notes on Performance

- Green** Going to plan
- Amber** Needs some attention
- Red** Not going well

* **Completely Relevant**
 ○ **Contributes**

 Leave blank if doesn't contribute

Company Name: Trust		Projects "HOWs"	Have daily huddles	Develop a suggestion scheme	Diary weekly session with each person	Create a discussion document	Review job spec for each person	Identify and record skills and gaps and agree with team member	Assess current comms routes	Consult with team on best comms methods for them		
			Team: Sample	P1	P2	P3	P4	P5	P6	P7	P8	P9
Date:		By Whom	AP	AP	AP	AP	AP	AP	AP	AP	AP	AP
VITAL FEW " WHATs"	VF1	Seek opinions from my team										
	VF2	Conduct regular 121's										
	VF3	Develop training plans										
	VF4	Improve Communications										
		Measure	Actions resulting	Suggestion Scheme	Booked in	Doc created	Updated job specs	Training needs analysis	Comms audit doc	New comms plan		
	Target (by when)	Nov 21	Nov 21	Oct 21	Oct 21	Dec 21	Dec21	Oct 21	Oct 21			
	Performance											

Notes on Performance

- Green** Going to plan
- Amber** Needs some attention
- Red** Not going well

* **Completely Relevant**

○ **Contributes**

Leave blank if doesn't contribute

Under each “how”

- Select a champion (the person responsible)
- Identify what the tangible measure will be
- Give it a target date
- Rate each “how” as
 - Completely relevant with an *
 - Contributes with a “O”
 - No Impact – leave blank

The table below illustrates the alignment between 'WHATS' (objectives) and 'HOWS' (initiatives). The 'WHATS' are listed on the left, and the 'HOWS' are listed at the top. The 'Champion' column identifies the person responsible for each 'HOW'. The alignment key indicates the strength of the driver: * = Strong driver, O = Contributes, and blank = No Impact. A traffic light indicator at the bottom shows the overall status of each 'HOW'.

	HOWS	Champion	Complete Beta testing medical product on time	Appoint new field sales staff	Marketing plan for medical market	Increase proportion of un-manned machining	Reduce average lead time
1	Increase turnover from £500k to £900k over next financial year	Lee	*	Sue	Sue	Bob	Bob
2	Increase net profit from £20k to £70k over next financial year		O	*	O	*	*

ALIGNMENT KEY
* = Strong driver
O = Contributes
= No Impact

Traffic lights: Green, Red, Yellow, Green, Red

Company Name: Trust		Projects "HOWs"	Have daily huddles	Develop a suggestion scheme	Diary weekly session with each person	Create a discussion document	Review job spec for each person	Identify and record skills and gaps and agree with team member	Assess current comms routes	Consult with team on best comms methods for them		
			Date:	By Whom	P1 AP	P2 AP	P3 AP	P4 AP	P5 AP	P6 AP	P7 AP	P8 AP
VITAL FEW " WHATs"	VF1	Seek opinions from my team	*	*	*	*	*	*	O	*		
	VF2	Conduct regular 121's										
	VF3	Develop training plans										
	VF4	Improve Communications										
		Measure	Actions resulting	Suggestion Scheme	Booked in	Doc created	Updated job specs	Training needs analysis	Comms audit doc	New comms plan		
	Target (by when)	Nov 21	Nov 21	Oct 21	Oct 21	Dec 21	Dec21	Oct 21	Oct 21			
	Performance											

Notes on Performance

- Green** Going to plan
- Amber** Needs some attention
- Red** Not going well

*** Completely Relevant**

O Contributes

Leave blank if doesn't contribute

Company Name: Trust		Projects "HOWs"	Have daily huddles	Develop a suggestion scheme	Diary weekly session with each person	Create a discussion document	Review job spec for each person	Identify and record skills and gaps and agree with team member	Assess current comms routes	Consult with team on best comms methods for them		
			P1	P2	P3	P4	P5	P6	P7	P8	P9	P10
Team: Sample		By Whom	AP	AP	AP	AP	AP	AP	AP	AP	AP	AP
Date:												

VITAL FEW " WHATs"	VF1	Seek opinions from my team	*	*	*	*	*	*	O	*		
	VF2	Conduct regular 121's			*	*						
	VF3	Develop training plans										
	VF4	Improve Communications										
		Measure	Actions resulting	Suggestion Scheme	Booked in	Doc created	Updated job specs	Training needs analysis	Comms audit doc	New comms plan		
	Target (by when)	Nov 21	Nov 21	Oct 21	Oct 21	Dec 21	Dec21	Oct 21	Oct 21			
	Performance											

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Company Name: . Trust		Projects "HOWs"	Have daily huddles	Develop a suggestion scheme	Diary weekly session with each person	Create a discussion document	Review job spec for each person	Identify and record skills and gaps and agree with team member	Assess current comms routes	Consult with team on best comms methods for them		
			P1	P2	P3	P4	P5	P6	P7	P8	P9	P10
Team: Sample		By Whom	AP	AP	AP	AP	AP	AP	AP	AP	AP	AP
Date:												
VITAL FEW " WHATS"	VF1	Seek opinions from my team	*	*	*	*	*	*	O	*		
	VF2	Conduct regular 121's	O	O	*	*	O	*	O	O		
	VF3	Develop training plans										
	VF4	Improve Communications										
		Measure	Actions resulting	Suggestion Scheme	Booked in	Doc created	Updated job specs	Training needs analysis	Comms audit doc	New comms plan		
	Target (by when)	Nov 21	Nov 21	Oct 21	Oct 21	Dec 21	Dec21	Oct 21	Oct 21			
	Performance											

Notes on Performance

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Company Name: Trust		Projects "HOWs"	Have daily huddles	Develop a suggestion scheme	Diary weekly session with each person	Create a discussion document	Review job spec for each person	Identify and record skills and gaps and agree with team member	Assess current comms routes	Consult with team on best comms methods for them		
			P1	P2	P3	P4	P5	P6	P7	P8	P9	P10
Team: Sample												
Date:		By Whom	AP	AP	AP	AP	AP	AP	AP	AP	AP	AP
VITAL FEW "WHATs"	VF1	Seek opinions from my team	*	*	*	*	*	*	O	*		
	VF2	Conduct regular 121's	*	O	*	*	O	*	O	O		
	VF3	Develop training plans	O	O	O	O	*	*	O	O		
	VF4	Improve Communications	*	*	*	O	O	*	*	*		
		Measure	Actions resulting	Suggestion Scheme	Booked in	Doc created	Updated job specs	Training needs analysis	Comms audit doc	New comms plan		
Target (by when)			Nov 21	Nov 21	Oct 21	Oct 21	Dec 21	Dec21	Oct 21	Oct 21		
Performance												

Notes on Performance

- Green** Going to plan
- Amber** Needs some attention
- Red** Not going well

* Completely Relevant

O Contributes


Leave blank if doesn't contribute


Identify the How's with the most *


- This should be your priority actions as they impact on most of the “What’s”
- Give it a Red/Amber/Green Rating each time you review it

Growth Action Plan for next 12 months		Enterprise Name:	Projects	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10
VITAL FEW	VF1	Develop a Blueprint for new clients	*	*	*	*	*	*	*	○	○	○	○
	VF2	Sales and marketing activity to generate new clients (post March)	○	*	*	*	*	*	*	○	○	*	*
	VF3	Establish an effective pricing structure	*	*	*	*	*	*	*	○	○	*	*
	VF4	Develop a network of associates / freelancers	*	*	*	*	*	○	○	*	*	*	○
		Measure	Physical documents	Contracts	A marketing plan	New Customers / Increased Revenue	New Contracts / Terms of Reference	Promote best Services	List of Freelancers	New freelancers	3-year business plan	BMC	
		Target (by when)	30 Jan	30 Jan	28 Feb	30 Mar	1 April	15 Feb	15 Feb	28 Feb	19 Jan	1 Apr	
		Performance	Red	Red	Red	Red	Amber	Amber	Red	Red	Amber	Green	

Notes on Performance

Green  Going to plan

Amber  Needs some attention

Red  Not going well

* Completely Relevant

○ Contributes

Leave blank if doesn't contribute

Growth Action Plan for next 12 months Enterprise Name:		Projects	Undertake research into similar markets and products	Build network of potential client organisations	Create prototype products	Contact office of public protection	Undertake health and safety training	Develop an Online presence	Purchase start up resources and equipment	Register with HMRC/Companies House	Recruit staff to support demand	Undertake a review of Financial Position at this stage
		By Whom	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10
		MG	MG	MG	MG	MG	MG	MG	MG	MG	MG	MG
VF1	Create business plan	*	o	o	*	o	o	*	*	*	*	*
VF2	Identify expenditure and resources needed to begin trading	*	o	*	o	*	o	*	o	o	o	*
VF3	Identify legal entity	*	o	o	o	o	o	o	*	o	o	o
VF4	Trading	*	*	*	*	*	*	*	*	*	*	*
	Measure	Intelligence gained	Network	Prototype create	Products BSA approved	Compliant	Social media +website	Equipment purchased	Registered	Staff recruited	Complete review	
	Target (by when)	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	Jul 2022	Aug 2022	
	Performance											

*** Completely Relevant**
o Contributes
 Leave blank if doesn't contribute

Example – A Busy Board

Growth Action Plan for next 12 months		Recruit more committee members	Complete constitution	Submit application	Conversation with each member	Present SAFE to potential members	Complete the visioning orbit	Identify needs	Create a funding plan	Agree role profiles	Identify gaps	
Enterprise Name:		P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	
Projects		By Whom	Keeley	Keeley	Keeley	Keeley	Keeley	Committee	Committee	Keeley/Paul	Committee	Committee
VF1	Achieve Charity Status	*	*	*	0	0	0	0	0	0	0	0
VF2	Gain Committee Engagement	*	*	*	*	*	*	*	*	*	*	*
VF3	Management of Funding	*	0	0	*	*	*	*	*	0	0	0
VF4	Committee Job Clarification	*	0	0	*	0	0	*	*	*	*	*
	Measure	People on board	Doc completed	Submitted	Action plan	Date completed	Orbit completed	Needs analysis doc	Plan completed	Role description docs	Gap analysis / action plan	
	Target (by when)	Jun 22	Jun 22	Jul 22	Jun 22	Jun 22	Aug 22	Jun 22	Jun 22	Jun 22	Jun 22	Jun 22
	Performance											

Notes on Performance

Green - Going to plan / Completed
 Amber - Needs some attention
 Red - Not going well / Not started

*** Completely Relevant**
0 Contributes
 Leave blank if doesn't contribute

Example – Social Enterprise



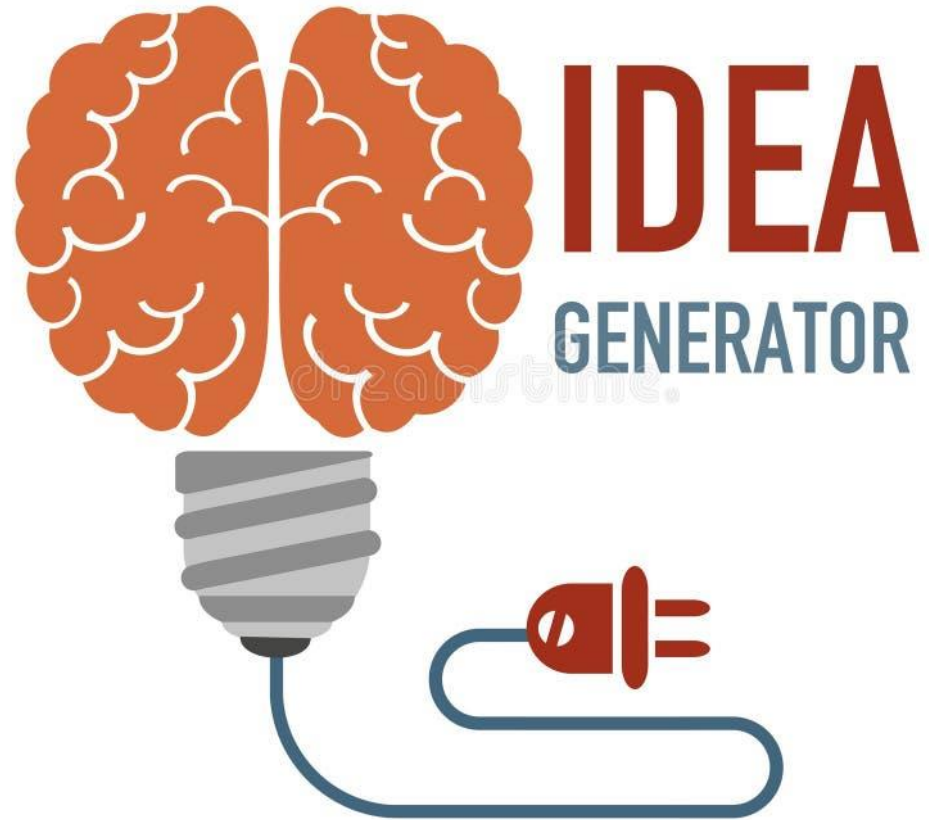
This is a great start to focusing on actions and activities for the next 12 months

- The next stage would be to drill down even further into each of the “How’s” to identify
- The Action Plan would include
 - The Goal
 - The Action – what needs to be done
 - Who’s responsible
 - Deadline
 - Resources needed
 - Barriers and Challenges
 - Results

Action Planning

Goal Collect feedback on client happiness - Six Monthly

Action	Who's Responsible	Deadline	Resources Needed	Barriers or Challenges	Results
<i>What needs to be done?</i>			<i>people, systems, processes, budgets</i>	<i>How will you overcome them?</i>	<i>What's a successful outcome</i>
Develop a client survey	Bob	15-Jan-23	time / research / best practice	none	engaging survey questions
Collect list of clients	Eric	15-Jan-23	marketing / CRM / spreadsheet	accurate / up to date records	list of all active clients
Process for issuing survey	Jane	15-Jan-23	research / support / time	everyone'd commitment	robust and agreed process
Send out survey	Jane	23-Jan-23	list / IT / support	System works / accurate data	successful delivery of all
Monitor Responses	Bob	30-Jan-23	time / process / system	accurate data / analysis	who has and who hasn't
Collecting and analysing results	Jane / Bob	08-Feb-23	time / system to capture / report production	inconsistences / incorrect completion	Accurate analysis of data and understanding
Act on feedback	Pete	15-Feb-23	the team / commitment	left too long / not used	Improved customer satisfaction / increased sales



8 Methods

1. Positive questioning
2. Devil's Advocate
3. Word Association
4. If X did it
5. SCAMPER
6. Traditional Brainstorming
7. Reverse Brainstorming
8. Route Mapping

5. Scamper

An acronym what makes you ask several questions about the problems or opportunity

- **Substitute** – what aspects of the current solution can we substitute to improve?
- **Combine** – can we combine this with other “things” to make it better?
- **Adapt** – can we adapt the solution for other purposes?
- **Modify** – could we change the shape, look or feel of product, service, what would we need to do
- **Put to another use** – can we use this somewhere else, perhaps in another industry, who else could use the product?
- **Eliminate** – what features, parts or rules could we eliminate to simplify or streamline or improve the solution?
- **Reverse** – what if we tried to do the exact opposite of what we’re trying to do

IDEAS GENERATION: TOOLS AND TECHNIQUES



GROWTH TOOLS

Technology	New product	New service	New customer's base	Partnerships	New funding <i>Finance</i>
------------	-------------	-------------	---------------------	--------------	----------------------------

Some Guide Questions

- 1) What are you currently doing really well that you could develop even further?
- 2) Thinking about expanding the people you work with or have an impact on - who could you connect with in your area or community to have even more impact. Think of local businesses, schools, tourists, local residence, other charities, clubs, etc.? Draw on your community map and think beyond
- 3) Who could you be working in partnership with that you are not already partnering with to increase your impact and income?
- 4) What customers are you currently serving that could introduce you to new customers?
- 5) What new service could you develop with the current infrastructure that you have or with some additional resource?
- 6) What skills and experience do you have in your organisation that you are not tapping into that could help you develop new products and services?
- 7) What funding/*Finance* streams could you be exploring that you have not already?
- 8) How are you using technology - how could you use it even better or do more with it?
- 9) What could you do if you were not worrying about failure?
- 10) What experience or skills are there in your local community that you could tap into?

Edward de Bono

6 Thinking Hats





Logic - drawing on factual evidence to examine the issue and propose solutions



Listen to their intuition and express their emotions



Creativity - to think 'outside the box' and search for alternative solutions



Optimism - here the participants are asked to focus purely on the positive outcomes of their plans



Explore the difficulties of the situation, and the weaknesses of their ideas



This hat belongs to the group leader, who stays neutral and moderates the discussion



Helping Social Enterprises to become more Commercial

Using the 6 Thinking Hats Process



White Hat – Facts and Information

- **Focus:** - What data do we have about the current situation?
- **Current Data** - Review financial data, funding sources, sales revenue (if any), and current operational costs.
- **Market Position** - Understand the organisation's competitive landscape, target market demographics, and any market trends that may impact its activities.
- **Knowledge Gaps** - Identify what further information is needed, such as market research on customer segments that might be willing to pay for the organisation's products or services.
- **Example:** "Our current funding sources rely on grants and donations, which cover only 70% of operating costs. We have a small product line with limited reach. Competitors in similar sectors are moving toward sustainable business models with diversified income streams."

Red Hat – Emotions & Intuition

- **Focus** - How do people feel about commercialising?
- **Team Emotions** - Discuss any hesitations or fears about becoming more commercial. Team members may be concerned about diluting the social mission or alienating core supporters.
- **Stakeholder Emotions** - Consider feedback or sentiments from key stakeholders, including beneficiaries, donors, and community partners who may have strong opinions on the shift.
- **Example:** “There’s a concern among the team that focusing on revenue generation might divert resources from our primary mission. Donors might feel uneasy if we appear to prioritise profit over purpose. However, some stakeholders feel excited by the potential for growth and self-sustainability.”

Black Hat – Risks & Caution

- **Focus** - What are the potential risks?
- **Mission Drift** - Discuss the risk of drifting from the core mission by focusing too heavily on commercial success.
- **Financial Risks** - Highlight financial risks involved in any commercial expansion, such as upfront investments, market instability, or the possibility of initial losses.
- **Operational Risks** - Identify operational risks, like the potential strain on resources or the need for new skill sets within the team.
- **Example:** “If we expand our product line to appeal to paying customers, we risk spending less time on our core social programs. Additionally, if new commercial ventures fail, we could face financial setbacks, especially if they involve upfront costs like marketing or product development.”

Yellow Hat – Optimism & Benefits

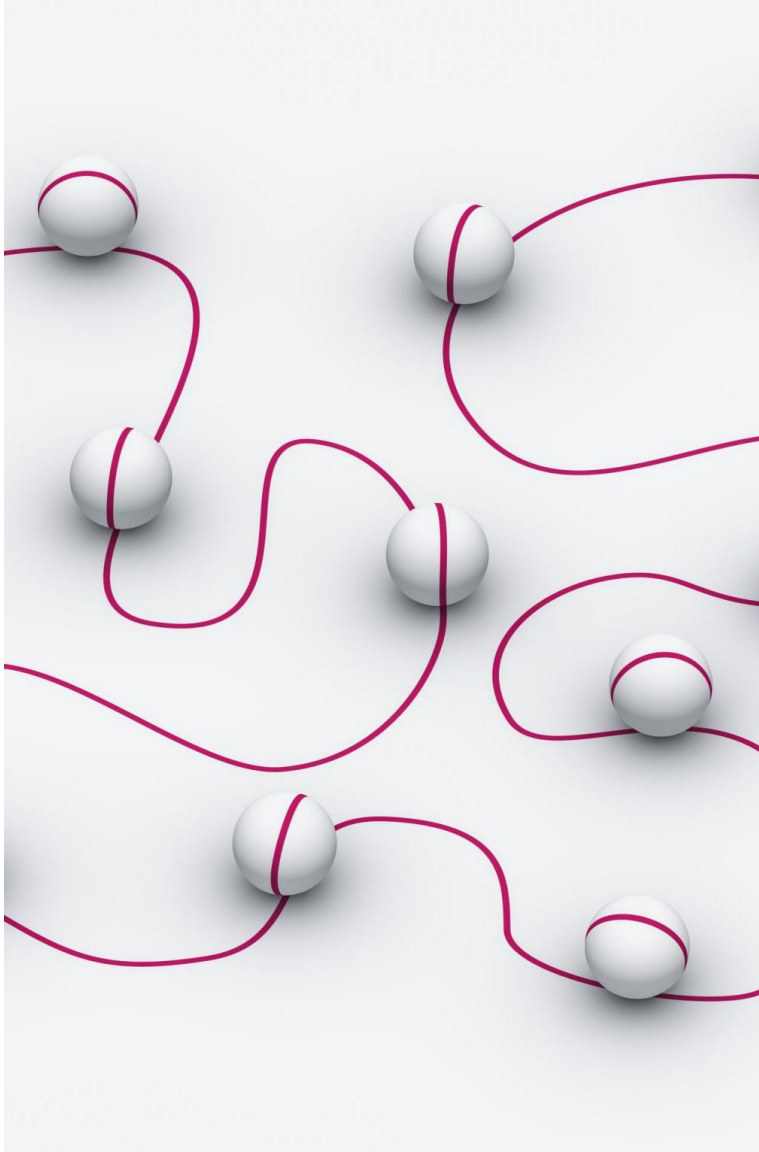
- **Focus:** - What are the potential benefits of becoming more commercial?
- **Financial Sustainability** - Generating revenue can make the enterprise less dependent on unpredictable funding, creating a more sustainable model.
- **Extended Impact** - Increased revenue could fund the expansion of core services, allowing the organisation to reach more beneficiaries or have a larger social impact.
- **Empowerment** - By establishing a commercial arm, the organisation might gain greater flexibility in decision-making, innovation, and resource allocation.
- **Example:** “If we develop a commercially successful product or service, we can fund our own growth and expansion, making a bigger impact without relying solely on donations. We could also build brand recognition and attract new partners interested in investing in socially responsible enterprises.”

Green Hat – Creativity & New Ideas

- **Focus** - What creative approaches can we explore?
- **New Revenue Streams** - Brainstorm revenue-generating ideas aligned with the organisation's mission, like social enterprise products, training programs, or consulting services.
- **Partnerships** - Consider partnerships with for-profit companies that may share the social enterprise's values and can provide resources, expertise, or market access.
- **Hybrid Models** - Think about hybrid business models, such as offering “pay what you can” services or creating premium versions of free resources.
- **Example** “We could develop a line of eco-friendly products made by our beneficiaries and sell them online. Another idea is offering a corporate training workshop on social responsibility, with all proceeds going to our programs. We might also consider a subscription model for supporters who want exclusive updates or experiences related to our mission.”

Blue Hat – Process & Summary

- **Focus** - What's the action plan and next steps?
- **Summarise Insights** - Review each hat's insights and prioritise key ideas or concerns.
- **Set a Strategy** - Decide on a phased approach to commercialisation, starting with smaller, low-risk initiatives.
- **Define Roles and Metrics** - Assign roles for implementing the chosen initiatives and establish metrics to track financial performance and mission impact.
- **Example** - “We'll start by piloting one commercial product and carefully monitor its financial performance and impact on our resources. Our finance team will track revenue and costs monthly, while our program team will ensure the core mission remains prioritized. After six months, we'll review and decide if further commercialisation is feasible.”



Outcome

Using the Six Thinking Hats allows the social enterprise to approach commercialisation holistically, addressing

Factual

Emotional

Risk-based,

Creative considerations.

This structure helps the team create a thoughtful, mission-aligned plan for revenue generation, balancing the need for financial stability with the organisation's core purpose.

PROCESS



Blue Hat - Process

Thinking about thinking.
What thinking is needed?
Organizing the thinking.
Planning for action.

CREATIVITY



Green Hat - Creativity

Ideas, alternatives, possibilities.
Solutions to black hat problems.

FACTS



White Hat - Facts

Information and data.
Neutral and objective.
What do I know?
What do I need to find out?
How will I get the information I need?

BENEFITS



Yellow Hat - Benefits

Positives, plus points.
Why an idea is useful.
Logical reasons are given.

FEELINGS



Red Hat - Feelings

Intuition, hunches, gut instinct.
My feelings right now.
Feelings can change.
No reasons are given.

CAUTIONS



Black Hat - Cautions

Difficulties, weaknesses, dangers.
Spotting the risks.
Logical reasons are given.



The Hedgehog Concept

The Hedgehog Concept calls on companies to identify their core value proposition (or the primary thing that they do well) and focus on that.

The concept says that scattering ones interests and objective causes a lack of focus, competency, and efficiency.

Thus, it results in getting little done.

Focusing on the thing that a company does well is the best method of achieving the objectives of that activity.

The concept originates from an old Greek parable,

- "The fox knows many things, but the hedgehog knows one big thing." Basically, the fox is a smart predator that can gain a meal by any number of methods.
- The hedgehog knows just one method of surviving a Fox's attack. While the fox has numerous abilities, the hedgehog only has one. When the fox attacks the hedgehog, the hedgehog is always successful in defending itself no matter what the fox tries.
- *The Hedgehog Concept was applied to business by Jim Collins, researcher and author, in his book, **Good to Great**. He argues that a company is more likely to be successful if it focuses upon doing one thing very well. Again, diversifying business offerings can sacrifice ones competitiveness in a single field. Companies should therefor seek to identify its hedgehog concept and invest all available resources in that thing. This long-term competitive strategy will weather competition and allow the company to survive.*

Applying the hedgehog concept requires identifying attributes of your company:

- Step 1: Where do your passions lie?
- Step 2: What are your skills (and which ones are you best at)?
- Step 3: Do the activities related to your passion and skills allow for a sustainable business model?
- Step 4: Are there any overlaps between your passion and skills?
- Step 5: Assess this against your current strategy and adjust accordingly. You will need to communicate your new strategic position throughout your organisation.



Anything Specifically

That You'd like me to Cover in the Next Session?

Potential Topics – to aid commercialisation

- Planning Tools
 - Strategic and operational
- Innovation (How innovative are you?)
- Ideas Generation
- Feasibility assessment
- Developing KPI's
- Marketing
- Sales
- Culture
- Competition
- Finance
- Stakeholders
- Your People
- Resource Utilisation
- Reflective Practice
- Emotional Intelligence
- Entrepreneurship
 - Lean Start Up Methodologies
- Exiting

A pair of black-rimmed glasses is centered in the frame. The background is a light blue-grey color with various letters scattered across it, some in focus and some blurred. The letters include 'K', 'L', 'S', 'V', 'C', 'O', '4', 'M', 'N', 'Y', and '3'. The glasses are slightly out of focus, with the letters appearing sharper. In the top left corner, there is a small orange horizontal bar. The text 'See you next week' is overlaid on the left side of the image, underlined.

**See you
next week**