

**Enterprising councils**

# **The challenges of making commercialisation happen**

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Essex County Council

# Balanced scorecard

Sales & Marketing		Systems & Processes	
Size of market for products / services & sales potential	Market access & routes to market	Extent of organisational structural change needed to function	Balance of ECC & profit yielding work
Position relative to competition	Sub-branding brand awareness / potential	Systems & process changes	Degree of continuing access to ECC systems & processes needed
Staff capability, professionalism & development potential	Commercial capability	On-going overheads	Margins & profitability potential
Leadership & management	Culture & culture change potential	Scalability	Current & potential revenue streams
People & Change		Financial Management	

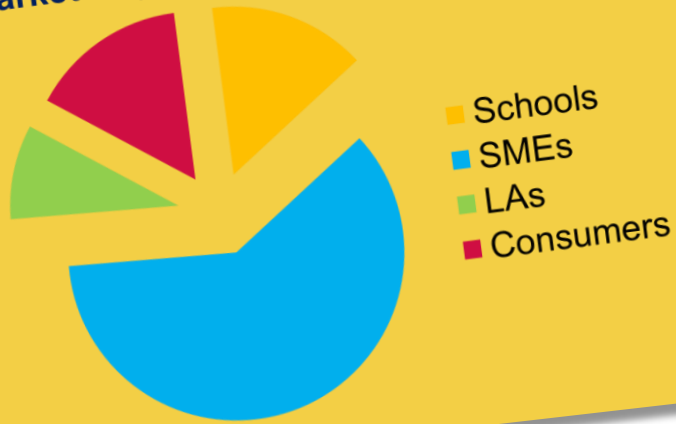
**Green:** This element already exists or can be easily implemented and needs no further development to deliver the business proposition

**Amber:** A problem which has a negative effect on the business proposition but can be managed by the business unit without additional support

**Red:** Unknown / there are significant issues with this element that cannot be handled by the business unit without corporate or external support

# Sales & Marketing

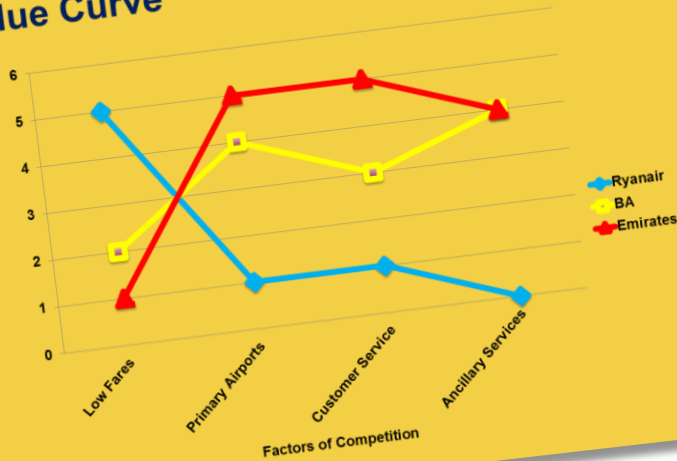
## Market Segmentation



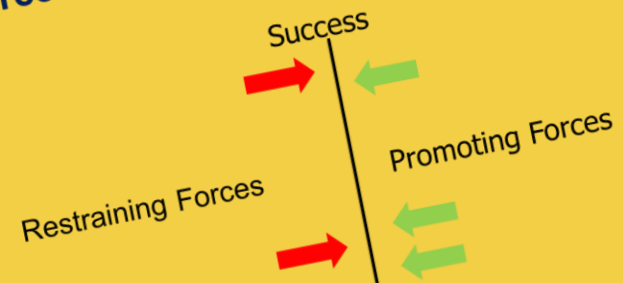
## Routes to Market



## Value Curve

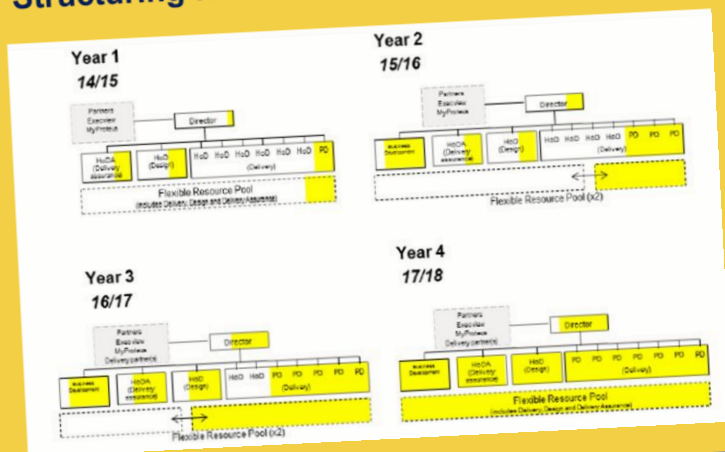


## Force Field Analysis - Branding

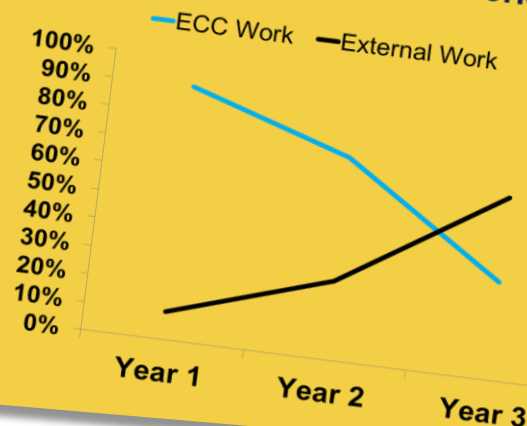


# Systems & Processes

## Structuring to deliver external work



## Balancing ECC and external work



## Systems and processes analysis: Place Services

System / Process	Status	Capability
IT	Red	Use ECC processes but have purchased specialist software (GIS, CAD, modelling software packages) licenses to support business development.
Marketing	Green	Marketing capability: Branding, website, Twitter feed, LinkedIn companies page, YouTube channel; all coordinated by Marketing Executive and social media marketing group.
Finance	Green	Full time commercial support across: invoicing, journal transfer, monthly reporting (including ECC reporting), sales forecast and recruitment pipeline. Developed own rate card and profit margin tools.
HR	Amber	Recruitment: specific account manager in Capita, more aggressive head hunting beginning to take place. Use ECC systems. Developed own career progression scheme and Induction progress. Developing bespoke training programme.
Other	Green	Professional Networks and Bodies: Membership of various professional bodies with aim of understanding sector and prospecting for future work.



## Skills Assessment - Web



## The Relationship Ladder

Thought leadership

Trust

Respect

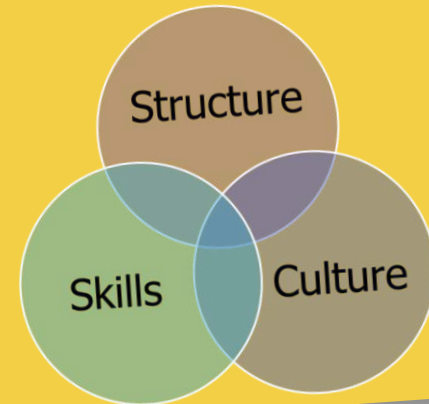
Sustained rapport

Initial rapport

First impressions



## Key Components



# People & Change



### Profit / Surplus

- ✓ Contingency / Risk
- ✓ Corporate Overheads
- ✓ Direct Business Overheads
- ✓ Variable Costs
- ✓ Pay Overheads
- ✓ Employee Pay

### Price Builder

**£59**

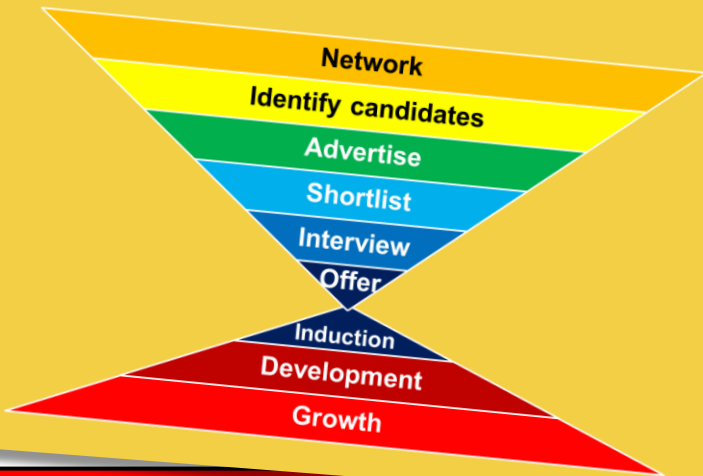
**£93**

**£47**

**£100**

**£346**

### Resource Funnel



### Ansoff Growth Matrix



# Financial Management

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