

Towards a Commercialisation Strategy

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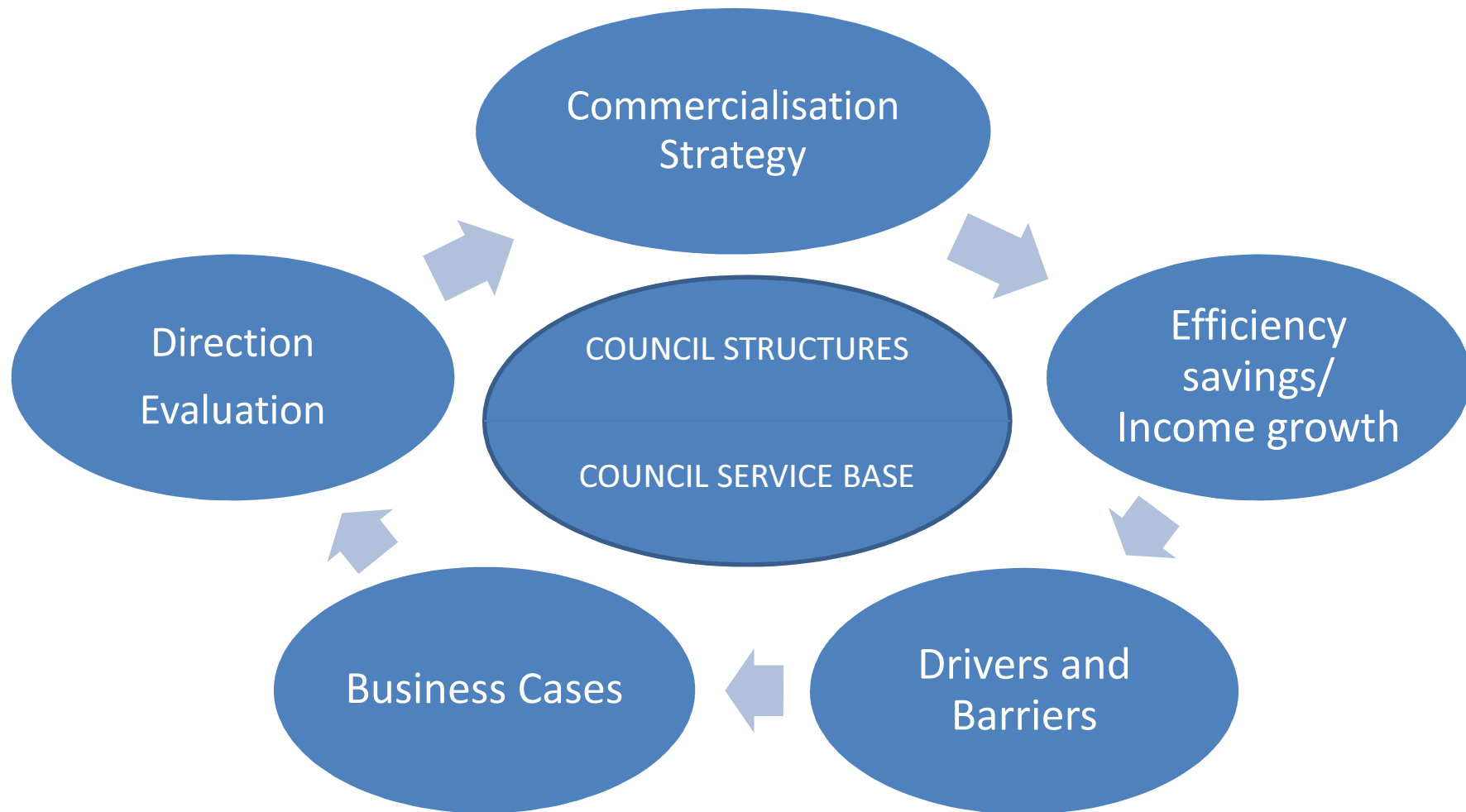
Towards a Commercialisation Strategy

Scoping, Assessment - and Towards Implementation!

- **Scoping** – over the past 6 weeks I've been **scoping** BCC's readiness to be more 'business-like';
- **Assessing** – to assess BCC's readiness to become more business-like, I've had to draw up my own definition of what a Commercialisation Strategy is; and that is,
- **Commercialisation Strategy:** "BCC will achieve efficiency savings and income growth by *developing, implementing* and *evaluating* commercial objectives and activities in a more business-like way".
- To do that we need to move **Towards a Commercialisation Strategy**

Towards a Commercialisation Strategy

Developing, Implementing and Evaluating a Commercialisation programme



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Drivers and Barriers

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- **Business competencies (business planning, understanding P&L, trading A/Cs, costs of service provision, business risk analysis, staff engagement)**
- **Tender and contract renewal readiness**
- **Staff deploying business competencies - keen but business ready training needed**

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- **Readiness to implement commercial culture change throughout senior DM structure**
- **Examples of desire to improve services through commercialisation**

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- **Need for BCC-wide Commercialisation Strategy**
- **Need for business-like culture**
- **Need for BCC-wide SMART commercial objectives and activities**

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- **Governance capability - decision making structures in place require review to be up-to-date and fit-for-purpose**
- **Recognition that commercialisation supports achievement of efficiency savings/income growth**
- **CIWG already in existence**

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Building Business Cases

A BCC-wide Commercialisation Strategy and programme needs to develop, implement and evaluate Business Cases built as follows:

- 3 year commercial aims to achieve efficiency savings and income growth
- SMART annual business objectives and activities
- Responsibility assigned to named individuals for delivery against the above timescales
- Supporting financial plans

Currently the capability, capacity and competencies exist in BCC to achieve a Commercialisation Programme – supported by my role, adopting an “incubator” approach – that only consists of:

- A major 3-year service spin-out
- Up to 3 annual mid-range commercialisation projects
- A rolling programme of commercialisation micro-projects

So, as Director: Commercialisation, my role will be to direct and evaluate the Commercialisation Strategy and Programme, as follows:

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Direction and Evaluation

The role of D:C is to:

- Act as mentor to change BCC-wide culture to enable the council to become more business-like through a Commercialisation Strategy and Programme
- Work in partnership with Directorates to develop, implement and evaluate projects that will achieve efficiency savings and income growth
- Create confidence in the Commercialisation approach across BCC by identifying and prioritising potential 'quick win' micro-projects, and developing a network of service-based Commercialisation champions
- Build capacity and competencies with partner Directorates
- Recommend changes and improvements in governance capability, decision making structures, and oversight and scrutiny, with a particular focus on the council's wholly-owned businesses and the services commissioned from them
- Use BCC resources to direct the development and evaluation of Business Cases so that they adopt best practice methodology and become both up-to-date and fit-for-purpose
- Recommend incentives and other measures so that both BCC corporately and directorates individually are either rewarded by their commercial activities and/or embrace commercial culture change more readily

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Commercialisation Strategy – Some Conclusions

From the scoping and assessment phases of my Action Plan, here are some conclusions that will move BCC towards a Commercialisation Strategy and Programme:

- Achieve buy-in across BCC hierarchies and networks to being more business-like
- Cascade down throughout BCC top-down direction of commercialisation aims, objectives and activities
- Build bottom-up capacity and competencies in partnership with BCC directorates
- Evaluate delivery best practice progress, and report and direct accordingly across BCC decision making hierarchies and networks
- Report on progress or otherwise to BCC decision makers on directorates and services making efficiency savings and/or growing income through the Commercialisation Strategy and Programme