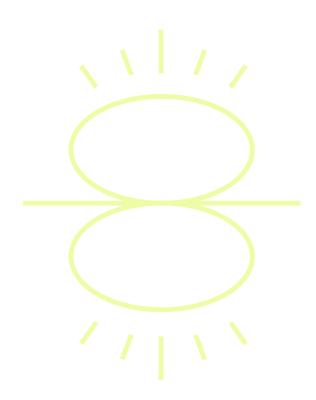


a "preliminary executive summary" modelling tool; an aid to community interest venture planning and establishment.



# My Objective:

I will use this tool to strengthen the conception of my venture. Using the tools and processes contained I can build a concise and useful Preliminary Executive Summary, which will be well presented over one to two sides of A4 paper. The process may take 1 to 7 days.

This exercise will assist (be an asset to) my venture.





# What is a "preliminary executive summary"?

Well... lets take a small step back before we make our great advance forward.

An "executive summary" is an important section of a business plan. It gives, in a concise way, a summary of the whole plan drawing to the reader's attention the key points that establish the viability of the venture. The "proper executive summary" is normally written when all other areas of the business plan are developed, stated and can be clearly referenced.

An executive summary is vitally important when presenting One's business plan to other people. It is known, for example, that most bank managers and professional investors will, when receiving a new business plan, look firstly to the executive summary then to the plan's financial statements. If these two critical areas are worthy of further interest then, and only then, will they give further attention to the rest of the business plan.

Preparing a business plan can be an ominous task that many fear. For this reason we have realised that developing a "Preliminary Executive Summary" [here on referred to as the Preliminary ES] is a useful and natural way into the business planning process (zehde). This modelling tool will bring your mind to all the key areas that must be considered. The exercise will help assure you of the value of putting further attention (work: energy and time) into the development of a full, more detailed plan. It will also help you recognise the key areas that you need to further research and come to understand.

We will use the **37**允: **ingd zehde tajaba template** (see page 17, the last page of this document), writing or typing directly into it. It's ideal to end with a concise **one page** statement. At most it should be two pages. During the process you many find that you initially write more than the two pages. This is not a problem as long as you have committed to refining it to one or at most two pages. Remember that this is a *summary* document and so an important part of the exercise is to make it concise.

# a good business plan is a creative tool;

Accept from the beginning that your plan will be continually reviewed, challenged and refined mostly by yourself. It's a powerful transformational tool and the processes it connects to are for your advantage, growth and learning.

# Our approach to venture development

By the term "**venture**" we are referring to a broad range of activities which encompass community organisation, business (trade / ngd), enterprise with a community interest and that which has over recent years been termed social enterprise.

Utilising the ethos of **PTPC:** both it is yeht'mr urwuk'eht - unifiedknowledge - we recognise the natural integrations of venture development with personal, family, community and national development. We also recognise the vital importance of our supporting service that enables the full manifestation of One's visions. Manifesting this establishes and maintains peace within our environments, which forms a stability from which better social creativity can evolve. Also, our ethos recognises the unity of "art" – "math" - "science" (yeht'mr urwuk'eht). Breaking away from currently popular paradigms we actively utilise the art in math and science, the math in art and science, and the science in art and math (see page 15 and/or visit www.unifiedknowledge.org for more background information).

With this in mind our "conception modelling tools" brings One back to the key (universal) principles underlying our creativity. In this regard we acknowledge that there are many interpretations of "key principle", this is healthy in our world of such great cultural diversity. Here we utilise the **Aga:** tajaba (conception modelling tool) which is a simplified and article learners tool developed within **Schools Of Unified Learning** (SOUL).

Our approach to venture development recognises that all "stakeholders" in the venture's community have an interest in *the venture* (project, business, service). Thus we call on them to become and be wholistically engaged with the processes of its establishment, maintenance, growth and transformations.

well done for picking up this tool.

now be ready to work with the tool and to be worked with the tool.

ሐሽማ :: hashima :: respect ::

# Working through this exercise

Working with these tools and processes is an organic exercise.

Do not rush for the end result, grow naturally.

The process will wholistically facilitate a rich embodiment of your venture's basic idea.

"I am gaining a better conception of my venture."

"At my disposal i have:"

#### the tools:

the tools are fully detailed from page 8 onwards.

1. 2. 3. supporting tajaba tajaba rys:॥였:尹朔 concerns

#### the processes:

the processes are fully detailed from this page (4) through to page 7.

feel the tools	Review and get a feel for all "the tools". Play with their underlying ideas and principles. How do YOU feel they relate to each other.  With our clearly stated objective on page 1 in mind you are free to adapt the language, principles used and the template structure. Some people may see a need to do this kind of customisation to the both the tools and the processes. If you do decide to do this, please be cautious of distracting yourself from actually doing the exercise.  Getting a feel for the tools is an important, ongoing and continuous process.
prepared space	Prepare your exercise space. If you give the time you spend doing this a sense of ceremony it will compound the mental importance you place on it and that will be rewarded in the reflection time, which yields the answers we seek.  Whenever you enter this exercise (space/mode) consciously open and close the period of exercise.

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	With breath command and physical relaxation reduce, minimise, remove and/or allow to pass: any sense of stress or undermining thoughts then  Work through the プラス・オタ・コース・コース・コース・コース・コース・コース・コース・コース・コース・コース
give comments & answers	you can transcribe your thoughts to the document.  Try to work through them in the order of the five primary fields; vision, principle, will, practice and sharing (or in an alternately comprehensive way). The bullet pointed questions in each primary field are stated to dynamically ignite your consideration of these areas. Write what comes naturally first, then in your reviews strive to develop an appropriate reasoning for each point which is a clearly valid factor for your venture. Without worry, simply do this to the best of your current ability. As your venture model (conception) develops your ability to answer the questions will improve.
	As you develop your Preliminary ES continually refer to both the "tajaba" and the "supporting success concerns" (indexed on page 8).  At this stage you are reflecting on the principles outlined and casually expressing how you see their relationship with your intended venture. Primarily, search yourSelf for every sincere, constructive and concise statement you can give at this time.
revolving reflection	Have you properly reflected on each question or enquiry? Cycle, evolve and revolve around the above process. When you've done this and put worthy effort into making your constructive and concise statements then we can say – <b>WELL DONE!</b>
this areas needs more	Type up, rewrite or simply make more presentable your first draft. You should find reading this draft useful. Proof that your on the right road.  The whole is greater than the sum of its parts.  If you have not realised already this stage of the exercise will help make clear that the whole is greater than the sum of its parts.  Review your first draft statement and look for the key areas that are not answered as well as they need to be – be honest and honour the integrity of the intended venture. Make notes on these areas that need developing.

# deeper reflection rewards

Revisit - reflect on - "tajaba" and the "supporting success concerns" (indexed on page 8). Now expand your field of research and actively look for constructive and concise answers and commentary that will build the quality of your "preliminary executive summary". Contact and work with: friends, professionals who may know, books and other publications, the internet, libraries and supporting agencies, spend further time estimating, calculating and forecasting. Explore every avenue of thought that each question directs you to.

A power of human mental reflection is its access to an infinite source. At this stage, the more extensive you make your research (**work:** energy and time) the deeper your *reflection rewards* will be as you continue to review and get a feel for "the tools". This process leads to and helps bring forth the answers we need.

Work through this stage of the process over 1 to 5 days. This, in general, gives sufficient time for quality research and the rewards of active reflection.

# the heart

As you have arrived at the heart of the exercise now is a good time to review "My Objective" and "What is a Preliminary Executive Summary?". Have you properly reflected on each question or enquiry in the *ngd zehde tajaba template*?

By now you will see that each one requires more refinement in your approach. This will come naturally on the basis of the drafts you've already done.

When you've done this and put worthy effort into making your constructive and concise statement then we can say

#### - WELL DONE!

#### **Completing the Process:**

The objective here is to produce a useful Preliminary ES. This summary statement should ideally be on **one** (1) **page** (two pages at most). Having answered (to the best of our ability) each question and theme the summary statement will, at this stage, give a new reader the information required to conceptualise, visualise and understand the "basic idea" of the venture. That's an asset to for you and the venture.

# completing the process

Having brought together all this key information an important part of Completing the Process is to edit and refine the way the statement is written so that it reads well and clearly.

Avoid jargon and technical terms that are not required in an "Executive Summary".

As the venture Leader it is important to develop confidence in presenting financial information. Estimate, calculate and forecast as much as possible and state the key **figures** and **concise rationales** (*justifications*) within the Preliminary ES ("Sharing"). If you are able, produce more detailed expenditure, resource (inc. cash) flow and profit projections on additional separate sheets; this is a most excellent compliment to the Preliminary ES.

Having produced the Preliminary ES you will now have a greater clarity to undertake these vital financial forecasts. So don't worry about it at the beginning but you can think about it more as you stand stronger with a better conceptualised venture model.

# embodying a clear conception

**More importantly**, the exercise has enabled us to *embody* a clearer conception of our venture, thus enhancing our capacity to establish (*birth*) and maintain (*grow*) it.

Clearly there is more work to be done, however this has been a useful exercise: for effort and time well spent we can say...

#### - WELL DONE!

# **Supporting Success Concerns**

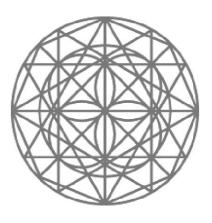
#### A content index of "the tools":

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#### the secrets of advanced learning

a conception modeling tools for beginners



#### • 668

#### **Vision**

A person, view or thing of overwhelming beauty.

I ability to see. An image formed in the mind (*imagination*), which essentially comes from the ፕ፡ኔቴር፡ውስጣዊ፡፡ pu neter wust'awi (the Supreme Principle, the Creator, the Divine, God, the Most High, the All, the One) within. The ability to perceive (see/know/feel/sense) what has happened, is going to happen or is happening. Vision informs I ability to act.

Vision is itself informed by raw facts (truth) – "ah! I see!". Vision inspires work, the effort (energy) and time required to realize (arrive at the place of) the vision. It does this by inspiring **interest** and desire, and so it facilitates traveling beyond present challenges (opposition).

# • መሠሬታዊ ደንብ - Principle

A general truth from which one can reason. A scientific law. A general or 'basic rule' of wisdom that guides One's conduct. The fundamental element, essence or source.

# • ፍቃደኘነት

### Will

I will, I am free. The power of conscious decision and deliberate choice of action. Desire, passion and/or determination. Self-Command – the ability to control One's thoughts, speech and actions ("will power"). Will requires detachment, which itself requires study and practice.



#### ልምምድ

# **Practice**

To do or make active – "put into practice". Repeated exercise or activity done to improve One's skill and/or understanding with a view to gaining fluency and mastery. I practice adjusting the mind to the *right attitude* for practice.

Practice makes perfect and repetition is the mother of success.

11/

### • አስተማረ / ተካፈለ - Teach / Share

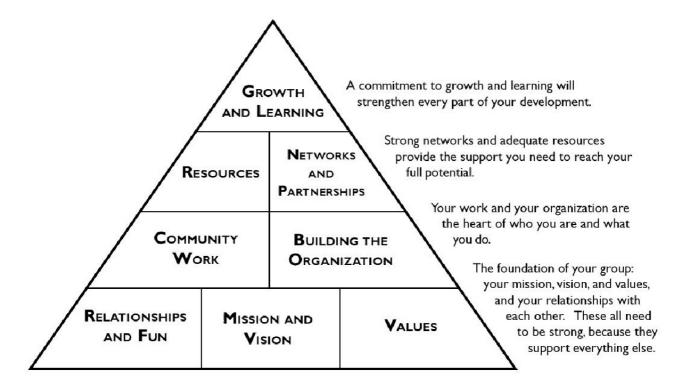
To bring out knowledge. To instruct in a skill. To help another learn through a process of sharing experience and demonstrating skill. Energy in and out of the eye and mouth. There is always an *advance learning* to gain when teaching / sharing.

Each One teach One.

እግዜር ይመስገን! ሐሺማ ተዋጊ አሳብ፡**፡** 

www.unifiedknowledge.org

# The 8 core elements of community interest ventures



#### 1. Relationships and Fun.

Strong ventures are ones where the venture community; members, volunteers, staff, key workers, associates and clients like each other and have fun together. The collective (whatever its makeup) find ways to enjoy their work, enjoy their relationships, and celebrate. When this happens, members of the collective don't get burned out, conflict is handled without meanness, and each one gets more out of their work than they put into it. Keys here are fulfilment, energy, caring, relationships, trust, laughter, joking....

**Recommendations:** Take the time to recognize good work, honor the sacrifices people make, and celebrate your venture community's successes! Treat every person with respect, all the time, especially when you disagree. Earn each other's trust. Don't sacrifice fun or relationships to 'get things done'--it won't pay off in the long run.

#### 2. Values.

The power and passion of successful ventures often spring from the values that the venture community share: what they believe in, their overall purpose for doing their work, and the sense of fulfilment they get from their work. Strong venture projects / enterprises have a good fit between the member community values and those of the organization. Individuals can reflect on their values, lift them up, and build their work from these beliefs.

**Recommendations:** Spend time talking about what you deeply believe in, what moves you. Write down the group's shared values, and use these to keep you grounded in what's really important. Ask partners, donors and funders; the venture community, to hold you accountable to your values.

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#### 3. Mission and Vision.

Mission and vision statements drive a venture community's work. A mission statement clarifies why a venture exists and what its purpose is. A vision statement lays out the ideal world that the organisation / enterprise is working to create. In a strong grassroots venture, all of the community's work is built upon its mission and vision.

**Recommendations:** Develop a mission and vision that are clear, inspiring-and easy to remember! Use these as your 'yardstick' to measure whether projects, partners, and funding sources are a good fit. Check your mission and vision periodically to see if they still fit your values and your work. In harmony with the nature of your venture be sure to do this as often as is necessary and within your endeavours natural cycles.

#### 4. Community Work.

This refers to the planning and carrying out of specific programs or projects (e.g., a farmers' market, after school program, advocacy campaign, workers' rights workshop). A venture's work in the community is the reason that many people join the project or enterprise. Through its community work, a grassroots venture makes its broader community a better place to live. The projects and activities of grassroots ventures are a major force in shaping communities; establishing and maintaining wellbeing.

**Recommendations:** Do a 'work assessment' by listing all your projects and activities and asking tough questions: Which ones best fit our mission, vision and values? What are our top priorities? Do we have the resources (time, money, people) to do them properly? How can we make our work more effective?

#### 5. Building the Organization.

Often a grassroots ventures will get so busy with its community work that it becomes hard to find time to grow the internal organization. A strong community orientated venture pays attention to issues such as how its venture community (those directly supporting and facilitating its works) make decisions, what the human resource structure is (key workers, volunteers, officers, committees, board of directors?), how members deal with conflict, how the venture runs its "business" meetings, whether the venture has the policies and procedures in place that it needs, and so on.

**Recommendations:** Make sure every member of the venture's support community knows the basics of how your organization functions - what the different roles are, how decisions are made, how leaders are selected, and so on. Some organizations tend to get complicated, so try to clarify, simplify and focus. Training and appraisal are of vital importance while building the organisation.

#### 6. Resources.

Resources include the materials, time, equipment, skills, passion, interest, land (space, *gzat*), commitments and money that a grassroots organization needs to do its work. A strong venture will have: a budget that outlines how much money the group needs (and for what), a fundraising plan to find money and donations; and strong financial management and record keeping systems.

**Recommendations:** Plan what you will actually need to do your work and build your organization. Look for volunteers and materials as hard as you look for money and recognition. Prioritize finding sources that can provide sustainable, long-term support: viable "commercial" income streams, local donors and fundraising events, rather than exclusively becoming grant maintained.

#### 7. Networks and Partnerships.

A strong grassroots service / organization works closely with other organizations. Some of these other organizations can support a venture's work by providing expertise, facilitating strategic advantage, funding and/or helping access resources; others are partners that work with a group to carry out projects together. No grassroots venture is an island....

**Recommendations:** Look for partnerships that are mutually beneficial. Evaluate each relationship by comparing what your group puts into it (time, energy, money) to what you get out of it (ideas, inspiration, volunteers, credibility, resources). Which networks and partnerships are really helping you reach your mission? What needs do you have that aren't being met, and who could help?

#### 8. Growth and Learning.

A strong grassroots venture continually develops new knowledge, learns from its work, and reflects on what it is doing. This area includes understanding personal, family, team, group, community and national development factors; building skills through training and workshops, leadership development, structured reflection sessions, program evaluation, and so on.

**Recommendations:** Get your group in the habit of reflection, always asking, "What works? What can be better?" for meetings, projects, fundraisers, everything. Evaluating each of these eight building blocks also provides an opportunity for a group to reflect on its development and become stronger.

# **Considering the Marketing Concept**

For charities "marketing" tends to be about the way they promote themselves to potential funders and to a lesser degree to their potential clients / service users. This is becoming an antiquated, limited and declining approach.

Today, for community interest ventures "marketing" is generally viewed in a more commercial, business-like way. In fact the marketing concept has successfully embedded itself in many sectors society eg. politics, government administration, education, health care etc. It is worth studying the history and evolution of the modern marketing concept (way) as there are many important and sensitive areas to consider when seeking to justly utilise it in the community interest.

Marketing has its roots in economics and the development of social psychology in relationship to economics. In *classical* economic theory there are rationales and reasoning on the nature of "supply" and "demand". The basic idea here is that the business seeks to <u>increase</u> and capture demand for their product or service. To this end many marketing "tricks" theories are used. The raw factors utilised in these theories is popularly called the Marketing Mix; the 7 Ps are the named components of this mix (see page 14). When building and operating community interest ventures the concern is not supply and demand, it is more "provision" and "need". Community interest ventures do not seek to "increase" need. In fact they, in their most noble forms, seek to reduce or even eliminate the need for which they have been established to address.

Most modern mass markets lead to the production and consumption of excess amounts of product and this brings up environmental issues, the weakening of culture and a multitude of resource equality issues. It is clear that marketing techniques have been used to achieve morally dubious ends by businesses, governments and criminals. It is the marketing concept, together with other psychological theories and business disciplines that helped the UK to make the transition from a 19<sup>th</sup> century manufacturing and production economy to a modern "model of success" in the service industry, creating an apparent economic growth period never seen before in the United Kingdom.

On the other hand, the "physical economy" approach (LaRouche, 2008) with its interest in the development of productive capacity concerns itself with real resources, sustainability, human creativity, production and manufacturing, the sovereignty of nations and their cultures. This presents no contradiction to the concerns of community interest ventures and so the point being made here is to highlight the need for community interest ventures to recognises, consciously engage with and overstand a broader set of societal paradigms that influences the venture's community. Without careful consideration and intent action community interest ventures can be caught up in the pitfalls of mass marketing trends and the compromises that are intrinsic to them.

With this caution stated, it must be said that marketing techniques are tools; what is crafted with them very much depends on the character of the marketer. We hope it is now clear that the leaders of community interest ventures, in their capacity as a "marketers", must give careful consideration to their use of the Marketing Concept. The techniques have a legitimate use in the connecting of services and goods to consumers who want or need them. In the study of marketing you will find some now traditional step by step models of analysis, planning, implementation and control. Clearly these have helped both purely commercial and community interest ventures be successful the world over.

Stephen Brown, a critic of modern marketing, has a constructive suggestion:

"I reckon we need more **passion** in marketing, not less; it is time we banished banishing passion from works of marketing scholarship". To this we would add that a venture's community, most especially its leadership, needs to be most conscious, conscientious and passionate marketers.

#### The 7 Ps

These seven elements are often referred to as the **marketing mix**. A marketer can use them to form a **marketing plan** (which is an important part of a wholistic **business plan**.

The Seven Ps are:

- **Product / Service:** This aspects of the marketing mix deals with the specifications of the actual goods or services provided by the venture. Here we look at how these specifications relate to the end-user's needs and wants.
- **Pricing:** This refers to the process of setting a price for a service or product, including discounts. The price need not be monetary it can simply be what is exchanged for the product or services, e.g. time, energy, psychology or attention.
- **Promotion:** This includes PR (public relations), advertising, sales promotion, publicity, personal "selling", and branding. Promotions refers to the various methods of promoting the service, product, brand, or company.
- Placement (delivery, sector or distribution): refers to how the service or product gets to the customer; for example, hired venue, point of sale placement, retailing etc. This fourth P has also sometimes been called Place, referring to the channel by which a product or services is sold (e.g. online vs. retail), which geographic region or industry, to which segment (young adults, families, business people), etc.
- **People:** Any person coming into contact with clients / customers can have an impact on overall satisfaction. Whether as part of a supporting service to a primary service / product or involved in a total service, people are particularly important because, in the customer's eyes, they are generally inseparable from the total service. As a result of this, they must be appropriately trained, well motivated, be the right type of person, having the right attitude. Fellow customers are also sometimes referred to under 'people', as they too can affect the customer's service experience, (e.g., at a sporting event). Throughout this guidance we also refer to "People" as the "**venture's community**".
- **Process:** This is the process(es) involved in providing a service or product and the behaviour of people (the venture's community), which can be crucial to customer satisfaction.
- Physical evidence: Unlike a product, a service cannot be experienced before it is delivered, which makes it intangible. This, therefore, means that potential customers could perceive greater risk when deciding whether to use a service. To reduce the feeling of risk, thus improving the chance for success, it is often vital to offer potential customers the chance to see what a service would be like. This is done by providing physical evidence, such as case studies, testimonials, demonstrations or introductory guidance / assessments / consultations.

-----

The 7 Ps is also a British Army adage:

**Prior Planning and Preparation Prevents Piss Poor Performance** 

# Other specialist terms used on our template

#### ሕግዜር፡ይ*መስገን*፡፡ ሐሺ*ጣ*፡ተዋ*ጊ*፡አሳብ፡፡

urgzer:yimehsgehn:: hashima:tehwagi:ahsab::

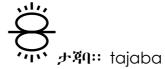
Creator be praised. Respect the warrior idea.

This is a greeting used in Schools Of Unified Learning to open and close exercise classes. The word hashima is Kiswahili and the other terms are Amharic.

# የጥምር፡ዕውቀት፡፡ yeht'mr urwuk'eht, unifiedknowledge

unifiedknowledge is an approach to learning where nature and art are placed at the heart of the education process. at our centres learners, teachers and other professionals develop unified ways to really know math and the sciences through cultural pursuits like dance, music expression, astronomy and agricultural practice.

This educational approach is used in Schools Of Unified Learning, www.unifiedknowledege.org



tajaba is a created name for the iconic symbol expressed above. It is a "conception modelling tool" and Its nature is more fully explained on page

ራዕይ rauryi (vision, icon of the eye),
መሠረታዊ ደንብ mehsehretawi dehnb
(basic idea, icon of the underlying),
ፍቃደንንት fk'adehngneht (will, icon of
the mouth - command), ልምምድ Immd
(practice, the icon of infinity), አስተማረ
/ ተካራለ ahstehmareh / tehkafehleh
(teach / share, the icon of energy in
and out of the underlying principle,
infinity, the eye and the mouth)

#### ንግድ፡ዘኤ፡ታጃባ፡፡ ngd zehde tajaba

ngd zehde means "trade process" tajaba

#### *ን*ማድ፡ስም።

ngd sm means "trade name"

#### Conception

- A Concept is an idea.
   Conception can mean how someone understands an idea.
- Conception can also mean fertilization (when a sperm joins with an ovum or egg)

#### piss poor performance

"piss poor" means 1) to be extremely broke (out of money) 2) a word to describe something that's inadequate.

#### **ግ**ዛት

gzat - province

- 1) A province is a region of space (land, air and mind).
- 2) A territory governed as a unit of a country or empire.

#### venture community

see "The 7Ps" - People section.



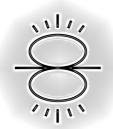
# The Next Advancement: Developing the wholistic business plan

further details will be added to elaborate on the points of this section. (please check future releases of this guidance for the update)

- Taking your Preliminary Executive Summary out of the template
- Further questions to aid refinement

### **Contributors and references**

- Astehmari Batekun
- Donna Alexander
- Center for Participatory Change, www.cpcwnc.org,
  - o The 8 core elements of community interest ventures
- Wikipedia, <a href="http://en.wikipedia.org/wiki/Marketing">http://en.wikipedia.org/wiki/Marketing</a>
- Schools Of Unified Learning, "tajaba"
  - o <u>www.archive.unifiedknowledge.org</u>
  - o e: learning@unifiedknowledge.org t: 020 7639 6397
- Executive Intelligence Review, founder; Lyndon H. LaRouche, Jr.
  - o http://www.larouchepub.com/
- Peoplescience Intelligence Unit
  - o e: info@peoplescience.org.uk



# 39 R. H. R. F. F. F. R. S.



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# **Vision**

- The venture's purpose / reason / mission?
- In our ideal world..
- Product /Service Outline.
- The world sees us like this...
- Where did it come from?Where is it going?
- Real needs and wants.
- The Market & its nature.

# **Principle**

- The Senior; person(s), team, management. 
   The trading concept... in a sentence.
- Principles of the business's success and its successful use of resources.
   To grow we learn from our work by...
  - Our values are...

#### Will

- Our work desires, intentions and plans?; services, programmes, projects, developments.
- That which must be done is,
- What are you determined to do,
   Challenges to face and grow beyond.

### **Practice**

- Logistics of the business,
- How do we operate on a day to day basis?
  - The 7 Ps: Our Marketing Strategy is...
- "Vision", "Principle" & "Will"; putting then into practice.
  - We build efficient and effective organisation by?

# Sharing

- Our work is fun (enjoyable) and our working relationships are good because...
- When reviewing our partnerships and networks we find that...
- Resource and financial allocations / needs (in & out); expenditure, resource flow (including money), Profit; - & +.
  - Legal status & aspects.