

## Unlocking the potential of earned income

Rosa Summer Conference – 18<sup>th</sup> June 2025

### More about the Ansoff Matrix

### So, what to do...?

- What *assets* do you have? e.g.
  - Skills – used / not used
  - Knowledge
  - Venue space / other physical resources
- Who else could benefit from these?

Use this Ansoff matrix to create your own ideas...

NEW	Markets	Market development	Diversification <span style="color: red; font-weight: bold; font-size: 1.2em;">High risk</span>
EXISTING	Markets	Market penetration <span style="color: red; font-weight: bold; font-size: 1.2em;">Lower risk</span>	Product development
		EXISTING	NEW
		Products	

Consider the questions on the left, and populate the grid on the right with your ideas as follows:

- **Market penetration** – increase the number of people/organisations you can reach with the products and services you already have, within your existing markets.
- **Market development** – offering your existing products/services to new markets – e.g. offering paid counselling services to the public.
- **Product development** – offering new products/services to existing markets – e.g. offering local authority or other organisations a paid-for translation service for women who have limited spoken English.
- **Diversification** – offering new products/services to new markets – e.g. a café or shop for local residents, could be staffed by the people who you support.

The more you work with new products/services or markets, the higher the risk – so market development and product development are good ways to ‘dabble’ without trying something completely new.

## More information

For more information about developing earned income, here are some useful links:

Charity Commission guidance

- [CC35 \(guidance for trustees\)](#)
- [Connected Organisations](#)
- [Charities and Trading](#)

Other organisations providing information about trading

- [NCVO](#)
- [Social Enterprise UK](#)
- [The Management Centre](#)

Some sources of social investment and readiness support (there are others)

- [Access – The Foundation for Social Investment](#)
- [Big Issue Invest](#)
- [Charity Bank](#)

Tools to use

- [Ansoff matrix](#)
- [Business model canvas](#)
- [Value proposition](#)

And do take advice from a lawyer and an accountant to ensure you are appropriately managing any risks involved.

## About Ruth Dwight Consulting

Ruth has over 25 years' experience of working in the charity sector. She has worked as a volunteer, director and trustee of many charities, and has an MSc in Voluntary Sector Management from Bayes Business School, City University London. She is currently Chair of The Menopause Charity.

Ruth Dwight Consulting specialises in supporting charities and non-profit organisations to develop an impactful and sustainable organisation. We help with:

- strategy development and business planning
- governance reviews and trustee training
- support with developing earned income

We have supported over 100 organisations since 2019 – including many non-profit organisations that are looking to diversify their income generation through the development of earned income trading. We can support with market research, facilitation of idea generation workshops, financial modelling and governance.

**If you would like to talk about how we might be able to help your organisation, please do get in touch for an informal virtual chat over a cuppa.**

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