

FROM EXPERTISE TO FIRST OFFER

A practical workbook for turning what you know
into a clear, credible and testable income opportunity



CLARIFY
Your Expertise



IDENTIFY
Who You Help



SHAPE
Your Solution



VALIDATE
The Demand



PACKAGE
Your Offer



LAUNCH
And Get Paid



Not "Business As Usual" Unlimited

FROM EXPERTISE TO FIRST OFFER

A practical workbook
for turning what you know into
a clear, credible and testable income opportunity.

For employed professionals, people returning to work, and established coaches, mentors, consultants and service providers who want to create an additional or replacement income stream.

Published by
Not “Business As Usual” Unlimited

CONTENTS

Turn the Experience You Already Have into an Income Stream You Control	6
Important Information	7
How to Use This Workbook.....	8
PART ONE: CHOOSE THE RIGHT OPPORTUNITY.....	1
1. Why Expertise Alone Is Not an Offer.....	1
2. Define What You Want the Income Stream to Do	3
3. Identify Your Strongest Expertise Assets	6
4. Select One Opportunity to Explore.....	9
PART TWO: FIND THE COMMERCIAL VALUE.....	11
5. Choose a Problem Worth Solving	11
6. Identify the Right Initial Audience	15
7. Understand Why the Problem Matters	19
8. Define a Result People May Value	21
PART THREE: BUILD YOUR FIRST OFFER CONCEPT	24
9. Choose the Right Type of Offer	24
10. Create Your First Offer Promise	28
11. Define What the Offer Could Include	30
12. Build Your Credibility Bank.....	33
13. Set Ethical Boundaries.....	36
PART FOUR: TEST BEFORE YOU BUILD.....	38
14. Identify Your Assumptions	38
15. Prepare for Market Conversations	41
16. Ask Better Questions	43
17. Record and Interpret What You Learn	45
18. Test Your Offer Message	47
PART FIVE: DECIDE WHAT COMES NEXT	49
19. Complete Your First Offer Brief.....	49
20. Assess the Strength of the Opportunity.....	51
21. Follow the Fourteen-Day Validation Plan	53
22. Make Your Next Business Decision.....	56
Build the Business Your Expertise Deserves	58

The Difference Between the Three Stages	60
Expertise-to-Income Blueprint	60
From Expertise to First Offer	60
From Expertise to Business Success	60
Is From Expertise to Business Success Right for You?	60
Your Next Decision.....	61
BONUS TOOL 1: The Offer Conversation Planner.....	62
BONUS TOOL 2: The Offer Message Checker	63
BONUS TOOL 3: The Build, Test, or Pause Decision	64
Final Reflection.....	66

© 2026 Not “Business As Usual” Unlimited. All rights reserved.

No part of this publication may be reproduced, copied, stored in a retrieval system, transmitted, shared or distributed in any form or by any means without the prior written permission of Barbara J. Cormack and Denny Portier-Tersptra.

Every effort has been made to ensure that the information, detail and commentary contained in this publication are accurate at the time of publication. However, the authors, publisher and their representatives accept no responsibility for any error, omission, inaccuracy or judgement, or for any loss or consequence arising from reliance on the contents of this publication.

This publication is provided on this basis.

Published by Not “Business As Usual” Unlimited,
a division of IRC&M Ltd.

Turn the Experience You Already Have into an Income Stream You Control

You do not need to start from nothing.

You already have experience, knowledge, judgement and skills that may be valuable to other people.

The challenge is working out how to turn that expertise into something clear enough to explain, useful enough to matter and credible enough to explore as a paid offer.

That is what this workbook will help you do.

By the end, you will have:

- selected one expertise-led income opportunity;
- identified a specific audience;
- defined a meaningful problem;
- clarified the result people may want;
- outlined a first paid offer;
- identified why someone should trust you;
- tested the assumptions behind the idea;
- prepared a practical validation plan;
- created a one-page First Offer Brief;
- decided whether the idea is ready to develop further.

This is not about building an entire business in a weekend.

It is about making a stronger decision before you invest significant time, money or energy.

Important Information

This workbook is designed to help you explore how your existing experience, knowledge and skills could form the basis of a new income stream.

The examples, ideas and activities are provided for educational and illustrative purposes only. They are intended to help you consider what may be possible when creating, developing, marketing, selling or growing a business, product or service. This may include guides, workbooks, courses, templates, workshops, memberships, consultancy, coaching, mentoring, digital products, service-based offers and other expertise-led resources.

Nothing in this workbook guarantees income, sales, business success or any particular result. What you earn, if anything, will depend on many factors, including:

- the relevance and quality of what you create;
- how clearly it addresses a genuine need;
- your chosen audience and market;
- how the offer is positioned and priced;
- how effectively you communicate its value;
- the time and resources you can commit;
- the consistency of your actions;
- your willingness to test, learn and improve.

This workbook does not constitute financial, legal, tax, employment, investment or regulated business advice.

Before beginning any business or income-generating activity, consider whether you need to:

- review your employment contract;
- declare any outside business interests;
- protect confidential or proprietary information;
- obtain appropriate insurance;
- register with the relevant tax or regulatory authorities;
- meet data-protection requirements;
- obtain professional or specialist advice;
- check whether professional, contractual or regulatory restrictions apply to your proposed activity.

The purpose of this workbook is to provide a simple and realistic starting point, without hype, pressure or unrealistic promises, so that you can explore your options in a thoughtful, practical and responsible way.

How to Use This Workbook

This workbook is designed to be completed in sequence.

Each section builds on the decisions made in the previous one.

You will get the greatest value from it if you:

- choose one opportunity to explore;
- complete the exercises honestly;
- avoid rushing to create a product;
- test your thinking with real people;
- remain willing to change your original idea;
- focus on evidence rather than enthusiasm alone.

You may already have several business or income ideas.

Do not attempt to develop all of them at the same time.

Select one.

You are not making a permanent decision.

You are choosing one opportunity that deserves proper investigation.

PART ONE: CHOOSE THE RIGHT OPPORTUNITY

1. Why Expertise Alone Is Not an Offer

You may know a great deal about leadership, learning, change, wellbeing, project management, strategy, coaching, communication, sales, operations or another specialist subject.

That knowledge may be valuable.

However, people do not normally purchase expertise in the abstract.

They purchase help with something.

They may want to:

- solve a problem;
- improve a result;
- reduce a risk;
- make a decision;
- develop a capability;
- save time;
- avoid mistakes;
- increase confidence;
- complete a difficult task;
- move from one situation to another.

This means there is an important difference between your expertise and your offer.

Your expertise

What you know, understand or can do.

Your offer

A structured way of using that expertise to help a particular person achieve a particular result.

For example:

Expertise

Leadership development

Possible offer

A six-week transition programme for newly promoted managers who need to lead former colleagues confidently.

Expertise

Project management

Possible offer

A project-reset workshop for small teams whose priorities, responsibilities and deadlines have become unclear.

Expertise

Coaching

Possible offer

A decision-making programme for experienced professionals who feel trapped between staying in employment and starting something independently.

The expertise may be broad.

The offer must be specific enough to understand.

Exercise: Expertise or Offer?

Review the statements below.

Mark each one as either **expertise** or **offer**.

1. I provide leadership coaching.
2. I help first-time managers prepare for difficult performance conversations.
3. I specialise in organisational culture.
4. I run a half-day workshop that helps leadership teams agree five practical behaviours for improving accountability.
5. I am an experienced mentor.
6. I support newly self-employed coaches to define and package their first corporate offer.

What do you notice?

The offer statements normally make three things clearer:

- who the support is for;
- what problem it addresses;
- what the person receives or achieves.

Your aim in this workbook is to move from broad expertise towards a clear first-offer concept.

2. Define What You Want the Income Stream to Do

Before choosing an offer, clarify the role you want the income stream to play.

A person who wants to earn an extra £500 per month alongside employment may need a different offer from someone who intends to replace a full-time salary.

A coach who wants to reduce reliance on one-to-one sessions may need a different model from someone returning to work who wants to begin with private clients.

Why do you want another income stream?

Select the statements that apply:

- I want additional income alongside employment.
- I want to reduce my reliance on one salary.
- I want to test a business before leaving my job.
- I need to replace income after time away from work.
- I want greater flexibility.
- I want more control over my working life.
- I want to use experience that is currently underused.
- I want to prepare for redundancy, retirement or career change.
- I already run a business but need a second income stream.
- I want to reduce reliance on one-to-one client work.
- I want to develop a repeatable product, programme or service.
- I want to reach a new audience.
- I want to create a more resilient business.
- I want to create work that feels more purposeful.
- I have another reason.

My main reason is:

Your initial financial objective

An additional monthly income that would make a meaningful difference is:

£ _____

My longer-term monthly objective is:

£ _____

These figures do not need to be exact.

They help you evaluate whether the type of offer you are considering is likely to fit your objective.

For example, earning £500 per month may require:

- two clients paying £250;
- five people paying £100;
- ten sales of a £50 resource;
- one workshop paying £500.

Earning £5,000 per month requires a different level of demand, pricing, capacity or scale.

Do not use these examples as predictions.

Use them to recognise that the commercial model needs to match the objective.

Your time and capacity

How many hours could you commit each week?

_____ hours

Which times could you protect?

What responsibilities or constraints must the income stream fit around?

Your non-negotiables

What are you unwilling to compromise?

Examples might include:

- health;
- family time;
- job security;
- professional standards;
- ethical values;
- personal privacy;
- financial stability;
- quality of delivery.

- _____
- _____

Your income-stream brief

Complete the statement:

I want to create an income stream that could initially generate approximately

£_____ per month, using no more than _____ hours per week,

while protecting _____

_____.

3. Identify Your Strongest Expertise Assets

Not everything you know has equal commercial potential.

Some areas may be interesting but difficult to connect to a buyer.

Other areas may solve a recognised problem but not be work you want to continue doing.

Your strongest opportunity will normally sit where four factors overlap:

Experience

You have credible knowledge or practical ability.

Need

A recognisable group experiences a relevant problem.

Access

You can realistically reach or learn from that group.

Interest

You are willing to spend time developing the opportunity.

Expertise Asset Review

List five areas of expertise you could potentially use and scale each one:

1 equals low and 5 equals high.

Expertise asset	Experience: 1–5	Need: 1–5	Access: 1–5	Interest: 1–5	Total
1.					
2.					
3.					
4.					
5.					

Questions to help identify expertise assets

Consider:

- What problems have I repeatedly solved?
- Which responsibilities have I handled successfully?
- What do people ask me for help with?
- What can I explain clearly?
- What mistakes can I help others avoid?
- Which situations can I assess quickly?
- What results have I helped create?
- What do I understand that others may not?
- What processes, systems or approaches have I developed?
- What have I learned through difficult experience?
- Which groups of people do I understand well?

Your top three expertise assets

Expertise asset one

Relevant experience:

Possible audience:

Possible problem:

Expertise asset two

Relevant experience:

Possible audience:

Possible problem:

Expertise asset three

Relevant experience:

Possible audience:

Possible problem:

4. Select One Opportunity to Explore

Choosing one opportunity can feel uncomfortable.

You may worry about excluding other possibilities.

You may also be tempted to combine several ideas into one broad offer.

Resist that temptation.

You are not choosing your entire future business.

You are choosing one idea to investigate properly.

The Opportunity Filter

Score each of your top three opportunities from 1 (low) to 5 (high).

Question	Opportunity 1	Opportunity 2	Opportunity 3
Do I have credible experience?			
Can I identify a specific audience?			
Does the audience face a recognisable problem?			
Could solving it create meaningful value?			
Can I realistically reach relevant people?			
Could I imagine a practical offer?			
Does it fit my available time?			
Does it fit my values?			
Would I be willing to test it?			
Would I want to become known for this?			
Total			

Your selected opportunity

The opportunity I will explore is:

I selected it because:

The main risk or uncertainty is:

The evidence I need before developing it further is:

PART TWO: FIND THE COMMERCIAL VALUE

5. Choose a Problem Worth Solving

A commercially useful offer connects to a problem that matters.

The problem does not need to be dramatic.

However, it should create enough frustration, cost, delay, risk or missed opportunity for someone to want change.

Weak problem descriptions

- People lack confidence.
- Teams need better communication.
- Businesses need growth.
- Managers need leadership.
- Coaches need marketing.
- People need clarity.

These may be true, but they are too broad.

Stronger problem descriptions

- Newly promoted managers avoid addressing poor performance because they are uncomfortable managing former peers.
- Small professional-service firms lose time because every new client is onboarded differently.
- Independent coaches struggle to sell to organisations because their offers are designed only for individuals.
- Experienced professionals returning to work find it difficult to explain the value of a career gap.
- Business owners have useful knowledge but no structured way to turn it into a repeatable offer.

These problems describe a situation that can be recognised.

The Five-Part Problem Test

A strong problem is normally:

Specific

It describes what is happening.

Relevant

It affects the audience you want to serve.

Consequential

It creates a negative result if nothing changes.

Addressable

Your expertise may help improve it.

Important

The audience is likely to care about solving it.

Problem Strength Assessment

Complete the following.

The problem I am considering is:

Who experiences it?

When does it normally occur?

What does it look like in practice?

What frustration does it create?

What time does it waste?

What money could it cost?

What risk does it create?

What opportunity could be missed?

What happens if nothing changes?

Score the problem

Rate each statement from 1 to 5.

Statement	Score
The audience recognises the problem.	
The problem occurs regularly.	
It creates a meaningful consequence.	
The audience wants the situation to improve.	
My expertise is relevant to solving it.	
It can be explained in one sentence.	
I can identify people who experience it.	
Total	

7–17 The problem may be too broad, weak or uncertain.

18–27 The problem may be worth exploring, but further evidence is required.

28–35 The problem appears to be a strong candidate for validation.

Your revised problem statement:

I want to help _____

who currently struggle with _____,

which results in _____.

6. Identify the Right Initial Audience

The same problem may affect several audiences.

However, different audiences may:

- describe the problem differently;
- value different results;
- have different budgets;
- prefer different types of support;
- make decisions in different ways;
- require different levels of credibility.

For example, a communication specialist could potentially support:

- first-time managers;
- senior leaders;
- customer-service teams;
- technical specialists;
- self-employed professionals;
- people returning to work.

Trying to speak to all of them in one offer would weaken the message.

Audience Fit Questions

Answer the following.

Which audience do I understand best?

Which audience have I worked with before?

Where do I have existing relationships?

Which audience can I realistically reach?

Which audience is likely to value the result?

Who is likely to make the buying decision?

Is the buyer the same person as the person receiving the support?

Individual buyer or organisational buyer?

Your offer may be purchased by an individual or an organisation.

Individual buyers

Examples:

- an employed professional;
- a person returning to work;
- a coach;
- a business owner;
- a newly promoted manager.

They normally make their own purchasing decision.

Organisational buyers

Examples:

- an HR director;
- a learning and development manager;
- a managing director;
- a department head;
- a procurement team.

The person buying may not be the person using the service.

This distinction affects:

- how the problem is described;
- what evidence is required;
- how decisions are made;
- how long the sales process may take;
- how the result is measured.

Initial Audience Profile

My initial audience is:

They are typically:

They are currently:

The problem becomes most noticeable when:

They may already have tried:

They would probably describe the problem as:

The reason I am credible with this audience is:

Audience Fit Score

Rate each statement from 1 to 5.

Statement	Score
I understand this audience.	
I understand their working environment.	
I have relevant experience.	
I can reach people in this audience.	
They experience the problem I identified.	
They are likely to value improvement.	
I am comfortable working with them.	
I would like to become known in this area.	
Total	

A low score does not mean the audience is wrong.

It means you may need more research, evidence or access before building around them.

7. Understand Why the Problem Matters

The problem you see may not be the problem the buyer prioritises.

A coach may believe someone needs confidence.

The buyer may care more about securing a promotion.

A consultant may believe a team needs better communication.

The organisation may care more about missed deadlines and customer complaints.

The commercial value is often found in the consequence, not the broad topic.

The Problem Impact Ladder

Complete each level.

What is happening?

Why is it frustrating?

What practical difficulty does it create?

What does it cost in time, money, performance or opportunity?

What could happen if it continues?

Why might someone act now?

Example

What is happening?

New managers avoid difficult conversations.

Practical consequence

Poor performance remains unaddressed.

Wider consequence

The team becomes frustrated and deadlines are missed.

Organisational impact

Productivity falls and capable employees may leave.

Reason to act

The organisation wants new managers to become effective quickly.

The commercially meaningful problem is not simply confidence.

It is the operational and human consequence of unresolved management issues.

Your problem impact statement

This problem matters because it leads to _____.

If it is not addressed, the likely consequence is _____.

8. Define a Result People May Value

An offer becomes stronger when it describes movement.

It helps someone move:

- from confusion to clarity;
- from inconsistency to a repeatable process;
- from avoidance to confident action;
- from delay to completion;
- from dependence to greater control;
- from an unclear idea to a structured offer;
- from one income source to a more resilient model.

Avoid promising results you cannot control.

You may be able to help someone improve their offer.

You cannot guarantee that they will earn a specific amount.

You may be able to help a manager prepare for difficult conversations.

You cannot guarantee how every employee will respond.

Result Categories

A result may involve:

Clarity

A plan, decision, strategy or direction.

Capability

A skill, behaviour or method.

Completion

A finished output, process or resource.

Improvement

Better performance, consistency or confidence.

Reduction

Less risk, waste, delay, stress or error.

Opportunity

A stronger position from which to pursue income, clients, promotion or growth.

Result Definition

The audience is currently:

After receiving useful support, they would be better able to:

The practical difference would be:

They may feel:

They may be able to:

Ethical Result Statement

Complete:

This offer is intended to help _____

move from _____

towards _____.

Result Evidence

How might the buyer recognise progress?

Examples:

- a completed plan;
- a defined offer;
- a documented process;
- increased confidence measured through reflection;
- fewer delays;
- agreed priorities;
- improved consistency;
- a completed set of conversations;
- a new capability;
- clearer decisions.

Progress could be recognised through:

[illegible]

PART THREE: BUILD YOUR FIRST OFFER CONCEPT

9. Choose the Right Type of Offer

There is no single correct way to turn expertise into income.

The right format depends on the problem, audience, result and your capacity.

One-to-One Offer

Examples:

- coaching;
- mentoring;
- consulting;
- advisory sessions;
- review sessions;
- private planning days.

Suitable when:

- the problem is personal or complex;
- individual attention matters;
- the audience values privacy;
- you want to begin quickly;
- you are still learning about the problem.

Potential limitation:

Income remains connected to your delivery time.

Diagnostic or Assessment

Examples:

- business review;
- skills audit;
- strategy assessment;
- process diagnostic;
- offer review;
- readiness assessment.

Suitable when:

- the buyer needs clarity before taking action;
- the problem needs to be diagnosed;
- you can provide a structured evaluation;
- the output can lead to further work.

Potential limitation:

The assessment must be credible and provide meaningful value.

Workshop

Examples:

- half-day planning session;
- team workshop;
- masterclass;
- facilitated decision session;
- problem-solving workshop.

Suitable when:

- several people share the same problem;
- the result can be advanced in a focused session;
- interaction adds value;
- an organisation is the buyer.

Potential limitation:

A single workshop may not create lasting change without follow-up.

Short Programme

Examples:

- four-week group programme;
- six-week coaching package;
- ten-session mentoring programme;
- structured implementation sprint.

Suitable when:

- change requires several stages;
- people need accountability;
- the result cannot be achieved in one session;
- you have a repeatable process.

Potential limitation:

The programme requires structure, content and consistent delivery.

Toolkit or Knowledge Product

Examples:

- workbook;
- template pack;
- guide;
- digital toolkit;
- self-study resource;
- recorded training.

Suitable when:

- the problem is repeatable;
- buyers can implement independently;
- the information can be structured clearly;
- you have a route to sufficient buyers.

Potential limitation:

Creating the product is easier than creating demand.

Membership or Retained Support

Examples:

- advisory membership;
- resource community;
- monthly coaching;
- retained consulting;

- ongoing mentoring.

Suitable when:

- the need is recurring;
- ongoing access creates value;
- the audience benefits from continued support;
- you can sustain regular delivery.

Potential limitation:

The offer must provide continued reasons to remain.

Format Selection

The format I am considering is:

It is suitable for the problem because:

It is suitable for the audience because:

It fits my available time because:

The main risk is:

A simpler version could be:

10. Create Your First Offer Promise

An offer promise explains the direction of change.

It should not rely on exaggeration or guaranteed outcomes.

A useful structure is:

I help [audience] address [problem] so that they can [desired result].

Examples:

I help newly promoted managers prepare for difficult conversations so that they can address performance issues earlier and lead with greater confidence.

I help experienced coaches turn one area of expertise into a structured corporate workshop so that they can begin exploring a second income stream.

I help professionals returning to work clarify and communicate the value of their previous experience so that they can approach opportunities with greater confidence.

Your First Offer Promise

I help:

Who are struggling with:

So that they can:

Full statement:

I help _____

address _____

so that they can _____.

The Clarity Test

Can someone understand:

- who the offer is for;
- what problem it addresses;
- what improvement it supports?

Rewrite the promise if any element is missing.

The Credibility Test

Does the promise claim something you can reasonably support?

- ☐ Yes
- ☐ No
- ☐ Uncertain

What would make the promise more credible?

The Relevance Test

Would the audience recognise the problem and care about the result?

- ☐ Yes
- ☐ No
- ☐ Uncertain

What still needs to be validated?

11. Define What the Offer Could Include

Do not build the complete offer yet.

Create a first structure that can be discussed and tested.

Starting Point

What is happening before the buyer begins?

Intended Result

What should be clearer, stronger, completed or improved?

Core Stages

What broad stages may help the person progress?

Stage one

Stage two

Stage three

Stage four

Possible Delivery Elements

Select those that may be relevant:

- Initial assessment
- Planning session

- One-to-one meetings
- Group sessions
- Workshop
- Written feedback
- Templates
- Workbook
- Action plan
- Review
- Email support
- Recorded learning
- Practical exercises
- Accountability
- Recommendations report
- Follow-up session
- Implementation support

First Offer Structure

Offer working title

Audience

Problem

Intended result

Format

Duration

Main elements

1.

2.

3.

4.

What the participant or client may leave with

What the Offer Does Not Include

Clear boundaries protect both you and the buyer.

The offer will not include:

This section is important.

An offer becomes weaker when it attempts to solve every related problem.

12. Build Your Credibility Bank

You do not need to pretend to be more experienced than you are.

You do need to identify why someone may reasonably trust you.

Credibility may come from:

- professional experience;
- qualifications;
- sector knowledge;
- previous results;
- testimonials;
- lived experience;
- specialist training;
- leadership responsibility;
- published work;
- developed methods;
- relevant networks;
- client work;
- practical understanding.

Credibility Inventory

Relevant roles

Years or depth of experience

Relevant qualifications

Problems I have solved

People or organisations I have supported

Results I have contributed to

Relevant lived experience

Methods, frameworks or tools I have developed

Testimonials or recommendations I may be able to use

Evidence I still need to build

Your Credibility Statement

Use the structure:

I have experience in _____,

where I have helped _____ to _____.

I now want to use that experience to support _____

with _____.

Credibility Gaps

What questions might a buyer reasonably ask?

- Why are you qualified to help?
- Have you worked with people like me?
- What evidence do you have?
- What method do you use?
- What will happen during the work?
- What can I realistically expect?

The credibility gap I most need to address is:

I could begin addressing it by:

13. Set Ethical Boundaries

An ethical expertise-led business is not simply one that avoids dishonesty.

It is one that deliberately creates clarity, consent and fair exchange.

Ethical Commitments

Consider how you will:

- describe results honestly;
- avoid guaranteed income claims;
- distinguish education from regulated advice;
- protect confidential information;
- respect professional boundaries;
- avoid using an employer's intellectual property;
- handle personal data responsibly;
- explain what is and is not included;
- recommend other support when a need falls outside your competence;
- ensure the buyer can make an informed decision.

Your Ethical Boundary Review

Does this offer involve regulated advice?

Do I need a qualification, licence or insurance?

Could it conflict with my employment contract?

Am I using confidential knowledge or proprietary material?

Will I collect or store personal data?

Could the offer create unrealistic expectations?

What claims must I avoid?

What professional advice may I need before launching?

Your Ethical Offer Statement

Complete:

This offer will provide _____.

It will not provide or guarantee _____.

PART FOUR: TEST BEFORE YOU BUILD

14. Identify Your Assumptions

Every new offer is built on assumptions.

Examples include:

- The audience experiences this problem.
- The problem is important.
- The audience wants help.
- My proposed result is relevant.
- My format is attractive.
- People will understand my language.
- I have sufficient credibility.
- I can reach potential buyers.
- The opportunity fits my available time.

These assumptions may be correct.

They may also be wrong.

The purpose of validation is not to prove your idea is good.

It is to find out what is true before investing too heavily.

Assumption Inventory

Assumption	Evidence I currently have	Evidence I still need
The audience experiences the problem.		
The problem matters enough to address.		
The desired result is valuable.		
My offer format makes		

Assumption	Evidence I currently have	Evidence I still need
sense.		
The audience understands my language.		
I can reach potential buyers.		
My experience creates credibility.		
The idea fits my capacity.		

Your Three Riskiest Assumptions

Assumption one

Why it matters:

How I could test it:

Assumption two

Why it matters:

How I could test it:

Assumption three

Why it matters:

How I could test it:

15. Prepare for Market Conversations

One of the most useful ways to test an idea is to speak to people who understand the problem.

These may be:

- potential customers;
- previous clients;
- former colleagues;
- business owners;
- decision-makers;
- professional peers;
- introducers;
- people who recently experienced the problem.

The purpose is to learn.

Do not ask: “Do you think this is a good idea?”

People may be polite.

Instead, ask about their actual experience.

Who Could You Speak To?

Potential users

1. _____
2. _____
3. _____

Potential buyers

1. _____
2. _____
3. _____

Market or sector experts

1. _____
2. _____
3. _____

Conversation Invitation Templates

Professional contact

I am exploring how my experience in [area] could be used to help [audience] with [problem]. I am still researching the idea and would value your honest perspective. Would you be open to a short conversation about how this issue currently shows up in practice?

Former colleague

I am developing an idea around helping [audience] address [problem]. Given your experience, I would value your view on how significant this issue is and what organisations currently do about it. Would you have 20 minutes for a research conversation?

Potential customer

I am researching the challenges faced by [audience] when dealing with [problem]. I am not asking you to buy anything. I would value hearing about your experience and what useful support would need to look like. Would you be willing to have a short conversation?

Existing client or contact

I am considering developing a more structured offer around [problem]. Before creating anything, I want to understand what people actually need. Would you be willing to share your perspective in a short conversation?

16. Ask Better Questions

Good validation questions focus on experience, behaviour and consequences.

Avoid questions that lead people towards your preferred answer.

Questions About the Current Situation

- Can you describe how this issue currently shows up?
- When does it become most noticeable?
- How often does it happen?
- Who is affected?
- What normally triggers it?
- How do people currently respond?

Questions About the Impact

- What difficulty does this create?
- What does it delay?
- What does it cost in time, money or energy?
- What opportunities are missed?
- What happens if it is not addressed?
- How important is it compared with other priorities?

Questions About Existing Attempts

- What have you already tried?
- What worked?
- What did not work?
- Why has the issue continued?
- What support is currently available?
- What is missing from existing solutions?

Questions About the Desired Result

- What would a better situation look like?
- What would need to change?
- Which result would matter most?

- How would you recognise progress?
- What would make support feel worthwhile?

Questions About Buying and Delivery

- Who would normally decide whether to buy support?
- What would they need to know?
- What concerns might prevent them from proceeding?
- Which type of support would be easiest to use?
- Would individual, group or self-directed support be more practical?
- What level of involvement would be realistic?

Your Priority Questions

Select no more than ten questions.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

17. Record and Interpret What You Learn

Do not rely on memory.

Record the language, examples and patterns that emerge.

Conversation Record

Person

Role or relationship to the audience

How they described the problem

Impact of the problem

What they have already tried

Desired result

Concerns or barriers

Preferred type of support

Exact words or phrases worth remembering

What surprised me

What this means for my offer

Look for Patterns

After several conversations, review your notes.

Which problem appeared most often?

Which consequence mattered most?

Which result did people value?

Which words did they use repeatedly?

What did they not care about?

Which assumptions were incorrect?

What needs to change in your offer?

18. Test Your Offer Message

Once you understand the audience more clearly, revise your offer statement.

Version One

I help _____ address _____

so that they can _____.

Test the Message

Ask relevant people:

- Is it clear who this is for?
- Is the problem recognisable?
- Is the result meaningful?
- Which words feel vague?
- What questions does the statement create?
- What would make it more relevant?
- Does anything sound exaggerated?

Do not ask only whether they like it.

Clarity matters more than approval.

Feedback Record

The clearest part was:

The least clear part was:

The most relevant part was:

The part that felt too broad was:

Questions people asked:

Revised Offer Message

I help _____ address _____

through _____

so that they can _____.

One-Sentence Explanation

Thirty-Second Explanation

PART FIVE: DECIDE WHAT COMES NEXT

19. Complete Your First Offer Brief

Use this section to bring the opportunity together.

FIRST OFFER BRIEF

Why I want to create this income stream

Initial income objective £_____ per month

Time available _____ hours per week

Expertise I will use

Initial audience

Specific problem

Impact of the problem

Desired result

Offer working title

Offer promise

Possible format

Possible duration

Core stages or elements

1.

2.

3.

Evidence and credibility

Ethical boundaries

What I have validated

What still needs to be tested

My next practical step

Completion date

20. Assess the Strength of the Opportunity

Score each statement from 1 to 5.

1 = weak or unclear

5 = strong and evidenced

Expertise and Credibility

Statement	Score
I have relevant experience.	
I can explain why I am credible.	
I have evidence, examples or relevant results.	
The offer fits my professional boundaries.	

Audience and Problem

Statement	Score
I have identified a specific audience.	
I understand how the problem shows up.	
The problem creates meaningful consequences.	
I have spoken to people who understand it.	

Result and Offer

Statement	Score
The intended result is clear.	
The offer format fits the problem.	
I can explain the offer simply.	
The scope is focused rather than excessive.	

Commercial Potential

Statement	Score
I can identify potential buyers.	
I can realistically reach them.	
The result appears valuable.	
I have evidence that people may want support.	

Personal Fit

Statement	Score
The opportunity fits my available time.	
It supports my income objective.	
It fits my values.	
I am willing to continue developing it.	

Total out of 100	
----------------------------	--

20–44: Return to the Opportunity

The idea requires more clarity.

Revisit:

- the audience;
- the problem;
- your evidence;
- the intended result.

Do not build the offer yet.

45–64: Continue Validating

There is potential, but too many assumptions remain.

Complete more conversations and refine the offer concept.

65–84: Develop the Offer

The opportunity has a credible foundation.

You may be ready to develop the scope, business model, positioning, pricing and route to market.

85–100: Move Towards Implementation

You have a strong and increasingly evidenced opportunity.

The challenge now is no longer deciding whether you have an idea.

It is turning that idea into a functioning, market-ready business.

21. Follow the Fourteen-Day Validation Plan

This plan is designed to create evidence and movement.

Day 1: Select the opportunity

Choose one expertise asset, audience and problem.

My selected opportunity:

Day 2: Strengthen the problem statement

Describe what is happening, who it affects and why it matters.

Day 3: Define the audience

Create a clear initial audience profile.

Day 4: Identify the result

Describe the improvement the audience may value.

Day 5: Draft the offer promise

Day 6: Identify ten contacts

List potential users, buyers and market experts.

1.

2.

3.

4.

5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Day 7: Send three invitations

People contacted:

1. _____
2. _____
3. _____

Day 8: Complete the first conversation

Main insight:

Day 9: Complete the second conversation

Main insight:

Day 10: Complete the third conversation

Main insight:

Day 11: Review the evidence

What was confirmed?

What was challenged?

Day 12: Refine the offer

What needs to change?

Day 13: Test the revised message

Feedback received:

Day 14: Make a decision

Select one:

- Continue developing the offer
- Complete more research
- Change the audience
- Change the problem
- Change the result
- Change the format
- Pause the opportunity
- Explore another idea
- Move into structured business development

My decision is:

My next action is:

22. Make Your Next Business Decision

By completing this workbook, you have moved beyond a general idea.

You have considered:

- the role you want the income stream to play;
- the expertise you could use;
- the audience you may serve;
- the specific problem you could address;
- the result people may value;
- the format of a possible offer;
- the evidence behind your credibility;
- the assumptions that need testing;
- what people in the market have told you;
- whether the opportunity deserves further development.

That is a significant step.

However, a validated offer concept is not yet a functioning business.

The next stage requires you to make and implement decisions about:

- your customer and market;
- your complete offer;
- your delivery model;
- your business model;
- your pricing;
- your positioning;
- your marketing;
- your route to potential buyers;
- your sales process;
- your launch;
- your systems;
- your income-generation plan;

- how the business will become sustainable.

This is where many experienced people become stuck.

They have expertise.

They may even have a credible offer.

What they lack is a structured process for turning it into a business.

Build the Business Your Expertise Deserves

From Expertise to Business Success is a practical ten-week programme for people who want to turn their experience, knowledge and skills into an ethical and income-generating business.

It is designed for:

- employed professionals creating a side income;
- people preparing to leave employment;
- people returning to work who need a new income source;
- coaches, mentors and consultants who need another offer;
- established service providers who want a second or more resilient income stream.

The programme helps you move from a promising offer concept to a business that is prepared to enter the market.

During the Programme, You Will Work Through:

- clarifying your commercial opportunity;
- understanding the customer more deeply;
- refining and developing your offer;
- deciding how the offer will be delivered;
- developing a viable business model;
- establishing an appropriate pricing approach;
- communicating your value;
- identifying your route to market;
- developing an ethical sales approach;
- preparing the offer for launch;
- taking action towards generating income;
- creating stronger foundations for sustainable growth.

What You Receive

Structured action guides

A new PDF guide issued each week, with focused guidance, exercises and prompts to help you apply that stage of the programme directly to your own business idea.

Ten weeks of guided lessons

Lessons delivered over ten weeks, giving you a clear sequence to follow without overwhelming you; followed by a Bonus module.

Practical exercises

Activities designed to help you make decisions, test your thinking and move your idea forward.

Support

Support is available by email or through an online community, as you work through the programme.

The Difference Between the Three Stages

Expertise-to-Income Blueprint

Helps you identify what you could build.

From Expertise to First Offer

Helps you clarify, structure and test the opportunity.

From Expertise to Business Success

Helps you build, market and begin developing the business.

You have now completed the second stage.

The next question is whether you want to continue alone or follow a structured process for turning the opportunity into a functioning business.

Is From Expertise to Business Success Right for You?

The programme may be a good fit if:

- you have completed this workbook and want to take the idea further;
- you have a credible opportunity but do not know how to build the business around it;
- you want to create a side income without taking unnecessary risks;
- you need an income stream after time away from work;
- you already run a business but need another offer;
- you want a clear sequence rather than disconnected business advice;
- you want to sell without aggressive tactics;
- you are prepared to test, refine and take practical action;
- you want to build around experience you already possess.

The programme may not be right if:

- you want guaranteed income;
- you expect someone else to build the business for you;
- you are unwilling to engage with potential customers;
- you want a shortcut that requires no work;
- you do not have time to take action;
- you are not prepared to change your original idea when the evidence requires it.

Your Next Decision

Ask yourself:

“Do I want to continue piecing the business together alone, or would a structured ten-week process help me move forward more clearly and confidently?”

You already have experience.

You already have knowledge.

You now have the outline of an offer.

The next step is building the business capable of carrying it.

Find out more about From Expertise to Business Success

Visit: [From Expertise to Business Success](#)

Contact: support@hello@nbau-u.com

Current programme details:

- [Self-study Programme](#)
- [Self-study plus Accelerator Programme](#)
[includes 3 coaching/mentoring 1-2-1 sessions](#)
- [Self-study plus VIP Accelerator Programme](#)
[includes 6 coaching/mentoring 1-2-1 sessions](#)



BONUS TOOL 1: The Offer Conversation Planner

Person I Will Contact

Why They Are Relevant

What I Want to Learn

Questions I Will Ask

1.

2.

3.

4.

5.

What I Will Not Do

- Present a disguised sales pitch
- Argue with their feedback
- Explain away concerns
- Lead them towards the answer I want
- Promise results I cannot guarantee

Follow-Up Action

BONUS TOOL 2: The Offer Message Checker

Review your offer message against each question.

Question	Yes	No	Needs Work
Is the audience clear?			
Is the problem specific?			
Is the result relevant?			
Is the language simple?			
Is the promise credible?			
Is the format understandable?			
Are exaggerated claims avoided?			
Does the message create useful curiosity?			
Can it be explained in one sentence?			
Can the buyer see why it matters?			

Revised Message

BONUS TOOL 3: The Build, Test, or Pause Decision

Build

Continue developing the offer when:

- the problem is clear;
- the audience recognises it;
- the result matters;
- you have relevant credibility;
- you can reach potential buyers;
- validation has produced encouraging evidence.

Test

Complete more validation when:

- people recognise the problem but disagree about the result;
- the audience is too broad;
- the format is unclear;
- you have not spoken to enough relevant people;
- the language is still vague;
- important assumptions remain untested.

Pause

Pause or reconsider when:

- the audience does not recognise the problem;
- the problem is low priority;
- you cannot reach likely buyers;
- the offer conflicts with your values or responsibilities;
- the opportunity does not fit your available capacity;
- you have no credible route to help;
- you are only pursuing it because others say you should.

My Decision

- ☐ Build
- ☐ Test
- ☐ Pause
- ☐ Change direction

My reasoning:

My next action:

[illegible]

Final Reflection

The strongest part of my opportunity is:

The weakest part is:

The evidence I still need is:

The decision I have made is:

The action I will take within the next seven days is:

I will complete it by: _____

My Commitment

I will not build an offer based only on enthusiasm or assumption.

I will use my experience responsibly, listen to the people I want to help and take practical action towards creating an income stream I can control.

Signed:

Date: _____

Not “Business As Usual” Unlimited

Turn what you know into income:

practically, ethically and without starting from scratch.

<https://nbau-u.com/>

<https://www.facebook.com/profile.php?id=61590825967609>

NOT “BUSINESS AS USUAL” UNLIMITED

TURN YOUR EXPERTISE
INTO A SUSTAINABLE BUSINESS