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# Group Market Report

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## **Executive Summary**

The report examines a UK based social enterprise and offers new product development recommendations. It introduces Change Please, selected social enterprise, and examines its external environment. Market segmentations including demographic segmentation, geographic segmentation and psychographic segmentation are examined. The internal analysis of Change Please is conducted using McKinsey 7S framework along with showcasing internal facts about the social enterprise in the report. Moreover, significant factors affecting the social enterprise are discussed, and SWOT analysis is conducted to evaluate strengths, weaknesses, opportunities and threats. Also, corporate social responsibility and ethical considerations are discussed in the report.

The report provides recommendations for new product development which can help the social enterprise achieve greater customer value and competitive advantage. The recommendations are made keeping the SMART objectives into consideration. Furthermore, the influence of proposed new product development recommendations on customer value creation and competitive advantage is analyzed and discussed. Last but not least, the report concludes itself with significant insights.

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# 1. Introduction

The report examines and analyses the social enterprise i.e. Change Please. Change Please is the social enterprise operating in the United Kingdom which has been selected for the report.

## Social Enterprise: Change Please

Change Please is a blend of social enterprise and coffee expertise. The organization prepares and supplies different categories of coffee to coffee shops, offices, corporations, restaurants and consumers (Change Please, 2022). It was founded in 2015 as a start-up based in London with an aim of providing employment and other necessities to homeless people.

The social enterprise in consideration i.e. Change Please is dedicated and committed to bring about social change in the area of homelessness. Change Please spends 100% of its profit to provide housing, employment, bank account, therapy support to the people who are homeless in the United Kingdom (Change Please, 2022).



### 1.1 Product or Service

It offers coffee in different categories such as coffee beans and grinded coffee beans packed to be sold to businesses and consumers (Change Please, 2022). Furthermore, the social enterprise has its own coffee shops and mobile coffee trucks. Apart from selling coffee, Change Please also sells merchandise such as hoodies, t-shirts and tote bags (Change Please, 2022).



## 1.2 Social Mission

Mission Statement of Change Please is as follows:

“Our mission is to tackle homelessness by selling great coffee” (Change Please, 2022).



## 1.3 Regions of Operation

Change Please is based in United Kingdom, however now it has expanded geographically to 8 countries including Australia, United States, Paris and Dublin etc. (Change Please, 2022).

## **2. External Analysis**

External analysis of Change Please in terms of market, trends, competition, supply and distribution has been conducted and presented below.

### **2.1 Market**

Coffee is consumed as the most popular and highly demanded beverage or brewed drink prepared from grinded and roasted coffee beans, belonging to different categories. It is ranked 4<sup>th</sup> in the categories of food as far as annual turnover is concerned (Mokrysz, 2016). The coffee market all around the globe has been observing higher consumer demand every year owing to different factors including hybrid work models (Mokrysz, 2016). Furthermore, the Institute for Scientific Information on Coffee (ISIC) conducted study and found that 68% of the respondents were of the opinion that they consumed coffee often while working. Moreover, it is projected that the coffee market is going to reach CAGR of 4.28% during 2021 to 2026. Coffee market is not limited to local trade, rather, it is exported to different countries of the world.

### **2.2 Trends**

The consumer demand for coffee beverages and beans is in increasing trend as the export of coffee on global scale increased with each year. The bags of coffee exported to different countries of the world from different countries as part of global trade increased in January 2022 to 10.9 million bags from 10.6 million bags in January 2021 (International Coffee Organization, 2022). The demand for coffee is increasing in European countries such as Germany, Italy, Spain, and the United Kingdom etc. specifically due to increased usage of coffee at workplace according to the study (Institute for Scientific Information on Coffee, 2022).

### **2.3 Competition: Porter's Five Forces**

The coffee market is a very competitive market with many companies offering similar products and having positive brand image such as Starbucks, Coffee Republic, and Grind etc. (Duke, 2018). The competitive analysis of Change Please can be conducted by using Porter's Five Forces framework for examining the competitive forces in the industry.



### 2.3.1 Bargaining Power of Suppliers

There is low bargaining power of suppliers in the coffee market because of the availability of many suppliers (Duke, 2018). Change Please is operating in coffee market has the availability of suppliers locally as well as globally.

### 2.3.2 Bargaining Power of Customers

There is high bargaining power of customers in the coffee market (Duke, 2018). Customers of Change Please can easily switch from one coffee brand to another due to availability of many coffee brands.

### 2.3.3 Threat of New Entrants

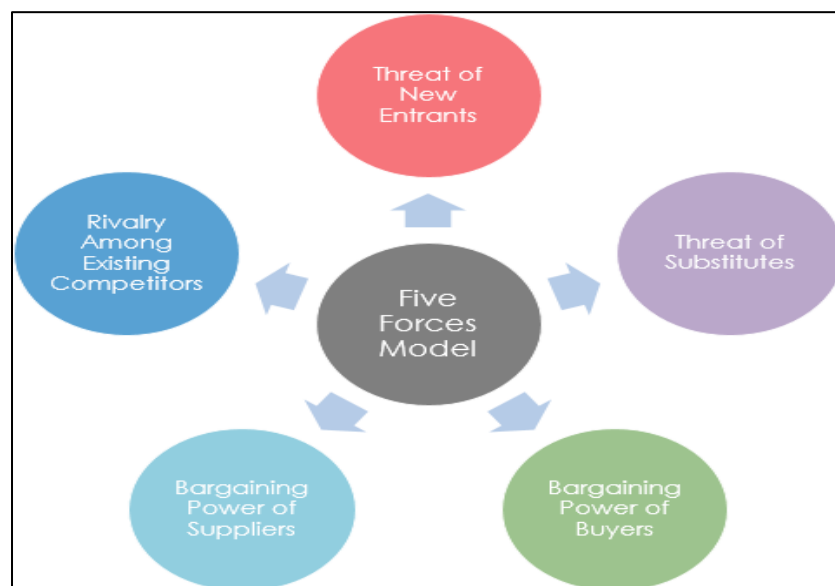
There is high threat of new entrants because the cost of capital is low and consumers are willing to try out new brands (Duke, 2018). Thus, Change Please has to be updating and improving itself to stand out in the industry.

### 2.3.4 Threat of Substitute Products or Services

There is low threat of substitution in the coffee market as consumers in the United Kingdom prefer coffee over other substitute products such as tea (Duke, 2018).

### 2.3.5 Competitive Rivalry

There is high competitive rivalry because Change Please has many rivals in the coffee market such as Starbucks, Coffee Republic, and Grind etc.



## 2.4 Supply and Distribution

The supply chain of Change Please is entirely inspired and influenced by the mission of the social enterprise i.e. to tackle homelessness. Therefore, Change Please hires and trains homeless people to perform different activities of the supply chain from procuring raw material to manufacturing and delivering of coffee products (Change Please, 2022). The coffee products can be ordered online or offline, and will be delivered to businesses, events and individual consumers. It supplies coffee products to organizations such as Virgin Atlantic, UBS, Sainsburys (Change Please, 2022). Moreover, customers can purchase coffee from coffee shops and coffee mobile trucks of Change Please.



## 3. Market Segmentation

The market segment which is targeted by Change Please is comprised of people who are students, professors and corporate professionals.

### 3.1 Demographic Segmentation

As the social enterprise targets students as well as professionals including both male and female, the age group that is being targeted is 22-60 years. Furthermore, it targets both consumers as well

as businesses and thus, adopts both business to business model (B2B) and business to consumer model (B2C).

### **3.2 Geographic Segmentation**

Currently, Change Please operates in United Kingdom only, however, it has a franchise in San Francisco indicating geographic segmentation (Change Please, 2022). Moreover, it has grown its business expansion to 8 countries across the globe.

### **3.3 Psychographic Segmentation**

Change Please attempts to fulfill the consumer demand for coffee as well as allows the consumers to contribute for the social wellbeing. This suggests that Change Please also targets segment of people who are passionate to bring about change in the society in a better manner. This is the reason why the slogan of Change Please is “Grab a Cup, Change a Life” (Change Please, 2022). This motivates people to buy from the business to contribute to the society and helps in tackling homelessness.



## **4. Internal Analysis of the Organization**

The internal analysis of Change Please is conducted using McKinsey 7S Framework and presented below:

## **4.1 McKinsey 7S Framework**

McKinsey 7S framework helps in analyzing the internal elements and environment of a company. The 7S of the framework include strategy, structure, systems, shared values, skills, style and staff.

### **4.1.1 Strategy**

The organization focuses on both taste and social wellbeing. Change Please claims that it is a blend of social enterprise and coffee expertise. It has won 5 “Great Taste” awards from 2007 till 2019 (About Us, 2022). This suggests that taste is the key factor which helps it in achieving competitive advantage over others.

### **4.1.2 Structure**

Change Please has a flat organizational structure where people are performing their tasks pertaining to different functions such as Finance, Operations, Marketing, Human Resource Management and Information Technology (About Us, 2022).

### **4.1.3 Systems**

The enterprise allows online delivery systems by incorporating technology as well as focuses on environment friendly solutions for entire supply chain and operations.

### **4.1.4 Shared Values**

The employees, managers and owners at Change Please have shared values and vision of making a difference in people’s lives (About Us, 2022).

### **4.1.5 Skills**

The employees at Change Please have different skills which are required in different functions of the social enterprise. Moreover, Chain Enterprise trains homeless people to become baristas and work with the social enterprise until they get employment elsewhere.

### **4.1.6 Style**

The leadership style adopted by the social enterprise is transformational leadership style as indicated from the fact that all people associated with the social enterprise work as a team.

### **4.1.7 Staff**

Change Please has a dedicated and effective staff including employees who were homeless and trained to become part of the social enterprise (About Us, 2022).

## 4.2 Internal Facts about Change Please

The figure given below illustrates the facts and achievements of Change Please which helps in examining the company internally:



Source: Change Please (2022)

## 5. Factors affecting the Organization

There are different factors which affect business and how a company makes decisions. Pestle Analysis helps in examining the factors which affect an organization.

The PESTLE analysis of Change Please providing the summary of significant factors affecting the social enterprise is as follows:

### 5.1 Political Factors

Political factors which have influence on an organization include tax policy, labour law, environmental law, trade restrictions, tariffs, and political stability (Song, et al., 2017). These factors contribute in or create hindrances for organizational productivity. For instance, a company has to build and implement environment friendly operations in a country where environmental laws are enforced strictly. Similarly, certain countries encourage global trade and foreign direct investment whereas some countries prefer to strengthen the local industries. Thus, these factors affect how an organization can operate and exist in a particular industry of a particular country.

Change Please operates majorly in the United Kingdom where it enjoys supportive policies and stable political condition.

## **5.2 Economic Factors**

Economic factors are the factors that are characterized by the economy in which an organization operates. These economic factors include employment rate, interest rate, inflation rate, gross domestic product rate, purchasing power, per capita income etc. (Song, et al., 2017). Change Please operates in the United Kingdom majorly and is affected by all the aforementioned economic factors. For instance, Change Please would get loan from the bank by employing debt financing method at an interest rate which would be applicable at that point of time.

## **5.3 Social Factors**

Lifestyles, consumer buying habits, education level, preference for safety and environment, religion, health consciousness, income level, customs, fashion trends and norms are some of the social factors which impact the organizations (Song, et al., 2017). For instance, the consumer buying habits such as ordering online has influenced Change Please and it has started online ordering and home deliveries.

## **5.4 Technological Factors**

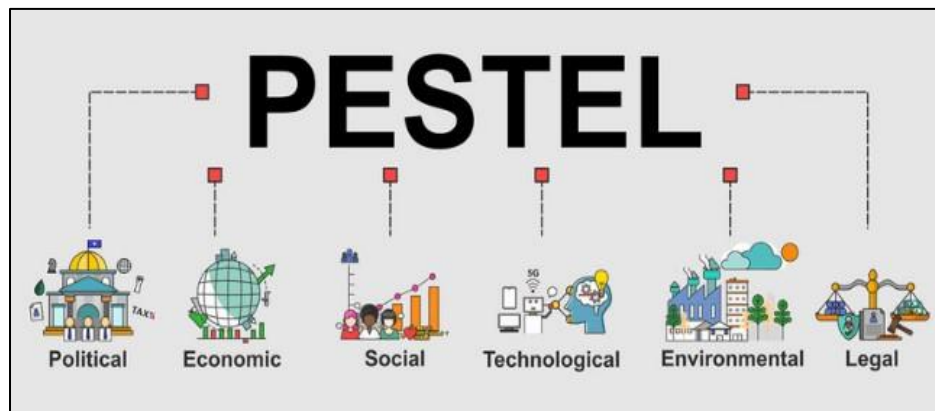
The extent to which technology is being utilized in processes and systems of an organization in a particular industry have affect all other organizations of the same industry (Song, et al., 2017). At times technological disruptions affect the entire industry negatively to a great extent as in the case of Uber disrupting the entire taxi industry (Cramer & Krueger, 2016). Change Please focuses on keeping pace with technological developments as evident from the fact that it employs ecommerce technology to deliver online orders to home, offices and corporate events.

## **5.5 Legal Factors**

Legal framework and laws applicable in a country affect organizations that operate in that particular country (Song, et al., 2017). Different countries have different laws governing how businesses can be conducted in the country which must be complied with. Change Please complies with the laws enforced by United Kingdom and other countries where it operates.

## 5.6 Environmental Factors

Companies operating in countries or industries are affected by the degree to which there is emphasis on environment protection in a particular country or industry (Song, et al., 2017). As there is emphasis on environment protection in the United Kingdom and other countries where Change Please operates, therefore, it has immense focus on environmental sustainability. Change Please uses solar panels on van, incorporates 100% compostable cups in the operations and sends coffee grounds wastage for conversion to bio fuel (Roderick, 2017).



## 6. SWOT Analysis

SWOT Analysis is a tool to examine the internal and external environment of an organization. It investigates the internal environment by analyzing strengths and weaknesses of an organization critically (Helms & Nixon, 2010). On the other hand, it examines the external environment by identifying the opportunities and threats which are present in the market for the organization (Helms & Nixon, 2010).

### 6.1 Strengths of the Internal Environment

The strengths of Change Please are as follows:

- Change Please has a unique and desirable taste
- It has won “Great Taste” award five times
- The social enterprise is growing and expanding geographically
- Available at online stores as well as offers products through coffee shops and mobile coffee trucks
- Change Please caters to the needs of individual consumers as well as businesses

- The social enterprise provides its products and services for corporate events
- Apart from coffee, offers merchandise as well including t-shirts, hoodies and tote bags



## 6.2 Weaknesses of the Internal Environment

The weaknesses of Change Please are as follows:

- Lacks extensive geographic expansion and diversification
- Present only in 8 countries and does not export products to all countries across the globe despite availability of megastores such as Amazon
- No emphasis on brand image and no influencers marketing
- Lack of proper marketing and global reach
- Lack of product development
- Need for enhancing product portfolio

## 6.3 Significant Opportunities Available in the Marketplace

The opportunities and future prospects for Change Please which are available in the coffee market are as follows:

- Can diversify product offerings and include breakfast items
- Prospects for international expansion through joint ventures and franchising



- Change Please can come up with bottled cold coffees to meet unmet need of consumers

## **6.4 Significant External Threats to the Competitive Advantage of the Organization**

Following are the threats which can create obstacles for the social enterprise in order to outperform rivals in the industry and achieve competitive advantage:

- There are major rivals in the coffee market which have more availability online and offline as compared to Change Please
- Rivals provide great ambiance at coffee shops and build brand name by focusing on customer experience
- Starbucks offer cold coffee bottles which are easily available at stores

## **7. Corporate Social Responsibility and Ethical Factors**

Change Please is a social enterprise, and is comprised of factors related to corporate social responsibility and ethical practices. It dedicates 100% of its profit for tackling homelessness and facilitating people who are homeless. Change Please provides employment opportunities for the homeless people by training them and build skills required to become baristas. Furthermore, it provides housing and therapy support along with bank account for homeless people using the profits earned by the business. Also, it engages in ethical practices of protecting environment by employing solar panels and compostable cups as well as involving in conversion of coffee grounds wastage to bio fuels.



## **8. Recommendations: New Product Development**

### **8.1 New Product Development**

New product development refers to creating and introducing a new product, modifying an existing product or introducing a product to new market (Li & Huang, 2012). New product development is recommended for Change Please.

### **8.2 Recommendations**

Following are the recommendations and new product development ideas for Change Please:

#### **8.2.1 Launch of Cold Coffee Bottles and Cans**

It is dire need of the time to offer products which are being offered by the rivals, but in a different manner, leading to greater customer value. It is recommended that Change Please alters its packaging of some of its existing and modified products to compete with big rivals in the industry. For instance, Starbucks offer cold coffee bottles which can easily be purchased, stored and consumed by individual consumers. Not every customer would like to go to coffee shop or order online within a limited time frame. Thus, Change Please should offer portable cold coffee cans and bottles to capture greater market share.

#### **8.2.2 Launch of Herbal Teas for Health Conscious Target Market**

Change Please is running successfully and expanding to foreign markets, although at low pace, however, it lacks in product development. It is suggested that Change Please introduces tea flavors and a range of herbal teas to cater to the needs of health conscious target market.

#### **8.2.3 Launch of Mini Bakery**

Change Please can enhance its product portfolio by adding a range of bakery items to the main categories such as cakes, cupcakes, flavored breads, croissant and cookies.

#### **8.2.4 Addition of Mugs and Wallets Range to its Merchandise**

Change Please currently sells merchandise in the categories of tote bags, t-shirts and hoodies. It can further introduce a range of mugs to its merchandise categories. Mugs can be made customized as per the instructions of the customers.

### **8.2.5 Launch of Protein Shakes**

Change Please can develop a new product for the athletes, gym enthusiasts and trainers who wish to purchase Protein Shakes of good quality and taste. The social enterprise can add different flavors to the range of Protein Shakes. It can make protein shakes available at supermarkets, mobile coffee trucks and coffee shops.

### **8.2.6 Launch of Juices Range**

There is a market segment that prefers to have fresh juice in the morning. Furthermore, people like to have fresh juices while travelling or whenever they feel like. In a nutshell, there is a huge market for the product category of fresh juice. Change Please can add a range of fresh juices to its product portfolio.

## **8.3 SMART Objectives**

The SMART objectives which may help Change Please to continue doing ethical practices and to engage in corporate social responsibility are as follows:

- Specific: Change Please should increase its sales by 20% in 2022 through new product development
- Measurable: The increase in sales will be measured on monthly basis.
- Attainable: The objective is attainable if Change Please implement new product development ideas
- Realistic: The objective of increasing sales by 20% in 2022 by new product development is realistic
- Time Bound: The objective is time bound as it will be measured by the end of the year 2022

## **9. Customer Value Creation and Competitive Advantage**

New product development ideas that are recommended for Change Please will help in co creating customer value as well as achieving competitive advantage over competitors in the coffee market.

### ***Launch of Cold Coffee Bottles and Cans***

It will give Change Please ability to compete with big rivals such as Starbucks by offering cold coffee packed in cans and bottles. Furthermore, it will help in creating customer value for the customers who wish to purchase and store the coffee cans to be used later on when desired.

#### ***Launch of Herbal Teas for Health Conscious Target Market***

The launch of tea in different flavors will help in competing in the areas where the social enterprise was not competing previously. It will be able to compete in tea market and create superior customer value for customers who are tea addicts and who wish to stay healthy by drinking herbal teas.

#### ***Launch of Mini Bakery***

This will help the social enterprise in expanding its business and capturing greater market share resulting in competitive advantage of greater market share. Also, co creates customer value by offering bakery items and coffee at one place only.

#### ***Addition of Mugs and Wallets Range to its Merchandise***

Coffee drinkers are more likely to own a customized mug. Also, people who are professionals own a separate mug for their workplace. Thus, addition of customized mugs to merchandise would help in co creation of customer value and achieving competitive advantage.

#### ***Launch of Protein Shakes***

Adding protein shakes as a new range of products will help in creating customer value and achieving competitive advantage by acquiring more customer base.

#### ***Lunch of Juices Range***

Change Please will be able to cater to needs of customers associated with drinking juices and thus, will be able to co create customer value and outperform its competitors in the industry.

## **10. Conclusion**

New product development that is recommended will help Change Please in increasing sales to support corporate social responsibility and continue ethical practices. Furthermore, new product development will contribute in co creating customer value and achieving competitive advantage over competitors.

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