**Beneficiary Needs Analysis (SPIN)**

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| Date | |  | **Client** |  |
| **Question** | | | | |
| **Situation** | * Background * History * People * Previous experience of similar work | | | |
| **Problem** | * Products and services: range and quality * Market size, structure, trends * Segmentation and customers * Competition, pricing and positioning * Distribution and communication * Core competences / weaknesses | | | |
| **Implication** | * Financial health: revenue, costs, profitability * Market position * Innovation and leadership | | | |
| **Needs Pay Off** | * What’s the potential offering? * How does this represent value for money for the client? * What inputs are required from the University? | | | |

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| Date | | 25th February 2021 | **Client** | Lulworth Engineering |
| **Notes** | | | | |
| **Situation** | Established in 1932 this family-owned company specialises in designing and building deep water drilling and extraction rigs for the exploration and exploitation of offshore oil and gas fields and precious metals deposits.  In recent years the company has rapidly declined as its traditional design and manufacturing processes are overtaken by new companies employing new materials and more efficient technologies.  The company retains a wealth of valuable knowledge amongst its loyal workforce and is renowned for its ability to deploy clever solutions to tackle highly complex geological, engineering and petrochemical refining challenges.  The current staff comprises 66 personnel. A team of 15 design engineers, a research team of 3, prototype build and test team of 12, on-site test, installation and commissioning team of 23 and a management and administration team of 13.  Lulworth has worked with another local University in the period 2015-2017 and believes this was a waste of time and money when the academics offered little in terms of new insight (it was thought that their knowledge was even more outdated than that of Lulworth). As a result Lulworth will need convincing of the efficacy of your approach to deliver sustained change that is key to Lulworth’s survival and growth. They may favour a ‘payment by results’ model to reduce the risk of their investment. | | | |
| **Problem** | Products are bespoke to each individual situation. Lead times are long and require high levels of designing, test and improvement until the product is fit for purpose.  The oil and natural gas market is large and competitive. The key to success is to locate and explore potential concessions in remote and inhospitable locations to assess yield and accessibility, making a bid to secure the concession over competitors  The global market is worth £25 billion annually and is dominated by US suppliers with 55% share. The exploration industry is growing as oil producers seek to diversify away from Middle Eastern fields.  Exploration equipment is bought by small specialist drilling companies and the larger oil companies (e.g. Lukoil, Exxon, BP, Royal Dutch Shell) on a project basis.  This is a very risky business. Increasingly oil companies are putting the onus on exploration parties to fund themselves with a commission being paid on exploitation. Benefits of a successful ‘strike’ can be phenomenal, losses on a dry well can be catastrophic. Many smaller companies are leaving the market because of this uncertainty.  Lulworth must decide whether it is time to leave their core market which seems to be the only outlet for their dated expertise. | | | |

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| **Implication** | Lulworth’s turnover was £10,000,000 in 2016 with a net profit of £3,000,000. The business has steadily declined over the last 4 years. The annual report for 2020 shows Lulworth’s turnover had reduced to £6,000,000 with a net loss of £1,000,000. During this time Lulworth’s market share has declined from 30% to just 5%.  As the cashflow and market share problems worsen the owners and directors will need to decide whether to invest in the company, sell to competitor or face closure of the business.  Lulworth retain a reputation for the expertise of their team and the quality of their product. However more cost effective competitors are entering the market as they can respond to clients’ needs more effectively. |
| **Needs Pay Off** | The client has asked for a proposal to deliver the following work over the next 12 months:   * Cutting edge analysis and design techniques to support solution modelling which provides an effective and efficient product for Lulworth’s client enabling Lulworth to be seen as better than their competition. * Upgrade its manufacturing processes and materials to include rapid prototyping and lean manufacturing. * Develop the technical skills of designers particularly around the use of digital aids   This is not an exhaustive list and Lulworth are actively seeking informed insights into potential development routes for the business that they might not have otherwise considered. Lulworth’s directors are talking to a number of universities in the hope that they can find a partner to rejuvenate their business. |

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| Date | | 25th February 2021 | **Client** | Manningham Allergenic |
| **Notes** | | | | |
| **Situation** | Established in 1993, Manningham Allergenic is led by Jack Manningham, a former PhD student at your university. The business operates a small team of 12 employees whose principal activity is the testing and certification of products designed to remove particles (both organic and inorganic) from indoor and outdoor environments thus reducing adverse allergic reactions (e.g. hayfever, rashes, Chronic Obstructive Pulmonary Disease). 30% of the UK population suffer from some form of medical allergy or intolerance and there are many more cases that go undiagnosed or untreated, leading to reduced quality of life for the sufferers.  Manningham’s client base is diverse and involves the testing of products for companies such as GSK, Dyson, Samsung, Johnson & Johnson, Proctor & Gamble, Sebo, and Electrolux. Products tested include air filters/purifiers, ionisers, vacuum cleaners, washing machines, anti-allergy bedding and hayfever treatments.  From market research commissioned from your Business School the company is persuaded that the markets for respiratory clinical trials and microbiology services has reached its peak. The new markets with significant growth potential are product development and forensic services. The study also identified a need to alter the mix of services that would be offered by Manningham which may include a controlled environment to test more variables, space larger products (e.g. cars), and longer-term trials (e.g. corrosion). They will also need greater capacity, both in terms of personnel and facilities, if they are to take full advantage of this opportunity and solidify their market position against laboratories offering one-off cut price services. | | | |
| **Problem** | An increase in the number of UK and overseas university laboratories seeking to diversify their incomes has seen the competition within Manningham’s market grow. Manningham are unable to compete with the lower costs and higher capacity in these areas but believe it may have something to offer through premium services and possibly moving into more advanced activities such as new product design and development.  The company has a highly skilled workforce and a strong market reputation following many years of successfully serving some major companies in the household goods and appliances markets. Translating this skill and reputation into the cash needed to invest in new people and facilities is becoming increasingly difficult given the changing level of competition within their existingly stagnant market.  The opportunity is clear but making it happen will be a stretch for the company, both in terms of resources and expertise. | | | |
| **Implication** | The current cash position is healthy, but it is expected to decline over the next 1-2 years as low-cost competitors get a greater share of the market. If Manningham is to make a decisive move for future growth it should happen soon whilst the company has the foresight, cash and some skills to make a success of it.  There is a risk that moving from product testing into the more sophisticated activities of product development may alienate some customers who already offer these services. However, it is down to the company to make the best decisions for their long-term future. | | | |
| **Needs Pay Off** | Emboldened by its successes, encouraged by its opportunities but mindful of threats to its business Manningham has asked for support across a broad range of activities which include business, clinical and technical expertise. | | | |

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| Date | | 25th February 2021 | **Client** | The Emporium |
| **Notes** | | | | |
| **Situation** | Established in 1974 as a Local Authority-owned arts centre based in an iconic purpose-built facility, The Emporium was commissioned to provide a base for performing and fine art students from the local College and University. Over three decades The Emporium has built a strong reputation in its local community and the wider arts scene.  Based in a highly diverse city the Trustees have sought to enhance its artistic and cultural offerings by expanding beyond its performing arts brief (music, theatre, dance) to include languages, new media, creative writing, ceramics and textiles. Its biennial International Children’s Festival rivals any other such festival in scale and quality and is seen as an international model of good practice in the sector.  The Emporium is considered to be a creative hothouse in the region with its strong reputation for creating popular original works. Its diverse community comes from a wide range of ethnic, cultural, national and linguistic backgrounds.  The current staff comprises 11 personnel: an Artistic Director/Chief Executive, a programming and marketing team of 3, a technical and maintenance team of 4 and a finance and an administrative team of 3. Besides those directly employed The Emporium can count on hundreds of volunteers and dozens of partner organisations who are committed to the sustainability of the Centre. | | | |
| **Problem** | Since the onset of recession in 2008 The Emproium has suffered financially due to the threefold effect of a reduction in its Local Government and Arts Council subsidy, reduction in interest in the performing arts courses at partner institutions and an overall decline in attendance for performing arts events. The public sector subsidy is set to continue declining until at least 2025.  Some Trustees have proposed a more business-like approach to offerings and strongly believes there is an unmet need for an Education Hub in the local area to fill the gap left by the retrenching former College/University partners. To build on its reputation as a creative hothouse and to engage its diverse local community The Emporium is keen to develop a series of workshops in the creative arts, languages, family history, culture and heritage. It also has access to additional space and is considering whether to establish a business start-up centre, principally but not exclusively aimed at the creative industries.  The Emporium’s original College and University partners are moving away from the arts and humanities subjects towards the more technical disciplines in an attempt to boost recruitment and funding. As a result The Emporium is eager to work with a commercially-minded partner who are sensitive to maintaining and improving the integrity of its cultural offerings in a way that secures the independence and sustainability of the Centre. | | | |

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| **Implication** | Money is fast running out. With transitional grants and with the notice given on its current subsidy, The Emporium will need to reduce its costs or increase its income to avoid becoming insolvent in 18 months’ time.  Partner organisations (performing arts companies, designers, schools, youth groups, community groups, media companies) are also suffering from the rise in costs and drop in income. They will be eager to work with The Emporium to develop new work to reach a new audience. For example, performing arts companies have discussed co-productions that could tour around and outside the region. More events and festivals have been discussed to develop awareness of the city and contribute to leisure and tourism activity. |
| **Needs Pay Off** | The client has asked for a proposal to deliver the following work over the next 12 months:   * An economic assessment of its current delivery to the local community and an idea of its potential contribution. This is essential for The Emporium to forestall or reverse any further funding cuts. * Training and education skills for its volunteers, coaching/mentoring for Emporium employees towards establishing an Education Hub. * Design and delivery of short courses by the university with The Emporium’s target area. Subjects will include family history, film making, web design, photography, creative writing, acting, public speaking, stand-up comedy. The Emporium are open to more ideas for what might prove popular. * Design of a new business and financial model that can be entirely self-funded within 5 years.   This is not an exhaustive list and The Emporium is actively seeking informed insights into potential development routes for the business that they might not have otherwise considered. The Emporium’s trustees are talking to a number of universities in the hope that they can find a partner to rejuvenate their business. |

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| Date | | 25th February 2021 | **Client** | Children and Parents Partnership (CPP) |
| **Notes** | | | | |
| **Situation** | CPP was formed as a charity in June 2004. Originally formed by a group of social workers and care providers its goal was to provide meaningful work and learning opportunities for vulnerable adults, and much needed respite for their carers (often close family members).  The organisation has a Board of Trustees, chaired by Kuldip Singh a prominent Consultant Psychologist based in the local NHS Trust, which comprises 12 members representing Social Services, care providers, parents and clients. Theresa Obiwumbe has been Chief Executive of CPP since October 2013 and was appointed with a brief to grow the income of the charity and provide a wider range of activities for service users and their carers/families. Theresa’s background is in banking and came to the charity after being made redundant from a national retail bank early in 2013. Despite this shortfall in professional experience in the sector Theresa understands the needs of the client base well as her 17-year-old son, Michael, has a twin diagnosis of Asperger’s Syndrome and Attention Deficit and Hyperactivity Disorder. Theresa chose the role after Michael was diagnosed with clinical depression that manifested as challenging behaviour due to lack stimulation. | | | |
| **Problem** | CPP fulfils multiple roles as lobbying body, fundraiser on behalf of other smaller affiliated groups, and service provider. With the advent of the ‘choice’ agenda in Social Services families are finding using their allocated funding to source the right support for their children to be a confusing and stressful task. As a result of CPP’s highly regarded activities more families are asking for help.  With this surge in funding CPP has a number of challenges:   * How to manage, motivate and develop a growing band of volunteers that in 2016 numbered 23 and by early 2020 had grown to over 200. These are highly valued helpers and Theresa needs to harness this enthusiasm to make a great impact for CPP * The funding growth can buy additional services which are currently difficult to source as supported living facilities are expensive to build and resource. Theresa needs to co-ordinate a fundraising campaign to raise money and attract partners willing to invest capital in building the necessary facilities that can then be paid for through revenue funding. * CPP needs to broaden the scope of its offering to include day services, leisure and health facilities for service users. * There is a high incidence of mental illness amongst those who care for vulnerable adults. In order to keep this crucial ‘army’ of helpers mobilised programmes CPP needs to offer more help to carers. * CPP’s reputation has recently become national. As a result they have become the ‘go to’ organisation for similar organisations to learn best practice. However, Theresa has recently been approached by a neighbouring Council’s Social Services to interim manage a failing sister charity (Meadowview Mothers and Carers) with a view to taking over its commitments to the local community. Theresa is keen to help but is already stretched to her limit. | | | |
| **Implication** | CPP needs to decide on how and where it will grow or else all efforts could lead to the collapse of the charity as public sector contributions are cut over the coming months. The window of opportunity is small. If Theresa can navigate this tricky time she could transform from a small community charity to a regional, or even national, player. | | | |
| **Needs Pay Off** | Theresa has asked the Dean of Health, Professor Mike Seward, a friend since university days and also a Trustee of the charity, to see what the university can do to help. | | | |