

# Building a business plan - needs analysis



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# Getting started...

- This tool is best used with lots of post-its - keep notes, create mind-maps, capture your thinking.
- Work with your team, stakeholders or trustees to ensure a broad range of ideas are brought to the table
- Work fast - we're in a fast moving landscape, so detailed and lengthy thinking is not appropriate in these times.
- It's a tool that you can revisit in a month, 2 months... whenever the time is right... to sense check your approach and your offer for your audiences are working with the shifting times.



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# A simple tool to help you to identify the shift in your audience's needs

- This tool is to help you think through what needs you can and might meet. It asks you to break your audience/customers or beneficiaries down into some sub-groups and to step into their shoes.
- This is based on a more detailed tool for refining a value proposition, but has been adapted to help capture the changes in need from pre-pandemic to the post pandemic environment.
- It's essentially a 3 step process defining:
  - A - The audience group
  - B - How our offer met their need before
  - C - How we will meet their needs now



# How to use this tool

- Start by deciding which customer group you want to think about. The first time you do this, you will find it easiest if you just pick one part of your offer. For example, if you are a theatre your overall offer might include: live performances (different spaces, different genres); café/bar; workshops etc. For this exercise though, you might decide to concentrate on families attending your main house live performances.
- It makes sense to pick a group that are significant in terms of either/both **revenue** or **mission delivery**.
- Note the main defining characteristics of this group – this could be by geography, age, regularity of contact and so on. The group should be big enough and sufficiently defined that you can identify a common set of needs.
- Next describe their needs before the pandemic. This is in headline terms. It's best to try and identify some things that speak to more emotional value and those that are more functional – for example, 'connection' or 'a sense of belonging' as well as 'efficiency' or 'timed for accessibility'



# How to use this tool

- The next box is for you to **describe your offer before the pandemic**. The offer will have been based on the needs you identified (hopefully).
- Next you can start to think about **what needs this group may have now** and into the next six months (or the timescale you've chosen for your plan). Some of these may be the same, they may be re-prioritised or they may have changed considerably.
- From here, you can see **which features might still be worth holding on to** and what you need to change. It's very tempting but try and avoid jumping straight away to the activities as this could close down thinking too early to spot new opportunities. For example, you could talk about 'evening programming' rather than 'digital broadcast'. Focus on key features (5-6 max).
- Repeat for a couple of different customer groups – you are likely to see some patterns emerge. If you're involving a team, you could do the first group together then divide and conquer. It doesn't need to be exhaustive – think 'good enough.'



Audience Group  
What are their shared characteristics?

Needs and wants before the  
pandemic?

Needs and wants now?

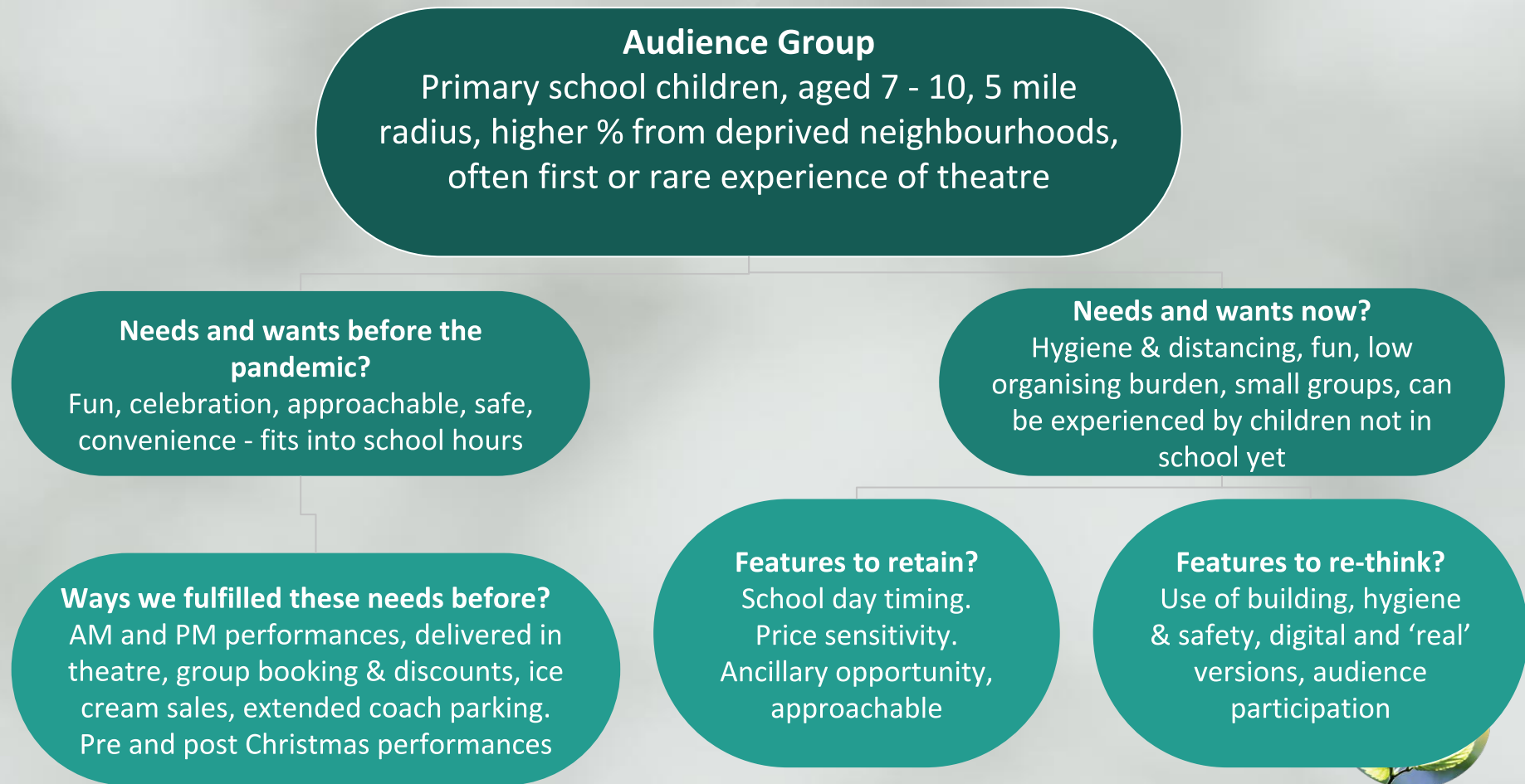
Ways we fulfilled these needs  
before?

Features to retain?

Features to re-think?



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More tools and resources available at  
[www.changecreation.org](http://www.changecreation.org)  
[www.peoplemakeitwork.com](http://www.peoplemakeitwork.com)

