



## **S-CUBE Scenario: Closing the deal (selling in a social enterprise context)**

### **Background**

Research conducted as part of the S-CUBE project into soft skill needs for social enterprises identified that the following areas were rated as important by a large proportion of respondents from social enterprises: communication, ability to influence, and ability to convince.

Existing skills in these areas were rated to be low. This scenario has been developed to provide an opportunity for participants to develop key communication skills in a social enterprise context.

This scenario is designed to facilitate reflection, discussion and practical application concerning the 7 step 'Cultivation Cycle' – see: [www.fundraisingresearch.info/page6.htm](http://www.fundraisingresearch.info/page6.htm)

### **Context and playing instructions**

*CommunityMedia* is a role play scenario that has been developed by partners from across Europe. The purpose of the *CommunityMedia* scenario is to provide participants with the opportunity to take part in a role play exercise focused on the use of the following soft skills:

- Negotiation
- Communication
- Listening
- Convincing
- Influencing

The role play scenario concerns an established social enterprise called *CommunityMedia*. Full details about the scenario and the role play characters can be found on the remaining tabs within this screen. Please spend the next five minutes reading this information and familiarising yourself with the scenario. You will receive a message from the tutor when it is time to begin the role play exercise.

Please note that you can recall the Information screen by clicking on the "i" button at any time.

## About *CommunityMedia*

*CommunityMedia* is a social enterprise based in a rural area. It delivers media projects and promotional films for mainly charitable and social enterprise clients and provides work experience for young people who help develop the films.

*CommunityMedia* is interested in developing new markets and using money from more commercial clients to subsidise its more challenging areas of lobbying and campaigning for rural community issues.

*CommunityMedia* has been running for five years and is respected locally for good quality work. It is still small with only three core staff and a few volunteers. It has good links with local colleges which provide young people who want work experience on media projects.

## About this scenario

*CommunityMedia* has been approached by a mid-size corporate organization - Mobile Corp Europe - which wants to develop a promotional film to help sell its mobile phone services. Mobile Corp Europe has a good corporate and social responsibility policy and is keen to get social enterprises into its supply chain. They still need a top quality production.

The two parties have had some phone and email discussions and *CommunityMedia* has sent a quote of £17k for the work. Both parties have set up a meeting to finalise what is needed and pin down what *CommunityMedia* can provide for what cost.

The aim for both sides is to close the deal and iron out any remaining issues for the contract.

## Characters

Name	Description	Goals
Jacqueline Napier	<p>Head of Marketing of Mobile Corp Europe</p> <p><i>Public information</i></p> <ul style="list-style-type: none"> <li>Jacqueline (27) is new in post and has a strong PR background. She has a reputation for being a little aloof and a tough negotiator. Has received <i>CommunityMedia</i> quote for £17k</li> </ul> <p><i>Private information</i></p> <p>Jacqueline is keen to establish herself in Mobile Corp. This is the first major project she has worked on. She is anxious for it to</p>	<p><i>Public</i></p> <ul style="list-style-type: none"> <li>Commission a promotional film to support Mobile Corp's work</li> </ul> <p><i>Private</i></p> <ul style="list-style-type: none"> <li>Has had three quotes of £10k, £17k and £20k. Her maximum budget is £16k but she wants to negotiate costs as</li> </ul>

	<p>succeed and to agree a cost that saves money for the firm.</p> <p>She is a good negotiator and likes to get to the point quickly and sometimes is a little tactless or blunt in her questioning.</p> <p>She has little time for waffle and pleasantries.</p> <p>She is slightly concerned about Francesca's links to 'Cut the Spin' – a national lobbying firm - which aims to expose corporate greenwash. She is a PR lover and will spin what she can to get a good story for Mobile Corp.</p>	<p>low as possible without compromising on quality.</p> <ul style="list-style-type: none"> <li>• Wants good quality production, is not so motivated by CSR but can see the PR benefit.</li> <li>• Is worried about use of young people and potential impact on quality would rather use a renowned filmmaker.</li> </ul>
Aravinda Silva	<p>Head of CSR, Mobile Corp Europe</p> <p><i>Public information</i></p> <p>Aravinda (32) has been in post for five years and is well liked in the area. He has developed a reputation for being affable and delivering good CSR projects. He knows Francesca and <i>CommunityMedia</i> via some networking events he attended.</p> <p><i>Private information</i></p> <p>He feels a little under pressure from Jacqueline, his new boss. She has less of a passion for CSR. He wants to impress her but is frustrated by her more corporate approach.</p> <p>He is impressed by Francesca's work at <i>CommunityMedia</i> and admires her links with Cut the Spin. He has recently lobbied internally that Mobile Corp needs to cut down on PR/greenwash and deliver more CSR projects.</p>	<p><i>Public</i></p> <ul style="list-style-type: none"> <li>• Wants to engage local community organisations</li> <li>• Very passionate about supporting young people</li> </ul> <p><i>Private</i></p> <ul style="list-style-type: none"> <li>• Very keen to make sure the deal is with <i>CommunityMedia</i>.</li> <li>• Doesn't know the budget.</li> <li>• Keen to get young people engaged in the work.</li> </ul>
Francesca Lotti	<p>CEO of <i>CommunityMedia</i></p> <p><i>Public information</i></p>	<p><i>Public</i></p> <ul style="list-style-type: none"> <li>• Initial quote to Mobile Corp was for</li> </ul>

	<p>Francesca (44) is passionate about rural affairs, young people and community media projects. She also sits on Cut the Spin (a national lobbying group which monitors corporate PR and rebuffs what it calls 'greenwash').</p> <p><i>Private information</i></p> <p>Francesca is feeling a little anxious about this meeting. She needs to secure the deal but feels some tension with her ethics around her work with Cut the Spin. It is a slight departure for <i>CommunityMedia</i> to deliver something so corporate. However, <i>CommunityMedia</i> is in a bit of a crisis and needs to secure the contract. She can see that if she can get young people involved it could meet her ethical aims but also make a profit enabling <i>CommunityMedia</i> to invest in other community work.</p> <p>She is a little woolly on the details and is more of a 'big picture' person.</p>	<p>£17k</p> <ul style="list-style-type: none"> <li>Wants to use a group of young people from local college to develop the film</li> </ul> <p><i>Private</i></p> <ul style="list-style-type: none"> <li>Needs to secure at least £16k contract for a profitable piece of work. £15k will breakeven.</li> </ul>
<p>Bob Green</p>	<p>Filmmaker – <i>CommunityMedia</i></p> <p><i>Public information</i></p> <p>Bob (66) is a recently retired BBC documentary filmmaker who won several awards for some wildlife films he made early in his career.</p> <p>He has a reputation for being a little slow but delivering high quality work.</p> <p><i>Private information</i></p> <p>Bob recently retired to the area saw a local press release about <i>CommunityMedia</i> and got in touch. He thinks they have good ideals but is slightly concerned about the quality of their work.</p> <p>He is quite geeky and can get quite technical about filmmaking.</p>	<p><i>Public</i></p> <ul style="list-style-type: none"> <li>Make the best film he can for any project</li> </ul> <p><i>Private</i></p> <ul style="list-style-type: none"> <li>Has some anxieties about the use of young people on this project – he would rather do this one himself.</li> </ul>

	He is happy to work for commercial companies. He does have some core ethics around doing the 'right thing' but he is not overly bothered about ethical tensions.	
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### **Debriefing Questions**

- 1) Did your character achieve his / her public goals? (Yes, No, Partially)
- 2) Did your character achieve his / her private goals? (Yes, No, Partially)