The Good Food for Good (GFFG) Foundation is a public charity created by Pascal and Virginie Rigo. They hope to create a tutoring center, named the LearnUp Center, that will provide affordable and effective tutoring services to children with learning differences. The center will use Steve Tatum’s teaching method for struggling readers from all demographics. GFFG’s goal is to partner with universities and corporations and utilize their existing space for their learning centers.

**Goals**

1. Conduct a market analysis to determine the demand and feasibility of a new Bay Area tutoring center created by the Good Food for Good (GFFG) Foundation.
2. Provide recommendations for the implementation of the LearnUp Center.
3. Suggest next steps for the organization.

**Methods**

31 tutoring centers and schools in the Bay Area for children who struggle with reading were evaluated and surveyed using 43 data points including pricing, availability of scholarships, curriculum, locations, staff size, and tutor requirements. Data was obtained from websites, phone calls, and emails.

## Results and Analysis

### Five Forces Framework Applied to the Good Food For Good Foundation LearnUp Centers

#### Threat of New Entrants: Medium

- Full-time schools adding afterschool tutoring program for students with learning differences
- New tutoring programs that offer individualized methods based on students’ needs, using multiple methods
- New full-time schools that offer scholarships or are paid for by local school districts

#### Power of Suppliers: Low

- Tutors may demand higher wages that would make the center less affordable
- Cost of training for tutors may increase
- Strict requirements of tutor qualifications may make it difficult to have fully staffed center
- Lack of full-time center may be challenging for the tutors
- Tutors leaving for other centers or full-time schools for better pay

#### Intensity of Rivalry: Medium

- Other programs may offer cheaper prices which can drive down fees
- Other programs may be more individualized to students’ needs and use multiple methods
- Other methods work better for student than Tatum method

#### Power of Consumers: Low

- Clients may find lower prices and demand a lower cost or find other tutoring centers that can meet the needs of the students
- Clients may choose other programs due to location and accessibility
- Prices of the programming may be too high with just one method; clients may look for cheaper program applying multiple methods

#### Threat of Substitutes: High

- Other centers, like the Raskoff Center, that is already established and providing similar services and structure
- Similar tutoring centers with lower rates or free services
- Tutoring centers with bilingual or culturally diverse curriculum
- Tutoring programs that can be offered on-site at schools after school hours

## Recommendations

1. Set an hourly rate that is in line with local competitors.
2. Provide scholarships and flexible payment options for lower-income families.
3. Allow for different entry levels for students.
4. Provide flexible scheduling options.
5. Consider adding additional teaching methods to the curriculum.

### Next Steps

**Phase 1: Further Data Collection**

Continuous observation and further investigation into the market for detailed information on competitors and most effective tutoring methods.

**Phase 2: Potential Space**

Research universities and corporations to partner with to utilize existing space and provide learning opportunities for future teachers.

**Phase 3: Pilot Program**

Conduct a pilot program to determine the areas of operation that need improvement and restructuring in order to ensure efficiency.

### References


Poster Presentation in fulfillment of the Capstone Course Requirement in the Master of Public Administration (MPA). Supervised by Prof. Marco Tavanti, Ph.D. – Fall 2015