



A fantastic opportunity for a consultant with business planning and market research experience

We are seeking a provider to develop a full business plan including a business model, qualify the value proposition and conduct a market analysis for 'Health Inclusivity'.

We would like to assess the viability of a new venture which aims to identify and characterise the lived experience and health needs of largely hidden populations — estimated to represent up to 30% of the population—about whom the NHS holds little to no data. By translating these lived experiences into evidence that can be integrated into larger datasets that strengthen health data infrastructures, improve service utilisation, and lower overall healthcare costs. Enhancing knowledge of these hidden populations will not only make care more efficient for them but will also improve outcomes for the broader population. Such new data will not only enhance local and national health services by filling critical data gaps, but enhance the accuracy of data-driven decision-making big data by merging that data with local health. Behaviour realities.

The work to be conducted by this contractor shall include the following:

- (i) gathering information from team to understand potential users' needs, innovative features of a services offer.
- (ii) describing the potential product/services to be commercialised
- (iii) calculating the potential market size in volume and value in the UK
- (iv) identifying customer segments and buying patterns by conducting direct market research including 10 interviews with potential customers.
- (v) reviewing the offerings of the key competitors and assess their strengths and weaknesses. An exploration of how other similar services are marketed and which ones are considered to be most effective.
- (vi) cost and pricing analysis. Ascertaining a range of pricing models that can be used that reflect the product delivery and market requirements. Creating an understanding of

the costs of the potential product and services offering. Establishing start-up and fixed costs to support the product and/or service and to create a template that will allow variable costs to be understood for future deliveries.

The project milestones will be the following:

1. Buyer analysis, Market size calculation and Competitor analysis
2. Mid-project meeting describing findings of the market research
3. Costing and pricing analysis
4. Final business plan including financial projections for next 3 years, and any recommendations

We are looking for an independent contractor for this work and inviting a proposal up to a maximum of £10,000 + VAT if applicable. We expect the supplier to complete a first draft of the full business plan by 1st October 2026 and final report by 23rd October 2026.

To apply for this opportunity, please send a short proposal including your relevant experience and expertise and a budget to Prof David Napier (d.napier@ucl.ac.uk) and Ana Lemmo Charnalia (a.charnalia@uclb.com) by Friday, 1st May 2026.

Please provide a reference of an organisation for which you have undertaken similar work in the past two years, who have confirmed they would be willing to be approached by UCL/UCLB. Please include full name, address, telephone number and email address, and explain how you have worked with his organisation.