

# Training Materials

Entrepreneurial Competencies

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dreams come true**



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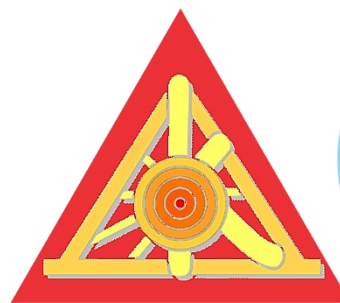
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### Companies:

- Pet Pals - Mobile Pet Care Service (SWOT)
- Edu Wood - Educational wooden toys (SWOT, Opportunity Assessment, A3 Problem-solving tool, Brainstorming, Tactical implementation planning, Sustainable Product and Business Model Innovation, Lessons-learned analysis)
- Lift-it-Up - Fitness App (Opportunity assessment)
- Only Fresh & Health - Fresh Food Box (Brainwriting, Problem statement)
- Ready & Fast - Meal delivery service (AVA - Activity value analysis)
- Boot & Foot - Winter shoes with a built-in heater (6 Thinking Hats)
- Fun4Socks - Antibacterial socks (6 Thinking Hats)
- Z-Tech - Instant tablets for hunger (AVA, Tactical implementation planning)
- iFuturex - Mobile phone cover & battery charger (PEST, Sustainable Product and Business Model Innovation)
- WEDD4LIFE - Wedding and event planner (SMART)
- MatchMe - Escort services for special events (SMART)
- eMoonLight - Solar trees for street lighting (Prioritization planning, Financial planning)
- CoffeeLand - Coffee shop (Financial planning, Communication plan)
- Divorce-At-Last - Musical greeting cards (Change Management)
- ChocoLand – Colorful chocolates (Policy deployment)
- Hats & Mates - Massaging Hats (Risk analysis)
- Pro-Girl-Tect - Bracelets for detecting drugs in drinks (LEAN canvas)
- Zelax & Relax - Zeolite-based soft candies (Business Model Canvas)
- Y-factor - Music contest (Practical tools application).

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TOYOTA - Toyota Motor Corporation

NIKE - Nike Inc.

JUST DO IT - Nike Inc.

UBER - Uber Technologies, Inc.



**SWOT analysis** is a strategic planning technique that helps identify the Strengths, Weaknesses, Opportunities, and Threats.

SWOT analysis is used by organizations to identify their internal strengths and weaknesses, as well as their external opportunities and threats. The acronym SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. It is a framework used to evaluate a company's competitive position and to develop strategic planning. SWOT analysis assesses internal and external factors, as well as current and future potential. It is designed to facilitate a realistic, fact-based, data-driven look at the strengths and weaknesses of an organization, initiatives, or within its industry. Companies should use it as a guide and not necessarily as a prescription.

A SWOT analysis typically involves identifying the following:

### Strengths

- Things your company does well.
- Qualities that separate you from your competitors.
- Internal resources such as skilled knowledgeable staff.
- Tangible assets such as intellectual property, capital, proprietary technologies, etc.

*Examples:*



- Brand recognition:** A strong brand can help an organization stand out from its competitors and attract customers.
- Skilled workforce:** A team of skilled employees can help an organization deliver high-quality products or services.
- Financial stability:** A company with strong financials is better equipped to weather economic downturns and invest in growth opportunities.
- Location:** A prime location can help an organization attract customers and employees.
- Advanced technology:** Cutting-edge technology can help an organization stay ahead of its competitors and improve efficiency.
- Positive culture:** A positive work environment can help attract and retain talented employees.
- Eco-friendly practices:** Environmentally friendly practices can help an organization reduce costs and improve its reputation.
- Strong customer service:** A company with excellent customer service can build customer loyalty and attract new customers.
- Innovative products:** A company that develops innovative products can differentiate itself from competitors and attract new customers.
- Effective supply chain management:** A company with an effective supply chain can reduce costs and improve efficiency.
- Strong partnerships:** Partnerships with other companies can help an organization expand its reach and access new markets.
- Effective marketing:** Effective marketing can help an organization attract and retain customers.
- Strong online presence:** A strong online presence can help an organization reach new customers and build its brand.

## Weaknesses

Things your company lacks.  
Things your competitors do better than you.  
Resource limitations.  
Unclear unique selling proposition.

*Examples:*

## Weaknesses

**Lack of brand recognition:** A weak brand can make it difficult to stand out from its competitors and attract customers.

**Inadequate financial resources:** A company with weak financials may struggle to invest in growth opportunities or weather economic downturns.

**Poor location:** A poor location can make it difficult to attract customers and employees.

**Outdated technology:** Outdated technology can make it difficult to stay ahead of its competitors and improve efficiency.

**Negative culture:** A negative work environment can make it difficult to attract and retain talented employees.

**Poor reputation:** A poor reputation can make it difficult to attract customers and investors.

**Lack of innovation:** A lack of innovation can make it difficult to stay ahead of its competitors and meet changing customer needs.

**Supply chain issues:** A weak supply chain can lead to delays, stockouts, and other issues that can impact an organization's ability to deliver products or services.

**Cash flow problems:** Poor cash flow management can make it difficult to pay bills, and invest in growth opportunities.

**Inadequate management staff:** A lack of skilled managers can make it difficult to develop and execute effective strategies.

**Ineffective marketing operations:** Poor marketing can make it difficult to attract and retain customers.

**Low-profit margins:** Low-profit margins can make it difficult to invest in growth opportunities or weather economic downturns.

**No website:** In today's digital age, not having a website can make it difficult to attract customers and compete with other businesses.

**No online sales:** The inability to sell products or services online can limit an organization's reach and make it difficult to compete with other businesses.

## Opportunities

Underserved markets for specific products.  
Few competitors in your area.  
The emerging need for your products or services.  
Press/media coverage of your company.

*Examples:*

## Opportunities

**New market segments:** An organization can identify new customer segments and expand its reach.

**New product or service offerings:** An organization can develop new products or services to meet changing customer needs.

**Technological advancements:** An organization can leverage new technologies to improve efficiency and reduce costs.

**Strategic partnerships:** An organization can form strategic partnerships with other companies to expand its reach and access new markets.

**Economic trends:** An organization can take advantage of economic trends to improve its performance.

**Changes in regulations:** An organization can adapt to changes in regulations to avoid penalties and improve its reputation.

**Growing demand:** An organization can capitalize on growing demand for its products or services.

## Threats

Emerging competitors.

Changing regulatory environment.

Negative press/media coverage.

Changing customer attitudes toward your company.

*Examples:*



## Threats

**Increased competition:** New competitors entering the market can make it difficult to attract and retain customers.

**Economic downturns:** Economic downturns can lead to decreased demand for products or services and reduced revenue.

**Changing consumer preferences:** Changes in consumer preferences can make it difficult to stay relevant and meet customer needs.

**Regulatory changes:** Changes in regulations can increase costs and make it difficult for an organization to operate.

**Supply chain disruptions:** Disruptions in the supply chain can lead to delays, stockouts, and other issues that can impact an organization's ability to deliver products or services.

**Cybersecurity threats:** Cybersecurity threats can lead to data breaches, loss of intellectual property, and other issues that can impact an organization's reputation and financial stability.

**Natural disasters:** Natural disasters can lead to property damage, supply chain disruptions, and other issues that can impact an organization's ability to operate.

By analyzing these factors, organizations can develop strategies to capitalize on their strengths, address their weaknesses, take advantage of opportunities, and mitigate threats. Ask the following questions:

**Strengths:** What does the organization do well? What advantages does it have over its competitors?

**Weaknesses:** What does the organization not do well? What disadvantages does it have compared to its competitors?

**Opportunities:** What external factors could the organization take advantage of to improve its performance?

**Threats:** What external factors could negatively impact the organization's performance?



# SWOT Analysis of Apple



The exercise task:

The Mobile Pet Care Services “Pet Pals”

The idea: establishment of a Mobile Pet Care service. The idea is to offer pet owners the convenience of having their pets taken care of on their own premises while they are at work or on a trip. While they are away, their pets will be safe and pampered. For that job, the company would hire students who can take care of pets and study for school using recorded lessons. This can be a great solution for pet owners who are unable to take care of their pets during the day or while they are away. Hiring students who can take care of pets and study for school using recorded lessons is a creative way to provide employment opportunities for students while also providing a valuable service to pet owners.

A Simple **SWOT Analysis** for Pet Pals:

### Strengths:

Unique and differentiated service that offers personalized and convenient pet care services in the comfort of the pet owner’s home.

Hiring students who can take care of pets and study for school using recorded lessons is a creative way to provide employment opportunities for students while also providing a valuable service to pet owners.



**Weaknesses:**

Lack of brand recognition and reputation compared to established pet care services.

Limited resources and funding compared to larger competitors.

**Opportunities:**

Growing pet care industry with pet owners spending constantly more and more money.

The trend of humanization of pets is expected to continue, with pet owners treating their pets as members of the family and spending more money on pet care services.

**Threats:**

Competition from established pet care services.

Economic downturns or other external factors could impact pet owners' ability to spend money on pet care services.

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Overall, the SWOT analysis suggests that Pet Pals has a unique and differentiated service that can differentiate itself from competitors and attract customers who are looking for a more convenient and personalized pet care experience. However, Pet Pals will need to overcome the challenges of limited resources and competition from established pet care services.



**Homework:**

A toy company EduWood has decided to produce educational wooden instead of plastic toys for children. According to sSWOT\* analysis, what are the strengths, weaknesses, opportunities, and threats of this production?

\*The Sustainability SWOT Analysis (sSWOT) is a tool used to assess environmental risks and opportunities for organizations.



# Opportunity assessment

An **opportunity assessment** is a process that helps organizations identify potential opportunities for growth and development.

The entrepreneurial action begins with recognizing or identifying the potential for people to change their behavior — to do something they are currently not doing or to do something differently than they are currently doing it. The entrepreneur recognizes that, given the chance, some set of people would prefer to do things differently if given the chance. The entrepreneur then envisions a new product or service as the enabler for that new behavior and so establishes a new form of consumption. If a team is right about the potential for this new form of consumption, then they must ask whether this opportunity can be exploited by an entrepreneurial venture, which involves understanding alternatives or competition and financial sustainability, and whether it is an opportunity that can be exploited by them, which involves understanding the skills, expertise, and experience necessary to capitalize of the venture. We capture the fundamental questions in our five-sided figure.

## Opportunity assessment



The foundation for any entrepreneurial venture is a market/product fit or match.

### **1. What is a market need?**

A market need is the potential for a change in consumption. This concept covers everything from unmet clinical needs, challenges facing corporations, social problems, etc. to the desires for entertainment and social interaction among young people. The potential for a change in consumption may always have been there, such as the existence of disease conditions, or they may come about because of changing circumstances, such as increasing wealth creates the desire to have specialty coffee drinks brewed for us individually. To understand a market need is to understand a (currently) unfilled desire or potential.

New ventures generally begin with a hypothesis that this potential is real, but the first order of business is always to validate this assumption, and usually to revise the hypothesis on the basis of facts and evidence.

### **2. What is the competition (the customer's alternatives)?**

Competition is the universe of alternatives that the potential customer has. Entrepreneurs often make the mistake of thinking of competition as other companies (often other start-ups) that have the same product idea as they do. But competition must be considered from the customer's perspective. What are the full set of alternatives that the customer has. And in many cases, the most compelling alternative is to do nothing.

### **3. What is a feasible solution?**

Many entrepreneurs make the mistake of beginning with a product concept. We use the term feasible solution to keep the entrepreneur's focus on the need itself. In this way, the entrepreneur will try to understand what will be required to offer a compelling solution that will actually spur the change in consumption required. This discipline will minimize that chance of creating a product concept that misses the mark or fails to take into account critical dimensions of the need or possible inhibitors to adoption.

If an entrepreneurial team validates that they have identified a potential market/product fit, and so have a possible basis for a venture, two other questions must be answered.

### **4. Is the venture financially sustainable?**

The basic question here is: Will someone pay us enough so that we can create, sustain, and grow our venture? The fundamental question is usually: Will our intended customers pay enough for our product or service? But sometimes there are other sources of revenue. If there seems to be a positive answer to this question, then the entrepreneur can ask about the sources of funding necessary to launch and establish the venture. The question will be whether the chance of success is high enough and the potential pay-off large enough to attract investment.

### **5. Do we have the right team?**

If a team has a viable idea, they can only capitalize on it if they can execute well in all of the key areas needed to make a venture successful. This requires the right skills, expertise, and experience, and also drive, motivation, and persistence.

If you can answer all of these questions affirmatively, then you have persuaded yourself that this opportunity is worth investing in. This is the first step toward being able to convince others, whether they be prospective customers, employees, partners, or providers of capital.



Let's imagine a startup "Lift-it-UP" that is trying to launch a Fitness App and conducts an Opportunity assessment:

### **Market**

**Opportunity:** The startup has identified a gap in the market for a new type of fitness app that combines social networking with workout tracking.

**Market size:** The market for fitness apps is growing rapidly.

**Target audience:** The target audience for the app is young adults aged 18-35 who are interested in fitness and social networking.

### **Competition**

**Direct competitors:** The startup faces competition from established fitness apps such as MyFitnessPal, Fitbit, and Nike Training Club.

**Indirect competitors:** The startup also faces competition from social networking apps such as Instagram and Facebook, which offer fitness-related content.

### **Technical Feasibility**

**App development:** The startup has a team of experienced developers who are capable of building the app.

**Data privacy:** The app will collect user data, so the startup will need to ensure that it complies with data privacy regulations.

### Financial Viability

Revenue model: The startup plans to generate revenue through in-app purchases and advertising.

Costs: The startup estimates that it will cost \$500,000 to develop and launch the app.

Profitability: The startup expects to break even within the first year and generate a profit of \$1 million within three years.

### Intellectual Property

Patents: The startup has filed a patent application for the app's unique features.

Trademarks: The startup has registered a trademark for the app's name and logo.

### Team

Experience: The startup's team has experience in app development, marketing, and finance.

Skills: The team has the necessary skills to build and launch the app.

Roles: The startup has clearly defined roles for each team member.

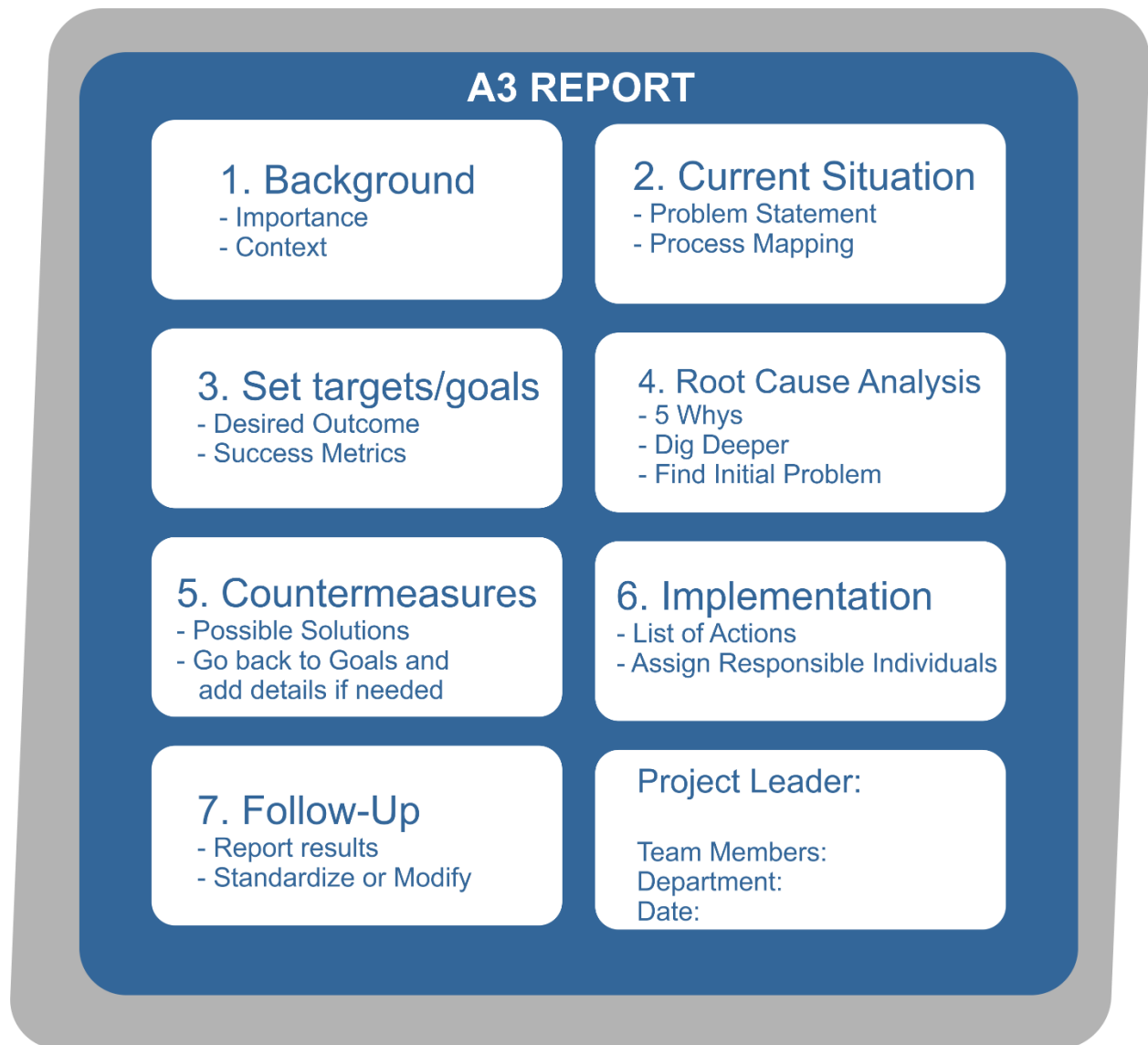


**Homework:** make an opportunity assessment for a startup EduWood that produces educational wooden toys for kids.



## A3 Problem-solving tool

The **A3 problem-solving tool** is a Lean approach to reporting issues and presenting ways of addressing them. It was developed by Toyota and is named after the paper size it uses, which is A3 (420x297mm). The A3 report is a single sheet of large paper that summarizes the problem, the analysis, the corrective actions, and the action plan. The process clarifies responsibility by placing ownership squarely on the shoulders of the author-owner of the A3, the individual whose initials appear in the upper right-hand corner of the paper. Effective use of the A3 process can help individuals earn the authority to take action through how they frame the issue.



Several basic steps need to be included in the A3 problem-solving tool report:

1. Background/Clarify the problem: Clearly articulate and define the issue at hand, avoiding the temptation to jump to solutions or assume important facts to be self-evident.
2. Current situation: Describe the current state of the problem, including the impact it has on the organization.
3. Set targets/goals: Establish a clear target condition that defines the desired future state of the problem.
4. Root cause analysis: Identify the underlying causes of the problem by asking “why” questions and using other problem-solving techniques.
5. Countermeasures: Develop and evaluate potential solutions to the problem.
6. Implementation: Implement the chosen solution and monitor its effectiveness.
7. Effect confirmation/Follow-up: Verify that the problem has been solved and that the solution is sustainable.

*Example:* The company EduWood which produces educational wooden toys for children is facing a problem of lack of quality wood as raw material.

<b>1. Background/ Clarify the problem</b>	<p><b>Importance</b></p> <p>The company has a reputation for quality and safety, which is at risk due to the shortage of quality wood.</p> <p><b>Context</b></p> <p>The company has been using the same supplier for years, but the supplier is no longer able to provide wood of the required quality.</p>
<b>2. Current Situation</b>	<p><b>Problem Statement</b></p> <p>The company is unable to produce enough toys to meet demand due to the shortage of quality wood</p> <p><b>Process Mapping</b></p> <p>The company's current process for sourcing wood is not effective</p>
<b>3. Set Targets/Goals</b>	<p><b>Desired Outcome</b></p> <p>The company aims to find a new supplier who can provide quality wood that meets the company's standards.</p> <p><b>Success Metrics</b></p> <p>The company will measure the quality of the wood received from the new supplier and ensure that it meets the company's standards.</p>



<p><b>4. Root Cause Analysis</b></p>	<p><b>5 Whys</b></p>
<p>The company's current supplier is no longer able to provide wood of the required quality.</p>	<p><b>Why</b> the current supplier is no longer able to provide quality wood?                  supplier's equipment is outdated</p> <p><b>Why</b> is the supplier's equipment outdated?</p> <p>The supplier has not invested in upgrading its equipment.</p> <p><b>Why</b> has the supplier not invested in upgrading its equipment?</p> <p>The supplier is facing financial difficulties.</p> <p><b>Why</b> is the supplier facing financial difficulties?</p> <p>The supplier's primary customer has gone out of business.</p> <p><b>Why</b> has the supplier's primary customer gone out of business?</p> <p>The customer was unable to compete with larger companies.</p>
<p><b>5. Countermeasures</b></p>	<p><b>Possible Solutions</b></p>
<p>The company will find a new supplier who can provide quality wood that meets the company's standards.</p>	<p>The company can explore alternative sources of wood, such as sustainably managed forests or other suppliers.</p> <p>Go back to Goals and add details if needed.</p>
<p><b>6. Implementation</b></p>	<p><b>List of Actions</b></p>
<p>The company will research alternative sources of wood.</p>	<ol style="list-style-type: none"> <li>1. Research alternative sources of wood.</li> <li>2. Evaluate potential suppliers.</li> <li>3. Negotiate terms with new supplier.</li> <li>4. Place an order with a new supplier.</li> <li>5. Monitor the quality of wood received.</li> </ol> <p><b>Assign Responsible Individuals.</b></p> <p>Project Leader:                  Due date:</p>
<p><b>7. Effect confirmation &amp; Follow-Up</b></p>	<p><b>Report results:</b> Communicate the results of the implemented solution to the relevant stakeholders.</p>
<p>The company needs to measure the actual results and confirm the effect of the countermeasures.</p>	

	<b>Standardize or Modify:</b> Standardize the solution if it was successful, or modify it if it was not.
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### Homework

The company EduWood which produces educational wooden toys for children is facing the problem of slowing down sales during the summer.

Make an A3 problem-solving tool report, using the following steps:

**Background:** First of all, you need to clarify the problem and briefly describe it.

**Current situation:** A problem owner needs to describe the current situation in the area where the issue appears and identify the root cause.

**Set targets/goals:** After the current situation is clear, you need to set goals. Keep in mind that at this stage, you need to take into consideration that you don't have the full picture.

**Root cause analysis:** Trying to fight the problem immediately means that you are only treating the symptoms while leaving the root cause untouched. This way, a problem may appear regularly in bigger proportions. You need to figure out the root cause of the problem. For this purpose, you can use different techniques such as the 5 whys.

**Countermeasures:** Once you are familiar with the root cause, you may start offering solutions. The countermeasures should lead to a clear understanding of how the initial goal will be achieved.

**Implementation Plan:** You have to present an implementation plan that includes a list of the actions that will be applied to get the countermeasures in place. It is also helpful to assign responsible individuals for each task and a due date.

**Effect confirmation & Follow-up:** It is imperative to measure the actual results and confirm the effect of your countermeasures. Whether there are positive or negative results, you need to take action.

If the actual results differ from the predicted ones, you should modify the plan, re-implement it, and follow up.

If there is a positive effect, you should communicate improvements to the rest of the organization and ultimately make them a standard.



## Brainstorming

**Brainstorming** is a creative thinking technique used to generate ideas and solve problems. It involves a group of people coming together to share ideas and build upon each other's suggestions in a non-judgmental environment. The goal of brainstorming is to generate as many ideas as possible, regardless of how feasible or practical they may seem. Once all the ideas have been shared, the group can then evaluate and refine them to determine which ones are most promising. The common goal of Brainstorming is to encourage creativity and collaboration.



Some steps you can follow to prepare and conduct a brainstorming session:

**Identify the goal:** Clearly define the problem or challenge you want to address during the brainstorming session. Share the goal with everyone who will be participating in the meeting.

**Gather the right team:** Invite people who have the knowledge, skills, and experience needed to contribute to the brainstorming session. Keep the group small to ensure that everyone has a chance to participate.

**Set the stage:** Choose a location that is conducive to creative thinking and collaboration. Provide any necessary materials, such as pens, paper, and whiteboards.

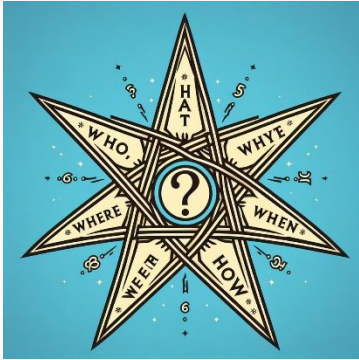
**Establish ground rules:** Set expectations for how the brainstorming session will be conducted. Encourage everyone to share their ideas freely and without judgment.

**Generate ideas:** Use a variety of brainstorming techniques, such as mind mapping, free writing, and starbursting, to generate as many ideas as possible.

*Mind mapping:* Mind mapping is a technique that involves creating a visual map of ideas. It starts with a central idea, and then branches out into related ideas.

*Free writing:* A brainstorming technique that involves writing down all ideas that come to mind without stopping to edit or evaluate them. The goal is to generate as many ideas as possible in a short amount of time.

**Starbursting:** A brainstorming technique that involves asking questions about a topic to generate ideas. The questions typically start with “who,” “what,” “why,” “where,” “when,” and “how”.



**Evaluate and refine ideas:** Once all the ideas have been shared, evaluate and refine them to determine which ones are most promising. Consider factors such as feasibility, impact, and cost.

To ensure that all participants are involved in the session and to prevent dominant individuals from imposing their opinions and ideas follow these suggestions:

**Set ground rules:** Establish ground rules at the beginning of the session that encourage everyone to participate and share their ideas freely. Encourage participants to listen actively and avoid interrupting others.

**Use a facilitator:** Appoint a facilitator who can guide the discussion and ensure that everyone has a chance to participate. The facilitator can also help to prevent dominant individuals from taking over the conversation.

**Encourage participation:** Encourage quieter individuals to share their ideas by asking them directly for their input. Use techniques such as round-robin brainstorming to ensure that everyone has a chance to speak.

**Use anonymous brainstorming:** Consider using anonymous brainstorming techniques, such as sticky note brainstorming, to encourage everyone to share their ideas without fear of judgment or criticism.

**Focus on quantity, not quality:** Encourage participants to generate as many ideas as possible, regardless of how feasible or practical they may seem. This can help to prevent dominant individuals from dismissing ideas too quickly.

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Some **common mistakes** that can hinder the effectiveness of brainstorming sessions:

**Being ill-prepared:** Many brainstorming sessions are organized on short notice, and little attention is given to proper preparation. To ensure a productive session, it’s important to invite the right people, including people who know what’s going on, someone with the power to make decisions, but also people who know little about the situation or organization. Additionally, participants should be given a small homework assignment before the brainstorming session to research how similar challenges are tackled in other types of organizations.

**Focusing on the wrong question:** A common mistake during brainstorming sessions is working with a lousy focus. It's important to define the problem statement clearly and focus on the right question.

**Forgetting to list criteria:** Before starting brainstorming, generate a list of criteria: What requirements should the idea you're looking for meet? Is there a maximum budget you shouldn't exceed? Is there a deadline before which the idea should be executed (or have provided results)?

**Not allowing enough time:** Brainstorming sessions should be given enough time to allow participants to generate ideas and build on each other's ideas.

**Not having a facilitator:** A facilitator can help guide the brainstorming session and ensure that everyone is heard.

**Example:**

The company **EduWood** is trying to invent an all-new toy for adults since there is a gap in the market for educational and fun toys for adults. According to Garry Small and his work: "The Memory Bible", adults also need a brain exercise, following the expression: "Use it or lose it". [How to organize a brainstorming session](#) to solve this challenge?

**Define the topic:** The topic is to invent an all-new toy for adults that is both educational and fun.

**Draw a six-point star:** Draw a six-point star around the topic. Each point of the star represents one of the following big-picture questions: Who, What, Where, Why, When, and How.

**Generate questions:** For each point of the star, brainstorm questions related to the topic. For example:

- Who is the target audience?
- What are the educational benefits of the toy?
- Where will the toy be sold?
- Why is there a need for this toy?
- When should the toy be released?
- How will the toy be marketed?



**Refine the questions:** Once a list of questions is generated, refine them to make them more specific and actionable. For example, the question "Who is the target audience?" could be refined to "What are the demographics of the target audience?"

**Evaluate the questions:** After refining the questions, evaluate them to determine which ones are most relevant to the topic. Criteria such as feasibility, impact, and alignment with goals can be used to evaluate the questions.

**Use the questions to generate ideas:** Once a list of relevant questions is generated, use them to generate ideas. For example, the question "What are the demographics of the target audience?" could lead to ideas such as creating a toy that appeals to a specific age group or creating a toy that is designed for a specific profession.

**Select the best ideas:** After generating a list of ideas, evaluate them to determine which ones are most feasible and have the greatest potential impact. Criteria such as cost, time, and resources can be used to evaluate the ideas.

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**Wooden puzzles:** Wooden puzzles are a great way to engage the brain while having fun.

**Wooden building blocks:** Wooden building blocks are another great way to engage the brain while having fun.

**Wooden board games:** Wooden board games are a great way to engage the brain while having fun.

**Wooden memory games:** Wooden memory games are a great way to engage the brain while having fun. Consider creating a wooden memory game that is specifically designed for adults, with a low to medium level of difficulty.

**Wooden word games:** Wooden word games are a great way to engage the brain while having fun.

**Wooden strategy games:** Wooden strategy games are a great way to engage the brain while having fun.

**Wooden educational games:** Wooden educational games are a great way to engage the brain while having fun.

For all the above, consider creating a wooden educational game that is specifically designed for adults, with a low to medium level of difficulty.



**Wooden puzzles**



**Wooden building blocks**

**Homework:**

Set up a simple brainstorming session on the topic: ideas on how to promote the sale of wooden toys for adults most conveniently and economically, the more ideas the better.

## Brainwriting

**Brainwriting** is an ideation technique that is used to generate ideas and solve problems. It is similar to brainstorming, but instead of speaking aloud, participants write down their ideas in silence. After a few minutes, each person passes their paper to the next person, who then reviews the ideas and adds to them. This process continues until the papers have made a full round, and the team shares all the ideas (usually on a whiteboard). Brainwriting is a lesser-known ideation technique that is gaining popularity in recent years.

Brainwriting is a more inclusive approach to idea generation because it gives everyone an equal opportunity to participate and share their thoughts. It is also a more efficient method of idea generation because it eliminates many of the pitfalls of traditional brainstorming meetings, such as inefficiency and social anxiety.

There are several different ways to approach brainwriting, but the basic method is as follows:

Each person writes down their ideas in response to a question or problem.

When finished, they pass their paper to the next person who then reviews the ideas and adds to them.

Once the papers have made a full round, the team shares all the ideas (usually on a whiteboard).

Brainwriting is a great way to generate more (and better) ideas fast. It is a more inclusive and efficient approach to idea generation that can help teams generate ideas quickly and effectively.



*Example:*

**How we can promote organic food with the highest PH level, which is less known on the market?**

Participant 1: Create a social media campaign that highlights the benefits of organic food with a high pH level, such as its alkalizing properties and potential health benefits.

Participant 2: Partner with influencers who have a large following on social media to promote the sale of organic food with a high pH level. These influencers can create content that showcases the benefits of organic food and encourages their followers to purchase it.

Participant 3: Set up **pop-up shops** in high-traffic areas such as shopping malls and public parks to promote the sale of organic food with a high pH level. These pop-up shops can showcase the different types of organic food available and offer discounts to customers who make a purchase.

Participant 4: Sell organic food with a high pH level on online marketplaces such as Amazon and Etsy. These marketplaces have a large customer base and can help you reach a wider audience.

Participant 5: Encourage satisfied customers to spread the word about your organic food with a high pH level. Offer incentives such as discounts or free gifts to customers who refer their friends and family to your business.





# Problem statement

A **problem statement** is a concise description of an issue that a business is facing and the context for how it will be addressed. It is a starting point for coming up with a solution or initiative in practical business-related terms.

The problem statement identifies the current state, the desired future state and any gaps between the two. A problem statement is an important communication tool that can help ensure everyone working on a project knows what the problem they need to address is and why the project is important.

The four key elements of a problem statement are:

**Ideal situation:** This is a description of the desired outcome or goal.

The first thing your problem statement should describe is: what the ideal situation would be if there wasn't a problem you needed to address and should create a clear understanding of what the ideal environment will be once the issue has been resolved.

**Reality:** This is a description of the current situation or problem.

The next section of your problem statement should describe what the current reality is for your company. This section will identify what the problem is, state why it is a problem and identify who the problem is impacting.

**Consequences:** This is a description of the negative impact of the current situation or problem

The next section of your problem statement should identify what the consequences of the problem are. Common consequences can include the loss of time, money, resources, competitive advantage, productivity and more.

**Proposal:** This is a description of the proposed solution or initiative.

The proposal section of a problem statement may contain several possible solutions to the problem, but it is important to remember that it does not need to identify a specific solution. The purpose of the proposal section should be to guide the project team on how they can research, investigate and resolve the problem.

By including these four key elements in a problem statement, you can provide a clear and concise summary of the issue that you are trying to address. This can help you to identify the root causes of the problem, develop effective solutions, and communicate your ideas to others.



*Example:*

The company Only Fresh&Health deals with the distribution of healthy organic food. Products called "FreshFoodBox" contain a selected mix of fruits and vegetables in various combinations, and customers can choose between 20 different combinations and boxes in 3 sizes - Small, Medium and Large. These products arrive directly from the field and are delivered to customers the next day, packaged in a protective atmosphere. Distribution channels are online sales and food chains.



**Problem:** the promotional campaign for “FreshFoodBox” on Instagram has less viewer than expected. Make a problem statement using 4 key elements:

**Ideal Situation:** The promotional campaign on Instagram reaches the target audience and generates high engagement rates.

**Reality:** The promotional campaign on Instagram has fewer viewers than expected, resulting in low engagement rates.

**Consequences:** The low engagement rates indicate that the promotional campaign is not reaching the target audience effectively, which could lead to a decrease in sales and brand awareness.

**Proposal:** To improve the effectiveness of the promotional campaign, we propose to analyze the target audience and tailor the content to their interests. \* We will also explore alternative marketing channels\*\* to reach a wider audience.



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It is possible that the message was not well created or that the FreshBoxBox illustration was not attractive enough to attract attention, raise interest and desire and trigger the action.

Possible solutions:

\* Use Instagram Reels to showcase your products in a fun and creative way. Reels are short videos that can capture the attention of your audience and show them the benefits of your FreshFoodBox. You can use music, filters, stickers, and text to make your Reels more engaging and informative. For example, you can create a Reel that shows how to make a delicious salad with the ingredients from your FreshFoodBox, or a Reel that compares your products with conventional ones and highlights the difference in quality and freshness. Reels are a great way to attract new followers.

\*\* Launch an affiliate program that rewards your customers for promoting your products to their friends and followers. Affiliate marketing is a strategy where you pay a commission to your affiliates for every sale, they generate through their unique referral link or code. You can invite your existing customers, influencers, bloggers, or other relevant partners to join your program and offer them incentives such as discounts, free products, or cash rewards. Affiliate marketing is a great way to increase your sales and customer loyalty, as it leverages the power of word-of-mouth and social proof.

Create relatable memes\*\*\* that resonate with your target audience and reflect your brand personality. Memes are humorous images or videos that often reference pop culture or current events and are widely shared on social media. You can use memes to entertain your audience, show your brand voice, and increase your brand awareness. For example, you can create a meme that jokes about the struggles of eating healthy, or a meme that praises your customers for choosing organic food. Memes are a great way to generate engagement and word-of-mouth, as they encourage your audience to like, comment, and share your posts with their friends

\*\*\* Meme example 1:

When you order FreshFoodBox and it arrives the next day



When you open the box and see the fresh and organic fruits and vegetables



When you make a salad with the ingredients and enjoy the taste and health benefits



When you realize you still have more FreshFoodBox left for the next meal



\*\*\* Meme example 2:

When you decide to start eating healthy



When you go grocery shopping and see all the junk food



When you resist the temptation and buy only FreshFoodBox



When you get home and realize you forgot to buy chocolate



\*\*\*Meme example 3:



Who sent me this junk food? It was me, dear. Oh, what a wonderful gift, I will really enjoy the healthy food.

How to write a problem statement?

The **5W2H method** is a problem-solving technique that involves answering a series of questions to help define a problem and identify potential solutions. This process involves identifying what the problem is, why it is a problem, when and where the problem was identified, who the problem impacts, how they are impacted by the problem and how much of an impact the problem has. The questions are:

### 5W2H Method

What?	Defines what needs to be done or what the issue is.
Who?	Identifies the people involved or responsible.
When?	Determines the timing, deadlines or sequence of events.
Where?	Specifies the location or context involved.
Why?	Explain the reasons, causes or purpose.
How?	Describes the process, techniques or manner in which something is to be done.
How much?	Considers the cost, number of resources or amount needed.

**What:** What is the problem or issue that needs to be addressed?

**Why:** Why is this problem important? What are the consequences of not addressing it?

**Where:** Where is the problem occurring? Is it localized to a specific area or department?

**When:** When did the problem first occur? Is it a recent issue or has it been ongoing?

**Who:** Who is affected by the problem? Who is responsible for addressing it?

**How:** How is the problem occurring? What are the root causes?

**How much:** How much is the problem costing the organization in terms of time, money, or other resources?

By answering these questions, you can develop a clear and concise problem statement that defines the issue and provides a starting point for developing solutions.

*Example:*

Problem: products from “FreshFoodBox” previously delivered to food-chain retailers have been returned as not aligned with the quality standards. Apply the 5W2H method to the problem statement:

5W2H Method:

**What:** The products delivered to food-chain retailers have been returned.

**Why:** Why is this a problem? The products were not aligned with the quality standards.

**Where:** Where did the problem occur? In the delivery of products to food-chain retailers.

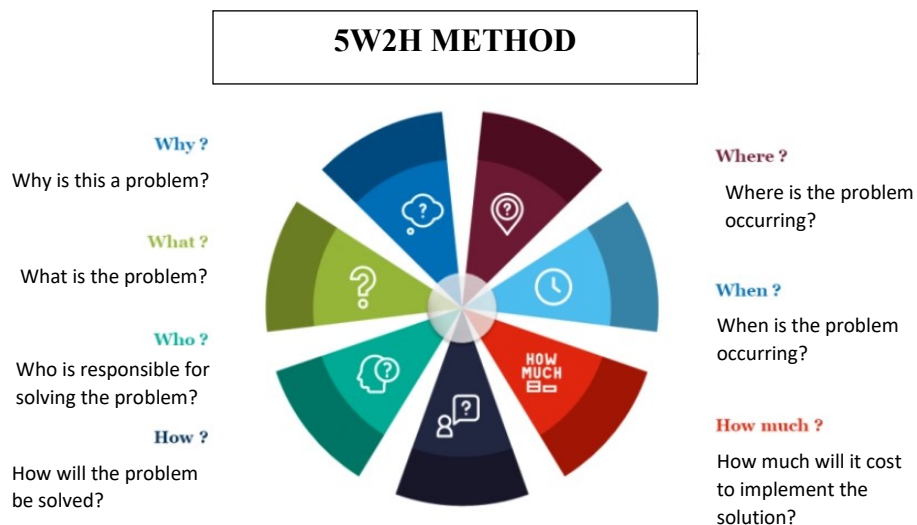
**When:** When did the problem occur? At the time of delivery.

**Who:** Who is responsible for solving the problem? The company that produces the organic food.

**How:** How will the problem be solved? By identifying the cause of the problem and implementing corrective measures.

**How much:** How much will it cost to implement the solution? The cost of implementing the solution is yet to be determined.

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Let's assume the problem was the **excessive use of insect repellents**.

**5W2H Method:**

What: What is the problem? Excessive use of insect repellents.

Why: Why is this a problem? Overuse of insect repellents can lead to health problems and environmental damage.

Where: Where is the problem occurring? In the use of insect repellents.

When: When is the problem occurring? Whenever insect repellents are used during a plant grow phase.

Who: Who is responsible for solving the problem? The individuals using the insect repellents.

How: How will the problem be solved? By reducing the use of insect repellents and exploring alternative methods of pest control.

How much: How much will it cost to implement the solution? The cost of implementing the solution is yet to be determined.

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**Homework:**

The company Only Fresh&Health is unable to fulfill the orders of its customers and has to delay or cancel some deliveries, due to a large increase in demand.

Make a problem statement using 4 key elements:

- Ideal situation
- Reality
- Consequences
- Proposal



## Six Thinking Hats

The **Six Thinking Hats** method is a problem-solving technique developed by Dr. Edward de Bono. It is designed to help individuals and groups think more effectively by breaking down thinking into six distinct modes. Each mode is represented by a different colored hat, which is used to symbolize the type of thinking that is being employed. The six modes are:

**White Hat:** This hat represents the collection of data and information. It is used to gather facts, figures, and other relevant information that can be used to make informed decisions.

**Red Hat:** This hat represents emotions and feelings. It is used to express feelings, hunches, and intuition about the problem at hand.

**Yellow Hat:** This hat represents positive thinking and optimism. It is used to identify potential benefits, opportunities, and positive aspects of the problem.

**Black Hat:** This hat represents critical thinking and judgment. It is used to identify potential problems, risks, and negative aspects of the problem.

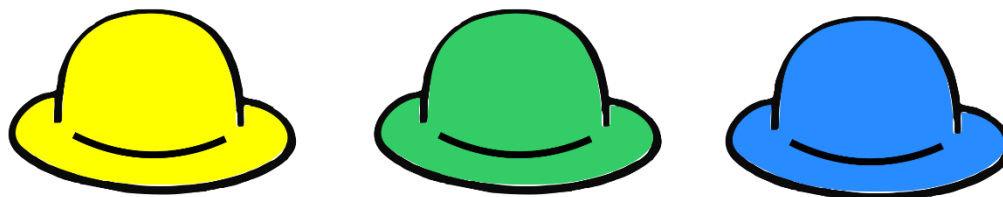
**Blue Hat:** This hat represents the process of organizing and managing the thinking process. It is used to set goals, identify objectives, and establish the focus of the discussion.

**Green Hat:** This hat represents creativity and innovation. It is used to generate new ideas, approaches, and solutions to the problem.

The Six Thinking Hats method is designed to encourage parallel thinking, which means that everyone in the group is thinking in the same direction at the same time. By using this method, groups can work together more effectively and efficiently to solve complex problems.



## SIX THINKING HATS



Here are some useful tips on how to apply different colored hats:

**The white hat:** When wearing the white hat, you are encouraged to gather facts, figures, and other relevant information.

During a discussion, participants can use the White Hat to ask questions and gather additional information about the problem or idea being discussed. This can help to ensure that everyone has a clear understanding of the problem and that the discussion remains focused on the facts.



Here are some examples of questions that can be asked when wearing the white hat:

- What are the facts about this problem?
- What information do we need to make an informed decision?
- What data do we have about this problem?

By using the white hat, participants can gather the information they need to make informed decisions and contribute to the discussion in a meaningful way.

**The Red Hat** is used to express emotions and feelings about the problem at hand. Here are some examples of emotions that can be expressed during a Red Hat discussion:



- Anger: Participants may express anger or frustration about the idea.
- Fear: Participants may express fear or anxiety about the idea.
- Excitement: Participants may express excitement or enthusiasm about the idea.
- Hope: Participants may express hope or optimism about the idea.
- Confusion: Participants may express confusion or uncertainty about the idea.

**The Yellow Hat:** yellow hat thinking is harder than black-hat thinking because humans are naturally inclined to focus on the negative aspects of a situation. However, by using the yellow hat, you can encourage participants to think positively and constructively.

One way to encourage positive thinking is to ask each participant to identify at least one positive aspect of the idea, even if they do not like the idea at all. This can help to shift the focus from negative aspects to positive aspects and generate new ideas and solutions.

Here are some examples of questions that can be asked when a moderator is wearing the yellow hat:

- What are the potential benefits of this idea?
- What are the positive aspects of this situation?
- What opportunities can we identify in this problem?



**The Black Hat** is a valuable tool for identifying potential problems and risks associated with a particular idea or solution. By using the Black Hat, participants can identify potential weaknesses and develop strategies to avoid or counter them.



However, it is important to note that overuse of the Black Hat can lead to negative thinking and kill creative ideas and positive thinking. Therefore, it is important to use the Black Hat in moderation and balance it with other thinking hats.

Here are some examples of questions that can be asked when wearing the black hat:

- What are the potential problems associated with this idea?
- What are the risks involved in this solution?
- What are the negative aspects of this problem?

By using the Black Hat, participants can identify potential problems and risks associated with a particular idea or solution and develop strategies to avoid or counter them.

The moderator can encourage participants to provide honest and constructive feedback about the idea. This can help to identify potential weaknesses and areas for improvement. Even an author who is enthusiastic about his idea must point out at least one negative aspect of his idea. Nothing is perfect to not be improved.

**The Blue Hat** represents the process of organizing and managing the thinking process.

The Blue Hat is a valuable tool for ensuring that the discussion remains focused and productive. By using the Blue Hat, participants can ensure that the problem is manageable and that the objectives are achievable.

Here are some examples of questions that can be asked when wearing the blue hat:

- What are the objectives we want to achieve?
- Is the problem manageable?
- Are the objectives achievable?

By using the Blue Hat, participants can ensure that the discussion remains focused and productive, and that the problem is manageable and the objectives are achievable.

**The Green Hat:** participants can explore new concepts and new perceptions and generate new ideas and solutions.

During the Green Hat session, participants can use the ideas generated during the previous sessions to develop new and innovative approaches to the problem. This can help to ensure that the final solution is effective and meets the needs of all stakeholders.

Here are some tips that participants can use to generate new ideas during the Green Hat session:

Encourage creativity: Encourage participants to think outside the box and explore new concepts and new perceptions.

Use brainstorming techniques: Use brainstorming techniques to generate new ideas.



**Collaborate:** Encourage participants to collaborate and build on each other's ideas. This can help to generate new and innovative approaches to the problem.

At the last stage, participants, having in mind previous discussion, suggest how to improve the initial idea to be more effective than the initial idea.

*Example:*

The startup company Boot&Foot decided to offer a new product to the market: winter shoes that have a built-in heater that runs on a rechargeable battery and provides foot heating for up to 6 hours.



**White Hat:** The white hat is used to gather facts and information about the problem. Here are some facts about the new product:

The winter shoes have a built-in heater that runs on a rechargeable battery.  
The heater provides foot heating for up to 6 hours.  
The shoes are designed for use in cold weather conditions.

**Red Hat:** The red hat is used to express emotions and feelings about the problem. Here are some emotions that people might feel about the new product:

*Excitement:* People might be excited about the prospect of warm feet in cold weather.

*Skepticism:* People might be skeptical about the effectiveness of the heater or the durability of the shoes.

*Curiosity:* People might be curious about how the shoes work or how they are constructed.

**Black Hat:** The black hat is used to identify potential problems and risks associated with the problem. Here are some potential problems and risks associated with the new product:

*Battery life:* The battery life might not be long enough to provide adequate heating for extended periods of time.

*Durability:* The shoes might not be durable enough to withstand harsh weather conditions.

*Cost:* The shoes might be too expensive for some consumers.

**Yellow Hat:** The yellow hat is used to identify potential benefits and positive aspects of the problem. Here are some potential benefits and positive aspects of the new product:

*Warmth:* The shoes will provide warmth and comfort in cold weather conditions.

*Convenience:* The shoes are easy to use and do not require any external heating sources.

*Innovation:* The shoes are an innovative solution to the problem of cold feet in winter.

**Blue Hat:** The blue hat is used to manage the thinking process and set goals and objectives. Here are some goals and objectives for the new product:

- Develop a marketing strategy to promote the new product.
- Conduct market research to identify potential customers and target markets.
- Develop a pricing strategy that is competitive and affordable.

**Green Hat:** The green hat is used to generate new ideas and solutions to the problem. Here are some new ideas and solutions for the new product:

- Develop a mobile app that allows users to control the temperature of the shoes.
- Create a line of accessories that can be used with the shoes, such as heated socks or insoles.
- Develop a line of shoes for different weather conditions, such as rain or snow.
- Shoes that generate electricity from kinetic energy: a system that allows for the effective harvesting of energy by utilizing the kinetic energy that is contained in our legs when we walk or run while wearing the power shoes.

**Homework:**

A company “Fun4Socks” is thinking of starting the production of antibacterial socks.

The starting idea is the fact that antibacterial socks can help prevent the growth of unwanted bacteria in the fabric, ultimately warding off unpleasant odors. The Problem: Foul-smelling feet, socks, and shoes. The Cause: Bacteria - sweat is not the root cause of body odor, the real culprit is bacteria.

By using antibacterial socks, you can ensure that your feet stay clean and fresh, while also keeping them warm and comfortable in cold weather conditions.

Please apply the Six Thinking Hats method to evaluate this idea.



The moderator of the session:  
Evaluation the idea of the Antibacterial socks

Emma White



## Activity value analysis

**Activity Value Analysis** is a systematic and objective evaluation of the value of a good or service – it analyses the function of an input relative to its cost. It is used to analyze and improve a company's cost structure and value chain.

Use Activity Value Analysis to improve a business process by:

- Identifying activities that add no value to the product,
- Identifying activities that add no value for the customer,
- Measuring cycle time and process time,
- Measuring costs.



Before improvement can be made, the process must be analyzed. Understanding the process flow and collecting the elapsed time and cost for each activity in the process flow, provides a good basis on which to identify improvements. The value of each activity is determined based on the customer's requirements. Those activities that add no value to the output of the process and/or no value for the customer are considered for elimination.

In today's global environment, finding ways to reduce inefficiencies, increase productivity, and implement processes to drive customer and business value are of utmost importance. The "if it isn't broke, don't fix it" mentality is beginning to be replaced with a mindset of process improvement to achieve lean business growth. Proper process analyses are the beginning of process improvement initiatives.

The goal of Activity Value Analysis is aimed at eliminating unnecessary activities, expenses, and steps incurred in the process of creating a product or service without sacrificing customer satisfaction and then eliminating (or at least minimizing) all non-value-added activities.

Eliminating activities from a process must be done with some caution. The Analyst cannot simply handpick activities to be removed without some rigor or analysis behind it. Value Analysis is a technique and discipline that minimizes process cost without diminishing product or service quality, reliability, performance and appearance. For value analysis, each activity in a process is analyzed and classified into one of the categories: customer-value-adding activity, business-value-adding activity and non-value-adding activity.

### **CUSTOMER VALUE-ADDING (CVA)**

CVA activities refer to activities within the process that are effective and directly contribute to satisfying the customer's expectations. Examples of these are answering a customer query via telephone or email.

An easy way to identify these activities is to ask yourself the question: ‘If I were to dial the customer and ask him/her to pay for this activity, would the customer do so?’ If no, then it is not a CVA activity, instead, try to classify this to either BVA or NVA.

### **BUSINESS VALUE-ADDING (BVA)**

BVA activities are activities that are essential for the business to function. This includes activities relating to policy, regulatory compliance, necessary approvals etc. These activities add cost to the process but do not add value from the customer’s perspective. However, the business cannot function without these.

### **NON-VALUE-ADDING (NVA)**

NVA activities neither add value to the process from the customer’s perspective nor are the activities required to conduct business. NVA activities represent waste in the process and potential for change. Examples of these are activities such as rework, unnecessary approvals and double entries.



A practical **example** of AVA in real business is the case of **Dell, a computer manufacturer**. Dell used AVA to identify and eliminate the activities that did not add value to its customers, such as inventory management, order processing, and distribution. Dell also focused on activities that added value, such as customization, quality, and customer service. By doing so, Dell reduced its costs, increased its efficiency, and gained a competitive advantage in the market.

Dell’s competitive advantage over IBM was its direct-to-consumer sales model. By selling directly to customers, Dell was able to reduce costs and offer lower prices than IBM, which relied on a network of dealers and resellers. Dell’s inventory management system was also a key factor in its success. By operating with only 6 days of inventory, Dell was able to reduce expenses on hiring people to track and maintain inventory, warehousing, and holding on to obsolete technology.

Here are some examples of AVA:

**Cost Reduction:** AVA can be used to identify and eliminate non-value-added activities, which can help reduce costs and increase efficiency:

*Reducing waste:* AVA can help identify non-value-added activities that result in waste, such as overproduction, defects, and excess inventory. By eliminating these activities, companies can reduce costs and improve efficiency.

*Streamlining processes:* AVA can help identify bottlenecks and inefficiencies in processes, such as unnecessary steps or delays. By streamlining these processes, companies can reduce costs and improve efficiency.

*Optimizing resources:* AVA can help identify underutilized resources, such as equipment or personnel. By optimizing the use of these resources, companies can reduce costs and improve efficiency.

**Process Improvement:** AVA can be used to identify bottlenecks and inefficiencies in business processes, which can help improve process flow and reduce cycle time.

*Improving quality:* AVA can help identify quality issues, such as defects or errors. By improving quality, companies can reduce costs associated with rework, scrap, and customer complaints.

*Reducing lead time:* AVA can help identify bottlenecks in the production process that cause delays. By eliminating these bottlenecks, companies can reduce lead time and improve customer satisfaction.

*Optimizing resources:* AVA can help identify underutilized resources, such as equipment or personnel. By optimizing the use of these resources, companies can reduce costs and improve efficiency.

**Productivity Improvement:** AVA can be used to identify and eliminate waste in business processes, which can help improve productivity and reduce lead time.

*Reducing inventory:* AVA can help identify excess inventory that is not needed for production. By reducing inventory, companies can reduce costs associated with storage and handling.

*Improving communication:* AVA can help identify communication issues that cause delays or misunderstandings. By improving communication, companies can reduce lead time and improve efficiency.

*Automating processes:* AVA can help identify processes that can be automated, such as data entry or report generation. By automating these processes, companies can reduce costs and improve efficiency.

*Training employees:* AVA can help identify areas where employees need additional training or support. By providing training and support, companies can improve employee productivity and reduce errors.

**Value Chain Analysis** which is a similar concept. Value Chain Analysis is a strategic tool used to evaluate the internal activities of a company. It involves breaking down the company's operations into primary and support activities and analyzing the value added at each stage.



For example, let's consider a startup company Ready & Fast that provides a subscription-based meal delivery service. Here is a possible Value Chain Analysis for this company:

Inbound logistics: This includes sourcing raw materials such as vegetables, fruits, and meat from local farmers and suppliers.

Operations: This includes preparing and cooking meals in a commercial kitchen, packaging them, and storing them in a refrigerated warehouse.

Outbound logistics: This includes delivering the meals to customers' doorsteps using a fleet of delivery vehicles.

Marketing and sales: This includes promoting the meal delivery service through social media, email marketing, and other channels.

Service: This includes providing excellent customer service, handling complaints, and ensuring customer satisfaction.

Procurement: This includes sourcing and purchasing equipment, supplies, and other resources required for the meal delivery service.

Human resources: This includes hiring and training employees, managing payroll, and ensuring compliance with labor laws.

## Value Chain Analysis



### The primary and support activities:

The five primary activities are inbound logistics, operations, outbound logistics, marketing and sales, and services. Support activities are firm infrastructure, HR management, technology development, and procurement.



**Example: McDonald's**



Primary Activities

**Inbound Logistics:** McDonald's has pre-selected, low-cost suppliers for the raw materials for their food and beverage items. It sources suppliers for items like vegetables, meat, and coffee.

**Operations:** The business is a franchise and each McDonald's location is owned by a franchisee. There are more than 39,000 McDonald's locations worldwide.

**Outbound Logistics:** Instead of formal, sit-down restaurants, McDonald's has restaurants that focus on counter-service, self-service, and drive-through service.

**Marketing and Sales:** Its marketing strategies focus on media and print advertising, including social media posts, magazine advertisements, billboards, and more.

**Services:** McDonald's strives to achieve high-quality customer service. It provides its thousands of employees with in-depth training and benefits so they can best assist their customers.

Support Activities

**Firm Infrastructure:** The McDonald's corporation has both C-suite executives (CEO) and Zone Presidents who oversee the firm's operations in various regions, with a general counsel overseeing legal matters.

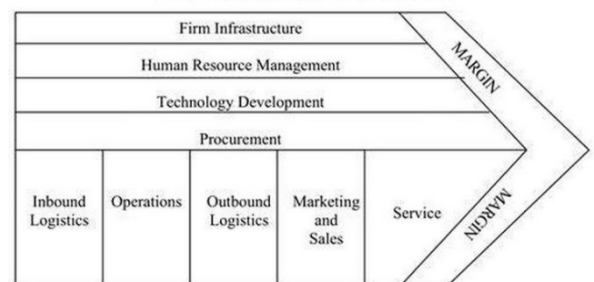
**Human Resource Management:** It maintains a career page where job seekers can apply to both corporate and restaurant roles. It pays both hourly and salaried rates and promotes its tuition assistance program to attract talent.

**Technology Development:** The restaurant has invested in touch kiosks to facilitate ordering and increase operational efficiency.

**Procurement:** The firm uses Jaggaer, a digital procurement firm, to establish relationships with key suppliers across various regions of the world.

**Homework:**

The company Z-Tech makes an innovative product: Instant tablets for hunger, with different flavors (concentrate of proteins, carbohydrates, vitamins and minerals) when people do not have the conditions for a regular meal. They procure raw materials from imports and distribute the final products through online sales (Instagram). Use this example to create a **Value chain analysis**.





## PEST analysis

**PEST analysis** is a management method that assesses the political, economic, social and technical factors that influence a company's profitability and performance. It is used to identify opportunities and threats from external factors and to plan strategically. PEST analysis is commonly used in conjunction with SWOT analysis.

The components of PEST analysis are:

**Political:** This component focuses on the areas in which government policy and/or changes in legislation affect the economy, the specific industry, and the organization in question. Areas of policy that may particularly affect an organization include tax and employment laws. The general political climate of a nation or region, as well as international relations, can also greatly influence the organization.

**Economic:** This component targets the key factors of interest and exchange rates, economic growth, supply and demand, inflation, and recession.

**Social:** This component includes demographics and age distribution, cultural attitudes, and workplace and lifestyle trends.

**Technological:** This component considers the specific role and development of technologies within the sector and organization, as well as the wider uses, trends, and changes in technology.



Example: INSTAGRAM



**Political:** Instagram is not directly affected by political factors, but it can be used as a platform for political campaigns and activism. Instagram provides a great platform for various politicians to easily access a large mass. Easy and influential political campaigns can be set up using Instagram, thus connecting to people worldwide.

**Economic:** Economic factors can affect the demand for Instagram and the company's profitability. For example, a recession could reduce advertising revenue and affect the company's financial performance. Instagram has come up as the new 'advertising platform.' It's easy, quick, and gives good coverage of people. It's a way of continuous advertisement, through which the changing trends can be brought to the public at a much faster rate. Various new and unknown products have been marketed via Instagram.

**Social:** Social factors can affect the popularity of Instagram and the company's reputation. For example, the company should consider the impact of social trends on user behavior and preferences. People communicate through direct messages (DMs). This isn't just for personal conversations; people showcasing products will also converse with customers there as well. Instagram is just as much a platform for fun as it is for business.

**Technological:** Technological factors can affect the company's operations and the demand for Instagram. For example, the company should consider the impact of new technologies on user behavior and preferences. Instagram is the platform designed for mobile users. When first conceived, you'd take a picture on your phone then upload directly to Instagram — boom! You're done.

After this PEST analysis of Instagram no one expected Instagram to blow up like it did. Well, except Zuckerberg when he bought it in 2012. It started as a simple photo-sharing app for mobile users. No revenue whatsoever. And now it's worth \$100+ billion, with a billion of users, and is the go-to place for politicians and influencers looking to be recognized. Most people have an Instagram, whether it's to show off their life, business, or hobbies. And the platform shows no signs of slowing down any time soon.

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In addition to the political, economic, social, and technological factors, **PESTEL analysis** also considers environmental and legal factors.

**Environmental:** This component focuses on the impact of environmental factors on the organization. This includes factors such as climate change, pollution, and natural disasters. Organizations must ensure that their operations are environmentally sustainable and that they comply with all relevant regulations.

**Legal:** This component considers the legal framework within which the organization operates. This includes factors such as employment law, health and safety regulations, and consumer protection laws. Organizations must ensure that they comply with all relevant laws and regulations.

*Example:*

The internet service provider (ISP) is conducting a PESTEL analysis. The ISP might consider the following factors:

**Political:** The ISP might consider the impact of government policies and regulations on its business. For example, the ISP might consider how changes in net neutrality laws (ensuring that the internet remains open and accessible to all) could affect its operations.

**Economic:** The ISP might consider the state of the economy, for example, the ISP might consider how a recession could affect its sales.

**Social:** The ISP might consider social trends, for example, the ISP might consider how the increasing use of mobile devices could affect its business.

**Technological:** The ISP might consider technological trends, for example, the ISP might consider how the increasing use of cloud computing could affect its business.

**Environmental:** The ISP might consider environmental factors, for example, the ISP might consider how climate change could affect its operations.

**Legal:** The ISP might consider legal factors, for example, the ISP might consider how changes in data privacy laws could affect its operations.

By considering these factors, the ISP can identify opportunities and threats in its external environment and plan accordingly. For example, the ISP might develop a marketing strategy that targets mobile users or invest in cloud computing technology to stay ahead of the competition.

**Homework:**

The company iFuturex has developed an innovative product: the mobile phone cover that is also a battery charger (solar and kinetic energy). Before launching a product on the market, it should do a PESTEL analysis.

Current situation:

**Political:** The government's policy on the use of renewable energy sources has reduced taxes on finished products and at the same time increased import duties on raw materials from China.

**Economic:** Decrease in economic activity and increase in unemployment.

**Social:** There is a growing trend of demand for environmentally sustainable products.

**Technological:** the production technology of components for solar and kinetic energy has been significantly improved.

**Environment:** significant climate changes are noted with an increase in the average temperature, but also an increase in the number of rainy days in the summer months.

**Legal:** environmental regulations for the use of renewable energy sources have been changed to encourage the use of solar energy.

Make the proper **strategies** for iFuturex to stay competitive on the market.



## SUSTAINABLE PRODUCT AND BUSINESS MODEL INNOVATION

**Sustainable Product and Business Model Innovation** is a management concept that emphasizes the importance of creating sustainable products and business models. It involves developing products and services that are environmentally friendly, socially responsible, and economically viable. Sustainable product and business model innovation is becoming increasingly important as consumers become more aware of environmental and social issues and demand more sustainable products and services.

Companies that engage in sustainable product and business model innovation can benefit from increased customer loyalty, improved brand reputation, and reduced costs. To achieve sustainable product and business model innovation, companies must consider the environmental, social, and economic impacts of their products and services throughout their life cycle. This includes the design, production, distribution, use, and disposal of the product or service.

*Examples:*

**Ecoalf clothing:** Ecoalf produces clothing that is environmentally friendly and socially responsible. The company uses recycled materials and production methods and donates a portion of its profits to environmental causes.

**Fairphone smartphones:** Fairphone produces smartphones that are environmentally friendly and socially responsible. The company uses sustainable materials and production methods and promotes fair labor practices throughout its supply chain.



**Business ethics** refers to implementing appropriate business policies and practices concerning potentially controversial subjects, such as corporate governance, insider trading, bribery, discrimination, social responsibility, and fiduciary responsibilities. The concept of business ethics began in the 1960s as

corporations became more aware of a rising consumer-based society that showed concerns regarding the environment, social causes, and corporate responsibility.

Business ethics ensure that a certain basic level of trust exists between consumers and various forms of market participants with businesses. For example, a portfolio manager must give the same consideration to the portfolios of family members and small individual investors as they do to wealthier clients. These kinds of practices ensure the public receives fair treatment.

**Unethical behavior** in companies can take many forms, such as:

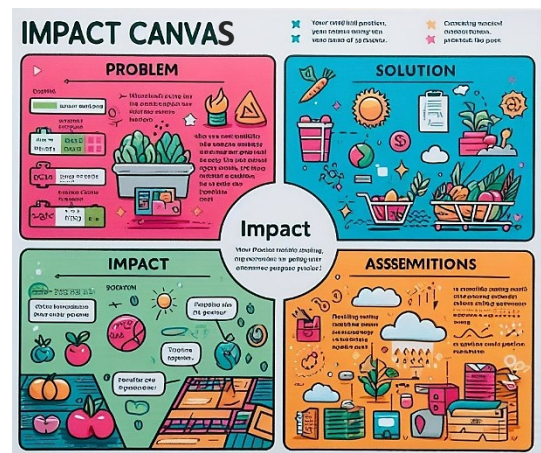
- a) Discrimination against employees or customers based on race, gender, or other personal characteristics.
- b) Exploitation of workers through low wages, long hours, or poor working conditions.
- c) Environmental damage caused by the company's operations.
- d) Deceptive marketing practices that mislead consumers.
- e) Bribery or corruption of government officials.

The tools for sustainable innovation and sustainability management:

- 1. The Impact Canvas
- 2. The Sustainable Business Model Canvas
- 3. The Digital Product Ethics Canvas
- 4. The Sustainability SWOT Analysis
- 5. The Sustainability Balanced Scorecard

- 1. An example of how the **Impact Canvas** can be used to evaluate the impact of a company's business model:

A company provides a subscription-based meal delivery service. The possible Impact Canvas for this company:



**Environmental impact:** This includes evaluating the company's impact on the environment, such as carbon emissions, waste generation, and water usage.

**Social impact:** This includes evaluating the company's impact on society, such as job creation, community engagement, and customer satisfaction.

**Economic impact:** This includes evaluating the company's impact on the economy, such as revenue generation, cost savings, and profitability.

By analyzing each of these impacts, the company can identify areas where it can improve efficiency, reduce costs, and add value to its customers. For example, the company can reduce its environmental impact by using biodegradable packaging materials, sourcing ingredients from local farmers, and optimizing its delivery routes to reduce fuel consumption. Similarly, the company can improve its social impact by creating job opportunities for local residents, supporting local charities, and providing excellent customer service.

2. **The Sustainable Business Model Canvas** is an extended version of the Business Model Canvas that includes additional fields related to the impact of the product and business model on the environment and society. Here are the additional fields:

**Eco-design:** This includes evaluating the environmental impact of the product design, such as the use of sustainable materials, energy efficiency, and recyclability.

**Eco-production:** This includes evaluating the environmental impact of the production process, such as the use of renewable energy, waste reduction, and water conservation.

**Eco-distribution:** This includes evaluating the environmental impact of the distribution process, such as the use of low-emission vehicles, route optimization, and packaging reduction.

**Eco-consumption:** This includes evaluating the environmental impact of product use, such as energy consumption, water usage, and waste generation.

**Eco-end-of-life:** This includes evaluating the environmental impact of product disposal, such as recycling, reusing, and reducing waste.



### 3. The Digital Product Ethics Canvas

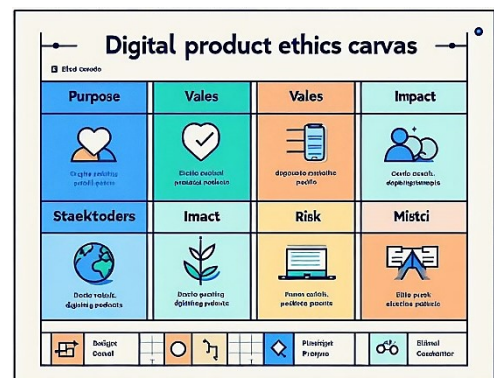
A tool for identifying the risks of digital products to individuals and society and encouraging them to mitigate these risks.

Digital products and services can not only benefit our lives, but they can also harm us. This is because social media and consumer-facing mobile companies are often under a lot of pressure to maximize product usage and growth. This can lead to negative consequences for individuals and society at large.

The Digital Product Ethics Canvas is aimed first and foremost at Product Managers, UX Designers (designers responsible for making a product or service usable, enjoyable, and accessible) and Information Architects. This is because we are convinced that these professionals are in the perfect position to promote bottom-up change in corporates and start-ups. Using Canvas, these professionals might, at a minimum, raise awareness amongst senior management of the risks of digital products to individuals and society, and in the best case, minimize their negative impact by following the Canvas Instructions.

Whilst digital products often make our lives easier, they can create significant harm in the following ways:

- a) Reduction of attention: Frequent interruptions through notifications and other engagement significantly reduce the user’s attention and cognitive capacity
- b) Creation of addictions: 50% of teens feel addicted to their mobile devices. There is strong evidence that the use of electronic devices reduces sleep quality



- c) Promotion of misleading information: The negative impact of social networks on the quality of the information we get exposed
- d) Impeding social interactions: Smartphone presence has demonstrated a negative effect on the quality of human relationships, communicate more via text vs. audio or in-person communication
- e) Creation of algorithmic biases: The more sophisticated algorithms intended to optimize for our attention, the less transparent the workings behind these algorithms to the public (such as conspiracy theories).
- f) Creation of unrealistic world-views: Digital products such as Facebook and Instagram promote the spreading of unrealistic self-images and lifestyles, which can create significant harm to their user's wellbeing.

#### 4. The Sustainability SWOT Analysis

The Sustainability SWOT Analysis (sSWOT) is based on the standard SWOT, which is a very well-known and established business tool, that helps companies identify and assess environmental risks and drive action on environmental challenges. This way, the sSWOT can also be useful to initiate new products and business ideas. Furthermore, the sSWOT helps individuals to engage and motivate colleagues and is useful to work across internal departments as well as with suppliers, customers, and other stakeholders.

**An example** of how a startup that intends to produce wooden toys EduWood can use the sSWOT analysis:

##### Strengths

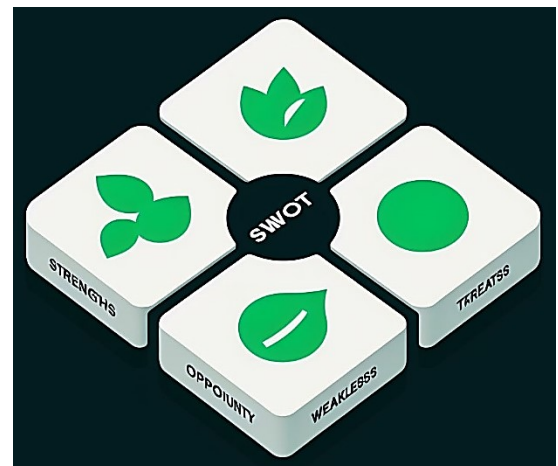
Wooden toys are eco-friendly and sustainable, which is a growing trend among consumers.  
Wooden toys are durable and long-lasting, which reduces the need for replacement and minimizes waste.  
Wooden toys are typically free from harmful chemicals, providing a secure play environment for children.  
Wooden toys have a timeless and classic aesthetic, appealing to both children and adults.  
Many wooden toys have educational value, fostering cognitive and motor skill development and creativity.

##### Weaknesses

Wooden toys come at a higher price point than plastic toys.  
The market for wooden toys faces competition from electronic toys.

##### Opportunities

The market for wooden toys is expected to grow due to the rise in demand for eco-friendly, safe, and durable toys.  
Handcrafted and artisanal offerings cater to consumers who value uniqueness and craftsmanship.



Threats

The market for wooden toys is limited compared to the market for plastic toys.  
 The market for wooden toys is highly fragmented, with many small players competing for market share.

**5. The Sustainability Balanced Scorecard**

The Sustainability Balanced Scorecard (sBSC) is a performance measurement and management system that aims to balance financial and non-financial as well as short and long-term measures. It is designed to integrate strategically relevant environmental, social, and ethical goals. The SBSC allows companies to track organizational operations and measure their impact on company objectives.

The sBSC can motivate breakthrough improvements in such critical areas as product, process, customer, and market development. Due to the ability of the sBSC to integrate different business and information perspectives, it is ideally suited to enable a mainstream business to approach the challenges of corporate sustainability.

Example of how a company that produces wooden EduWood toys can use the sBSC:

Perspective	Objective	Measure	Target	Initiative
Financial	Increase revenue from sustainable product sales	Revenue from sustainable products	\$1 million	Expand marketing efforts to target eco-conscious consumers
Customer	Improve customer satisfaction with sustainable product	Customer satisfaction score	90%	Conduct customer surveys to identify areas for improvement
Internal processes	Reduce dependence on imports for raw materials	Percentage of raw materials sourced domestically	50%	Identify domestic suppliers for raw materials
Learning and growth	Increase investment in research and development	Research and development budget	\$500,000	Hire additional research and development staff

**Homework:**

The company iFuturex produces the mobile phone covers that is also a battery charger (solar and kinetic energy). Please make "The Sustainability SWOT Analysis" for the company iFuturex.





## SMART objective tool

The **SMART objective tool** is a goal-setting tool that helps you write objectives that follow the SMART format: Specific, Measurable, Achievable, Relevant, and Time-bound. It is a simple tool that ensures you write objectives that are specific, measurable, and time-bound by simply filling in a form. By using the SMART objective tool, the company can create a clear and actionable goal that is aligned with its mission and values. This goal can be used to guide decision-making and measure progress over time.



The **example** of a SMART objective for a company that offers **event and wedding organization planning**:

**Specific**: Increase the number of weddings planned by the company in the next 6 months.

**Measurable**: Track the number of weddings planned by the company each month.

**Achievable**: The company has a team of experienced wedding planners and has already planned 10 weddings in the last 6 months.

**Relevant**: The company's primary business is wedding planning, and increasing the number of weddings planned will help the company grow.

**Time-bound**: The objective is to increase the number of weddings planned in the next 6 months.



By setting this SMART objective, the company can focus on increasing the number of weddings planned and track their progress over time.



The company **WEDD4LIFE** is a wedding and event planner. Here some tips for Wedd4life to make their promotional event great, memorable, and effective for sales:

**Set clear goals:** Before planning the event, Wedd4life should set clear goals and objectives. This will help them stay focused and ensure that the event is aligned with their business objectives.

**Know your target audience:** Wedd4life should conduct research to understand their target audience's needs, interests, and preferences. This will help them tailor the event to their audience and create a more engaging experience.

**Create a unique experience:** Wedd4life should aim to create a unique experience that sets their event apart from others. This could include interactive activities, live entertainment, or unique food and beverage options.

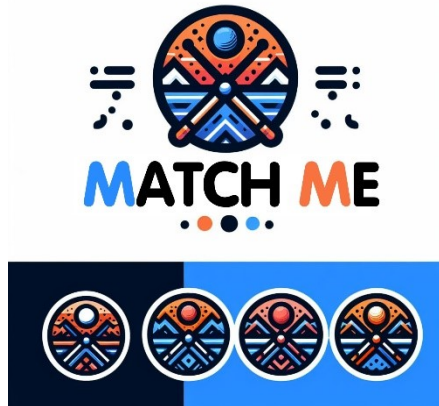
**Use social media:** social media is a powerful tool for promoting events and engaging with attendees. Wedd4life should create a social media strategy that includes pre-event promotion, live updates during the event, and post-event follow-up.

**Partner with other businesses:** Wedd4life could partner with other businesses to create a more comprehensive event experience. For example, they could partner with a local florist to provide floral arrangements for the event.

**Offer incentives:** Offering incentives such as discounts or giveaways can help drive attendance and increase sales. Wedd4life could offer a discount on their services to attendees who book their services within a certain timeframe after the event.

**Measure success:** Wedd4life should measure the success of their event by tracking attendance, engagement, and sales. This will help them identify areas for improvement and make data-driven decisions for future events.

*Example:*



The **MatchMe agency** has to organize a promotion for their potential clients. The agency "MatchMe" offers escort services for special events, such as weddings or celebrations, holidays, journeys or visiting friends and parents...for single people. Make a concrete plan so that this event attracts a lot of attention from potential clients for the services of the agency "MatchMe".

**Set clear goals:** Before planning the event, MatchMe should set clear goals and objectives. This will help them stay focused and ensure that the event is aligned with their business objectives. For example, they could aim to increase the number of bookings by 20% in the next 6 months.

**Know your target audience:** MatchMe should conduct research (for instance, by creating a survey) to understand their target audience's needs, dating habits, interests, and preferences. This will help them tailor the event to their audience and create a more engaging experience. For example, if their target audience is young professionals, they could host the event at a trendy bar or restaurant.

**Create a unique experience:** MatchMe should aim to create a unique experience that sets their event apart from others. This could include interactive activities, live entertainment, or unique food and beverage options. For example, they could offer a free cocktail-making class or a wine-tasting session.

**Use social media:** social media is a powerful tool for promoting events and engaging with attendees. MatchMe should create a social media strategy that includes pre-event promotion, live updates during the event, and post-event follow-up. They could also create a custom hashtag for the event to encourage attendees to share their experience on social media.

**Partner with other businesses:** MatchMe could partner with other businesses to create a more comprehensive event experience. For example, they could partner with a local florist to provide floral arrangements for the event or a local photographer to take photos of the attendees. Also, catering company could provide attendees with delicious food and drinks, making the event more enjoyable. Partnering with an entertainment company could provide attendees with live music or other forms of entertainment, making the event more memorable.

**Offer incentives:** Offering incentives such as discounts or giveaways can help drive attendance and increase sales. MatchMe could offer a discount on their services to attendees who book their services within a certain timeframe after the event.

**Measure success:** MatchMe should measure the success of their event by tracking attendance, engagement, and sales. This will help them identify areas for improvement and make data-driven decisions for future events.

**Homework:**

For the above-mentioned example of the MatchMe event, imagine you are responsible for the press. Make a plan for how to attract media attention and ensure coverage for the event.

## Prioritization planning

**Prioritizing planning** is a process of identifying and ranking tasks or goals based on their importance and urgency. It helps businesses to focus on the most important tasks and allocate resources effectively.

The prioritization technique of Must Have, Should Have, Could Have, and Won't Have is also known as the MoSCoW method. It is used in management, business analysis, project management, and software development to reach a common understanding with stakeholders on the importance they place on the delivery of each requirement.

The term MOSCOW itself is an acronym derived from the first letter of each of four prioritization categories: M - Must have, S - Should have, C - Could have, W - Won't have. The MoSCoW method was developed by Dai Clegg in 1994.



Example:

The startup called WEDD4LIFE, which organizes wedding parties for important clients, needs to apply the MoSCoW method for the next wedding ceremony:

Requirement	Priority
Customized wedding planning	M
Venue selection and booking	M
Catering and menu selection	S
Photography and videography	S
Music and entertainment	C
Floral arrangements and decor	C
Transportation and logistics	W

The requirements are divided into four categories: Must have, Should have, Could have, and Won't have. The requirements that are **critical** to the success of the project are labeled as **Must have (M)**, while the requirements that are **important but not critical** are labeled as **Should have (S)**. The requirements that are **desirable but not necessary** are labeled as **Could have (C)**, and the requirements that are **not important** are labeled as **Won't have (W)**. This helps the project manager to focus on the most important requirements and deliver the greatest and most immediate business benefits early.

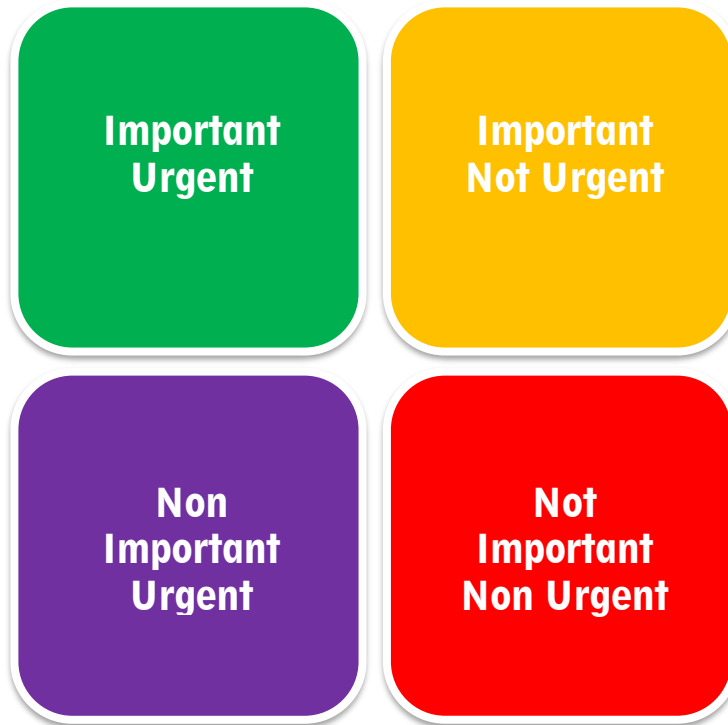
**The priority matrix method** is a tool used to prioritize tasks based on their importance and urgency. It is also known as the Eisenhower Matrix or the Urgent-Important Matrix. The method was popularized by Stephen Covey in his book "The 7 Habits of Highly Effective People". The matrix is divided into four quadrants, each representing a different level of importance and urgency:

**Important and Urgent:** Tasks that are both important and urgent should be given the highest priority. These tasks require immediate attention and should be completed as soon as possible.

**Important but Not Urgent:** Tasks that are important but not urgent should be given the second-highest priority. These tasks are important for long-term success and should be planned and scheduled accordingly.

**Urgent but Not Important:** Tasks that are urgent but not important should be given the third-highest priority. These tasks can often be delegated to others or postponed to a later time.

**Not Urgent and Not Important:** Tasks that are neither urgent nor important should be given the lowest priority. These tasks can often be eliminated or postponed indefinitely.



Example: the manager of the WEDD4LIFE Agency needs to prepare a wedding party:

Task	Urgency	Importance	Priority
Customized wedding planning	High	High	Urgent and important
Venue selection and booking	High	High	Urgent and important
Catering and menu selection	High	Medium	Urgent but not important
Photography and Videography	High	Medium	Urgent but not important
Music and entertainment	Medium	Medium	Not urgent but important
Floral arrangements and decor	Medium	Low	Not urgent but important
Transportation and logistics	Low	Low	Not urgent and not important

The **Do-Delegate-Delay-Delete** method is a time management technique that helps individuals prioritize tasks based on their importance and urgency. The method is also known as the **4 Ds** of Time Management. The 4 Ds are:

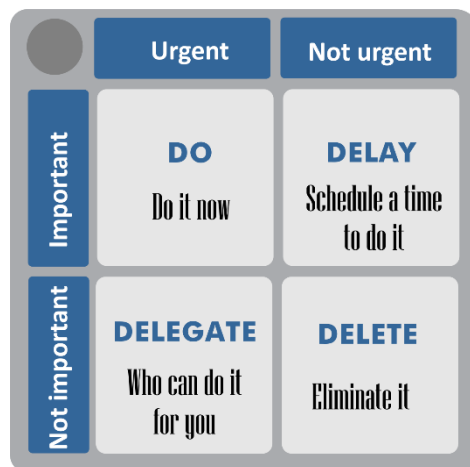
**Do:** Tasks that are both urgent and important should be done immediately.

**Delegate:** Tasks that are important but not urgent should be delegated to someone else.

**Delay:** Tasks that are urgent but not important should be delayed until later.

**Delete:** Tasks that are neither urgent nor important should be eliminated or postponed indefinitely.

The 4 Ds help you manage your limited time more effectively and stay focused on what matters most to you. By categorizing your tasks into these four categories, you can prioritize your work and ensure that you are focusing on the most important tasks first.



The main difference between the Eisenhower Matrix (or the Urgent-Important Matrix) and 4 Ds is that the first one is a prioritization tool that helps you categorize tasks based on their importance and urgency, while the 4Ds method is a time management technique that helps you manage your time more effectively by categorizing tasks into four categories: Do, Delegate, Delay, and Delete.

*Example:*

The New York-based company eMoonLight, which produces Solar trees for street lighting, has 4 simultaneous tasks:

- Final playoff game in basketball - where we are sponsors
- Control of the company by the IRS tax service
- Installation of equipment in the new dislocated facility in Atlanta (pre-scheduled appointment)
- Trip to Niagara Falls - with potential business partners who offer profitable cooperation

Determine priorities according to the 4 D method: Do - Delegate - Delay – Delete.

**Do:** The final play-off game in basketball is an important event for the company, and as sponsors, it is essential to attend and support the team. This task should be given the highest priority and completed as soon as possible.

**Delegate:** Control of the company by the IRS tax service is a complex issue that requires specialized knowledge and expertise. It is best to delegate this task to a tax professional or attorney who can handle the situation effectively.

**Delay:** Installation of equipment in the new dislocated facility in Atlanta is an important task, but it is not urgent. It can be delayed until a later date when resources are available.

**Delete:** The trip to Niagara Falls with potential business partners who offer profitable cooperation is an attractive opportunity, but it is not essential to the company's immediate success. It can be deleted from the to-do list for now.

#### DELEGATION SKILLS

- Effectively transfer tasks from you to others
- Progress from small to big; easy to complex
- Know your people's talents and delegate intelligently
- Follow up, motivate and offer suggestions and support
- Trust others to be capable. Don't underestimate their potential
- Share what outcomes is needed and expected standards
- Define limits of authority (hiring, spending etc.)
- Agree on monitoring procedures, feedback and reports



#### **Homework:**

The CEO of a New York-based company eMoonLight has 4 simultaneous tasks:

- Regular monthly meeting with the outsourced law firm that represents our company
- Business trip to San Francisco – signing of the preliminary agreement on business cooperation
- Final playoff game in basketball - at the request of CEO's son who has a birthday
- control of the assembled equipment in the new dislocated facility in Seattle before the opening, which is planned for next week

Determine the priorities for the CEO of the company according to the 4 Ds method: Do - Delegate - Delay – Delete.

#### **Additional question: what you should do first:**

A task that is “Urgent but not Important” or a task that is “Important but not urgent”?



## Tactical implementation planning

**Tactical implementation planning** is a short-term planning process that is used to achieve immediate goals. It is employed by middle-level departments to assign tasks to their teams. The process involves taking an overarching strategic plan and creating actionable short and medium-term timelines to achieve the goals. Tactical planning usually helps define goals at multiple levels and can help break down long-term strategic objectives into benchmarks that can be reached in smaller and more focused projects. Here are some examples of tactical planning:

**Hiring and developing a diverse cohort of new employees:** This tactical plan involves researching salary survey data to determine the compensation of new hires, carrying out effective exit interviews to find out why people are leaving, and developing a training and development program to improve employee productivity.



**Increasing sales through targeted marketing:** This tactical plan involves researching customer demographics and preferences, developing targeted marketing campaigns, and analyzing the results to refine the campaigns.

**Improving customer satisfaction through process improvement:** This tactical plan involves reviewing customer feedback, identifying areas for improvement, and implementing process improvements to address customer concerns.

### Launching a new product tactical planning:

One example of tactical implementation planning in action is the launch of a new product.

A tactical implementation plan for launching a new product typically includes the following steps:

**Define the target audience:** Identify the target audience for the product and create personalized marketing copies that best serve the needs of your prospects and build a stronger referral base.

**Conduct market research:** Conduct market research to identify the needs and preferences of the target audience. This will help you to create a product that meets the needs of your customers.

**Develop the product:** Develop the product based on the needs and preferences of the target audience.

**Create a marketing plan:** Create a marketing plan that includes the specific steps required to promote the product, as well as the timeline for completing each step.

**Test the product:** Conduct usability tests with impartial beta testers before you launch the product.

**Soft-launch the product:** Offer a beta version of your product to select customers. Soft-launching the product has two significant benefits. First, it helps identify major bugs/issues in the product before launch, enabling you to make new customers happy and avert bad reviews. Second, it builds interest in your product and increases the chances of word-of-mouth marketing.

**Launch the product:** Launch the product and monitor its performance. Make adjustments as needed to ensure that the product meets the needs of your customer.

**Measure your results:** Finally, it is important to measure your results and track your progress against your goals and objectives. This will help you identify areas for improvement and refine your strategy over time.

One **real-life example** of a company that has successfully implemented tactical implementation planning in launching a new product is **Apple**. Apple’s launch of the iPhone in 2007 is a classic example of a successful product launch. (1) Apple conducted extensive market research to identify the needs and preferences of its target audience and developed a product that met those needs. (2) Apple created a marketing plan that included the specific steps required to promote the product, as well as the timeline for completing each step. (3) Finally, Apple soft-launched the product by offering a beta version of the iPhone to select customers, which helped to build interest in the product and increase the chances of word-of-mouth marketing.

Apple’s launch of the iPhone was a major success, and it changed the way people interact with technology. By following a tactical implementation planning process, Apple was able to create a revolutionary new product that met the needs of its customers and stood out from the competition. The launch of the iPhone was accompanied by a comprehensive marketing campaign that included a launch event, press releases, and targeted marketing campaigns. The iPhone quickly became a cultural phenomenon and established Apple as a leader in the consumer electronics market.



Example of the implementation plan steps:

1. Define required outcomes
2. Define ownership for outcomes (accountability)
3. Determine actions to accomplish the outcomes
4. Define budgets, roles, and measures
5. Define the tracking system
6. Implement project management methodology
7. Review and revise as needed

A Tip: Remember the adage that ‘**one person is responsible or no one is responsible**’.

The adage “Where everyone is responsible, no one is really responsible” suggests that when everyone is responsible for something, it can be difficult to hold anyone accountable for it. This can lead to a lack of action or a lack of ownership, which can ultimately result in negative outcomes.

Example:

A startup company EduWood is about to enter the wooden toy market. It has a limited budget.

1. Define the target audience – children or collectors.
2. Conduct market research – how?
3. Develop the product – to offer better features than competitors' toys.
4. Create a marketing plan – based on a social network.
5. Test the product – with whom?
6. Soft-launch the product – how to find a niche market?
7. Launch the product – where?



The EduWood company is entering the wooden toy market. Here are some suggestions to help the company get started:

**Define the target audience:** The company should decide whether it wants to target children or collectors. This decision will impact the design, features, and marketing of the product. For example, if the target audience is children, the product should be designed to be safe, durable, and easy to use. On the other hand, if the target audience is collectors, the product should be designed to be unique, high-quality, and visually appealing.

**Conduct market research:** The company should conduct market research to understand the demand for wooden toys, the competition, and the target audience. The company can use online surveys, focus groups, and interviews to gather information. Additionally, the company can use social media platforms to gather feedback from potential customers.

**Develop the product:** Based on the market research, the company should develop a product that offers better features than competitors' toys. For example, the company can focus on creating toys that are more eco-friendly, sustainable, and educational. The company can also consider using innovative designs and materials to differentiate its products from competitors.

**Create a marketing plan:** The company can create a marketing plan based on social networks. Social media platforms such as Facebook, Instagram, and Twitter can be used to promote the product, engage with customers, and build brand awareness. The company can also consider using influencer marketing to reach a wider audience.

**Test the product:** The company can test the product with parents, children, and collectors to gather feedback. This feedback can be used to improve the product before it is launched.

**Soft-launch the product:** To find a niche market, the company can soft-launch the product in a specific region or to a specific group of customers. This will help the company gather feedback, build brand awareness, and refine its marketing strategy.

**Launch the product:** Once the product is ready, the company can launch it on e-commerce platforms such as Amazon, Etsy, and eBay. The company can also consider launching its website to sell the product directly to customers. It's important to choose the right platform based on the target audience and marketing strategy.

**Measure the results:** Key Performance Indicators (KPIs) are metrics that help the company to track the progress against the goals and objectives. They can include metrics such as sales, revenue, customer satisfaction, or website traffic.

**Homework:**

There is an Implementation plan form:

1. Define required outcomes
2. Define ownership for outcomes
3. Determine actions to accomplish the outcomes
4. Define budgets, roles, and measures
5. Define the tracking system
6. Implement project management methodology
7. Review and revise as needed



The company Z-Tech wants to make a promotional campaign for their products (Instant tablets for hunger) at the Food Fair from 1-7 September this year. Suggest the implementation plan using the above plan form (steps 1-7).

The required outcome is increasing brand awareness, the ownership of the task is a Marketing department of 5 people, the Budget is 100.000 USD, the outsourcing supplier is a catering company, the promotional material are samples of products i.e. Pills against hunger and flyers with information of benefits and health certificates of the products. Make an implementation plan based on these data.



# Financial planning

**Financial planning** is the process of creating a comprehensive financial plan to manage the finances of a business and achieve its financial goals. It involves evaluating the current financial situation, setting short-term and long-term goals, and developing a strategy to achieve those goals. A financial plan can help companies manage their income and expenses, reduce debt, save for future investments, and plan for unexpected expenses.

A financial plan for startups typically includes the following components:

**Budgeting:** Creating a budget to manage the income and expenses of the startup.

**Cash flow management:** Managing the cash flow of the startup by estimating the cash inflows and outflows.

**Investment planning:** Developing an investment strategy to achieve the financial goals of the startup.

**Risk management:** Evaluating and managing risks associated with the finances of the startup, such as insurance and estate planning.

Here is an **example** of a financial plan for a startup coffee shop CoffeeLand:

**Balance sheet:** A balance sheet is a financial statement that summarizes the assets, liabilities, and equity of a business at a specific point in time. For a coffee shop startup, the balance sheet would include the startup costs, such as equipment, furniture, and inventory, as well as the liabilities, such as loans and accounts payable.

**Income statement:** An income statement is a financial statement that summarizes the revenues, expenses, and profits of a business over a specific period (usually 12 months). For a coffee shop startup, the income statement would include the revenue from sales, the cost of goods sold, and the operating expenses, such as rent, utilities, and salaries.

**Cash flow statement:** A cash flow statement is a financial statement that summarizes the cash inflows and outflows of a business over a specific period. For a coffee shop startup, the cash flow statement would include the cash inflows from sales, loans, and investments, as well as the cash outflows for expenses, such as rent, utilities, and salaries.



Example of the Cash flow management of the startup CoffeeLand with an initial investment of €50,000:  
Cash inflows and outflows (expenses).

<b>Expense</b>	<b>Cost</b>
Rent	€2.000
Equipment	€10.000
Inventory	€5.000
Salaries	€15.000
Marketing	€2.000
Utilities	€1.000
Insurance	€1.000
Licenses and permits	€1.000
Legal and accounting fees	€2.000
Contingency fund	€10.000
<b>Total cash outflow:</b>	<b>€49.000</b>

<b>Cash Inflows</b>	<b>Amount</b>
Sales	€20.000
Loans	€10.000
Investments	€5.000
<b>Total Cash Inflows</b>	<b>€35.000</b>

Net Cash Flow	Amount
Total Cash Inflows	€35.000
Total Cash Outflows	€49.000
Net Cash Flow	-€14.000



An example of the **investment planning** for a startup coffee shop CoffeeLand with an initial investment of €50.000:

**Invest in equipment:** Purchase high-quality coffee-making equipment that can produce a consistent and high-quality product. This will help to attract and retain customers.

**Invest in marketing:** Develop a marketing strategy to promote the coffee shop and attract new customers. This can include social media advertising, local print ads, and promotions.

**Invest in staff:** Hire experienced and knowledgeable staff who can provide excellent customer service and help to create a welcoming atmosphere.

**Invest in inventory:** Purchase high-quality coffee beans and other supplies to ensure that the coffee shop can produce a consistent and high-quality product.

**Invest in technology:** Implement a point-of-sale system and other technologies to streamline operations and improve the customer experience.



A comprehensive **risk management** plan for opening a coffee shop involves identifying risks, evaluating their impact, implementing mitigation strategies, and preparing for emergencies. Here are some common risks associated with opening a coffee shop and how to manage them:

**Market volatility and competition:** The coffee shop industry can be highly competitive, with market trends and customer preferences changing rapidly. Market volatility, such as shifts in consumer demand or the emergence of new competitors, poses a risk to your coffee shop's improvement. It's important to stay updated on market trends and continuously

adapt your offerings to meet customer expectations. You can also consider offering unique products or services that differentiate your coffee shop from competitors.

**Financial constraints and cash flow fluctuations:** Financial challenges, including limited initial capital, unforeseen expenses, and fluctuations in cash flow, can significantly impact your coffee shop's operations. Developing a sound financial plan, which includes budgeting, forecasting, and managing expenses, is crucial to navigate through potential financial constraints and maintain stability. You can also consider obtaining insurance to protect your business from unexpected events.



**Equipment breakdown or malfunction:** Coffee shops heavily rely on various equipment such as coffee machines, grinders, and refrigeration units. Equipment breakdown or malfunction can disrupt operations and lead to customer dissatisfaction. Regular maintenance, inspections, and having backup equipment in place can help minimize the risk of unexpected equipment failures.

**Employee accidents or injuries:** The safety of your employees is paramount. Coffee shops involve operating machinery, handling hot beverages, and working in a fast-paced environment. Implementing proper training programs, enforcing safety protocols, and providing protective equipment can reduce the risk of accidents and injuries.

**Legal and regulatory compliance:** Coffee shops must comply with various legal and regulatory requirements, such as obtaining permits and licenses, paying taxes, and complying with health and safety regulations. Failing to comply with these requirements can result in fines, legal action, and reputational damage. It's important to stay updated on the latest regulations and ensure that your coffee shop complies.

**Data security and privacy:** Coffee shops collect and store sensitive customer information, such as credit card details and personal information. Data breaches can result in financial losses, legal action, and reputational damage. Implementing data security measures, such as encryption and firewalls, and complying with data privacy regulations can help protect your customers' data.

**Natural disasters and emergencies:** Natural disasters, such as floods and earthquakes, and emergencies, such as power outages and fires, can disrupt operations and cause financial losses. Developing an emergency response plan, which includes evacuation procedures, backup power sources, and contingency plans, can help minimize the impact of these events.

### **Homework**

The company eMoonLight wants to start the production of street lamps in the shape of trees, which will have solar panels instead of leaves. During the day, solar panels in the shape of leaves are filled with solar energy, and at night they light up, thus using renewable energy and making the environment much more beautiful than metal poles for street neon lighting.

The initial budget is €400,000.

Expected revenue is €500,000:

Create a hypothetical financial plan with the elements:

- (1) the Cash flow management and
- (2) Investment planning.





# Communication Plan

**Communication Plan** is a document that outlines how a company will communicate with its stakeholders, including employees, customers, investors, and the media. It includes information about the communication channels that will be used, the frequency of communication, and the messages that will be conveyed. A good communication plan for startups should be clear, concise, and aligned with the company's goals and values. Here are some **hints** for creating a good communication plan:



**Define your audience:** Identify the stakeholders that you want to communicate with and tailor your messages to their needs and interests.

**Choose your channels:** Select the communication channels that are most effective for reaching your target audience. Examples of communication channels include email, social media, newsletters, etc.

**Create a schedule:** Develop a schedule for when and how often you will communicate with your stakeholders. This will help ensure that your messages are timely and relevant.

**Be consistent:** Use a consistent tone and style in your communications to build trust and credibility with your stakeholders.

**Measure your results:** Track the effectiveness of your communication plan and make adjustments as needed. This will help you improve your communication strategy over time.

One of the most important steps for startups is to develop a brand identity.

The following five components are the backbone of a **brand communications strategy**:

1. Identify the **Audience**: To **WHOM** do we need to communicate?

What is the audience for your products or services? Perhaps there are multiple audiences. Identifying your audience is the first step in your strategy.

2. Determine **Goals and Objectives**: **WHY** communicate? What do we want to achieve?

Determining goals and objectives is an important step in developing a communication plan. Here are some simple examples of the task:

*Raise awareness*: The goal of this objective is to build awareness of an issue, benefit, process, product, and so forth.

*Change attitudes*: The goal of this objective is to increase understanding and shape opinions and perceptions.

*Motivate action*: The goal of this objective is to encourage people to take specific actions.

3. Develop **Key Messages: WHAT** do we need to communicate?

Develop clear and concise messaging that communicates to your audience what you do and how you do it in simple, easily digestible copy.

Developing clear and concise messaging is an important part of creating a successful communication plan. Here are some hints for developing messaging that communicates to your audience what you do and how you do it in a simple, easily digestible way:

Focus on benefits: Highlight the benefits of your product or service and how it can help your audience.

Use simple language: Avoid using jargon or technical terms that your audience may not understand.

Be concise: Focus on the most important points and keep your messages short and to the point.

Use visuals: Use images, videos, and other visuals to help convey your message and make it more engaging.

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Here is a simple example of clear and concise messaging:

Apple: “Think Different”

This messaging is simple, memorable, and aligns with Apple’s brand and values. It also encourages customers to think outside the box and embrace creativity and innovation.

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**Think Different**

4. Develop a **Tactical Plan: HOW** will we communicate, and when?

We need to identify the channels that are most effective for reaching our target audience. Some common channels include social media, email marketing, and paid advertising. We can use email to send newsletters and promotions, social media to engage with our audience, and paid advertising to reach new customers. It is wise to develop a unique strategy for each channel: Each channel requires a unique approach to reach our target audience. For example, social media requires a more conversational tone, while email marketing requires a more formal tone.

5. Identify **Measures of Evaluation: HOW** will we know if we are successful?

Metrics are important. Whether or not you’ve reached your organizational goal, it should be fairly easy to determine (did sales increase by 20 percent?). However, applying metrics to determine if your communications tactics and strategies were ultimately successful – and what role they played in reaching (or not reaching) your organizational goals can be more difficult. There are, however, various options for capturing these data, especially in digital communications.

To measure the success of a communication strategy, it is important to define key performance indicators (KPIs) that align with your goals. Here are some KPIs that can be used to measure the effectiveness of a communication strategy:

**Open rate:** The percentage of people who opened your email or message.

**Click-through rate:** The percentage of people who clicked on a link in your email or message.

**Conversion rate:** The percentage of people who completed a desired action, such as making a purchase or filling out a form.

**Engagement rate:** The percentage of people who engaged with your content, such as liking, commenting, or sharing a post.

**Brand awareness:** The percentage of people who are aware of your brand or product.

**Customer satisfaction:** The percentage of customers who are satisfied with your product or service.

By tracking these KPIs, you can measure the success of your communication strategy and make data-driven decisions to improve it over time. It is important to set specific, measurable, achievable, relevant, and time-bound (SMART) goals for your communication strategy to ensure that you are measuring the right metrics.

**Note:** In communication, output metrics measure the quantity of work produced, while outcome metrics measure the quality of the work produced. Output metrics are typically quantitative and can be easily measured, while outcome metrics are qualitative and more difficult to measure.

For example, an output metric for a marketing campaign might be the number of emails sent, while an outcome metric might be the number of sales generated from the campaign. Another example is that an output metric for a customer service team might be the number of calls answered, while an outcome metric might be the customer satisfaction rate.

### Channels of communication

What does your intended audience read, listen to, watch, or engage in? You have to reach them by placing your message where they'll see it.

- Billboards
- Posters
- Fliers and brochures
- Newsletters
- Promotional materials
- Internet sites
- Press releases and press conferences
- Presentations or presence at local events and national conferences, fairs, and other gatherings
- Community or national events
- Word of mouth
- Music



Exhibits and public art  
Movies  
TV – ads and Public Service Announcements  
Theater

### COMMUNICATION PLAN



**Example:**

A Startup company coffee shop "CoffeeLand" is about to make a communication plan to promote their new products: hot chocolate with many different flavors and additives (dried fruits, crunchy chocolate balls, vanilla cream, etc.).

A communication plan includes the following components:

1. Identify the audience
2. Determine Goals and objectives
3. Develop a key message - what to communicate
4. Develop a tactical plan - how to communicate and when
5. Chose the measures of evaluation
6. The channels of communication

### The CoffeeLand Communication Plan:

**Identify the audience:** The target audience for CoffeeLand’s new hot chocolate products could be:

- Chocolate lovers
- People who enjoy trying new flavors
- People who are looking for a warm and comforting drink
- People who are health-conscious and looking for healthier alternatives



**Determine Goals and objectives:** The goals and objectives of CoffeeLand’s communication plan could be:

- To increase brand awareness
- To increase sales of the new hot chocolate products
- To create a buzz around the new products
- To establish CoffeeLand as a go-to place for hot chocolate

**Develop a key message - what to communicate:** The key message that CoffeeLand should communicate to its target audience could be:

- Introducing new hot chocolate products with unique flavors and additives
- Highlighting the health benefits of the new products
- Emphasizing the quality of the ingredients used in the new products
- Creating a sense of comfort and warmth associated with the new products



**Develop a tactical plan - how to communicate and when:** CoffeeLand could use the following tactics to communicate its key message to its target audience:

- Social media marketing: social media platforms like Facebook, Instagram, and Twitter. They could post pictures of the new products, share recipes, and engage with their followers.
- Email marketing: newsletters to its subscribers, informing them about the new products and offering discounts.
- In-store promotions: free samples of the new products to customers who visit their stores.
- Influencer marketing: collaboration with food bloggers and influencers to promote its new products.
- Seasonal promotions: special promotions during the winter season when people are more likely to crave warm drinks.

**Choose the measures of evaluation:** CoffeeLand could use the following measures to evaluate the success of its communication plan:

**Sales figures:** the sales of the new products to check if there is an increase in sales after the launch of the communication plan.

**Social media engagement:** the engagement on its social media posts to see if there is an increase in likes, comments, and shares.

**Email open rates:** the open rates of its newsletters to see if there is an increase in interest in the new products.

**Customer feedback:** customers for feedback on the new products to see if they are satisfied with the quality and taste.

**The channels of communication:** CoffeeLand could use the following channels to communicate its key message to its target audience:

Social media platforms like Facebook, Instagram, and Twitter

Email newsletters

In-store promotions

Influencer marketing

Seasonal promotions

### **Homework:**

Suggest a clear and concise message for CoffeeLand, to be simple, memorable, and aligns with CoffeeLand's brand and values. The promotion of the new products – Hot chocolate.





# Change management

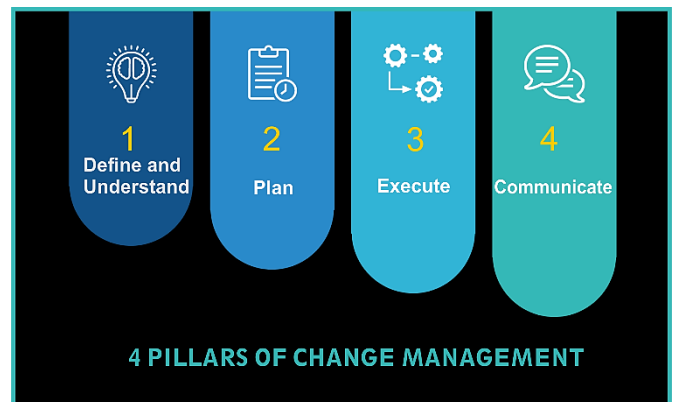
**Change management** is a structured approach that ensures changes are implemented thoroughly and smoothly – and have the desired impact. No organization can afford to stand still. There are always new challenges to meet and better ways of doing things. Change management is the process of managing the transition from the current state to the desired future state of an organization.

Change management draws on theories from many disciplines, including psychology, behavioral science, engineering, and systems thinking.

In one way or another, change impacts the whole organization and all of the people in it. But with good change management, you can encourage everyone to adapt to and embrace your new way of working.

Successful change management relies on **four core principles**:

1. Understand Change.
2. Plan Change.
3. Implement Change.
4. Communicate Change.



**Understand Change.** The first step is to understand the nature and scope of the change, and why it is necessary. This involves analyzing the internal and external factors that drive the change, such as market demand, customer feedback, competitor analysis, and the organizational vision. Find the answers to the questions:

- Why do you need to change? What are your key objectives?
- What will the benefits of the change be to the organization?
- How will it impact people positively?
- How will it affect the way that people work?
- What will people need to do to successfully achieve the change?

**Plan Change.** The second step is to plan the change, and how it will be executed. This involves designing the change process and defining the roles and responsibilities of the change agents, such as the leaders, the managers, and the teams. It also involves developing the change plan, which outlines the activities, resources, timelines, and milestones of the change. In general, you'll need to consider the following:

**Involvement.** Who is best positioned to help you design and implement the change? For example, will you need external expertise? Or can you use internal resources?

**Buy-in.** Change is most effective when you can win support from people across the business. How do you plan to achieve this?

**Impact.** Finally, think about what success should look like. How will you predict and assess the impact of the change that you need to make? What goals do you need to achieve?

**Implement Change.** The third step is to implement the change and make it happen. This involves executing the change plan and managing the change process. The company should also provide support and training to the stakeholders, and help them adapt to the new situation. The company should also celebrate the achievements and milestones of the change, and recognize and reward the contributions of the change agents.

The following steps can help you to implement change positively:

Ensure that everyone involved in the changes understands what needs to happen – and what it means for them.

Agree on success criteria for your changes.

Identify all of the key stakeholders that will be involved in the change and define their level of involvement.

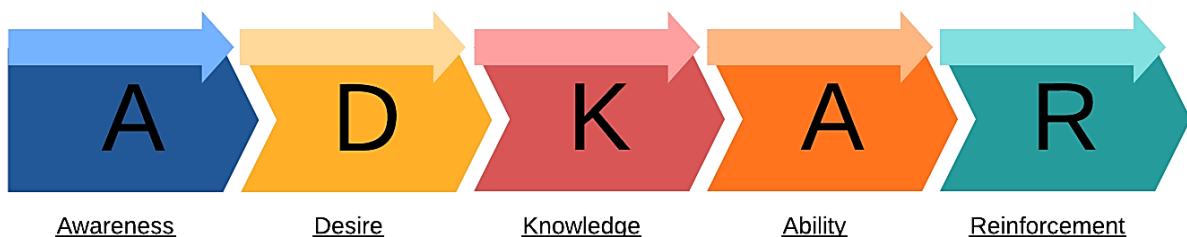
Identify any training needs that must be addressed to implement the change.

Appoint "change agents," who'll help to put the new practices into place – and who can act as role models for the new approach.

**Communicate Change.** The fourth step is to communicate the change and make it understood. This involves informing and engaging the stakeholders and sharing the vision and purpose of the change. It also involves explaining and demonstrating the benefits and value of the change, and how it will improve the situation for the stakeholders. The company should also listen and respond to the feedback and suggestions of the stakeholders, and involve them in the change process. The company should also communicate the expectations and responsibilities of the stakeholders, and how they can participate and contribute to the change. The company should also communicate the results and outcomes of the change, and how they have achieved the goals and objectives of the change.

The **ADKAR Change Management Model** is a particularly useful tool that you can use to help communicate your change. It outlines five things you should address in your communications:

- Awareness (of the need for change).
- Desire (to participate in and support it).
- Knowledge (of how to change).
- Ability (to change).
- Reinforcement (to sustain the change in the long term).



**Example:**

The startup company **Divorce-At-Last** has a unique business idea and started the production of musical greeting cards intended for friends and relatives who can congratulate the divorce of loved ones and boost their mood and confidence.

The company previously operated under the name eCardz and offered electronic cards for various celebrations, from national holidays (New Year, Christmas, Easter), to anniversaries and celebrations (birthdays, weddings, graduations), using its own developed software, through social networks.



As the competition in this area was extremely strong, the company's sales and revenues began to drop drastically and it was necessary to start with an interesting and original idea that was not yet present on the market.

Musical greeting cards will be made of cardboard, with original designs in 30 different motifs and with the same number of different popular songs, for which licenses will be provided.

The name of the company has been changed, a new logo has been designed and the company management is preparing a plan for the implementation of change management.

**Understand Change**

Why do you need to change? What are your key objectives?

You need to change because the market for electronic cards is saturated and competitive, and your sales and revenues are declining. You want to differentiate yourself from the competitors and offer a unique and innovative product that meets a customer's need. Your key objectives are to rebrand your company, launch your new product line of musical greeting cards for divorcees, and capture a niche market segment.

What will the benefits of the change be to the organization?

The benefits of the change will be to increase your customer base, loyalty, and satisfaction, as well as your market share, revenue, and profitability. You will also enhance your reputation as a creative and agile company that can adapt to changing customer preferences and needs. You will also create a competitive advantage and a barrier to entry for potential rivals.

How will it impact people positively?

The change will impact people positively by providing them with a new and exciting opportunity to work on a novel and meaningful product that can help people cope with a difficult life event. You will also foster a culture of innovation, collaboration, and learning among your employees, and empower them

to make decisions and take ownership of their work. You will also reward and recognize their contributions and achievements, and provide them with the support and training they need to succeed.

How will it affect the way that people work?

The change will affect the way that people work by requiring them to adopt a more agile and customer-centric approach to product development and delivery. You will use lean and agile methods, such as design thinking, prototyping, testing, and feedback loops, to create and iterate on your product. You will also use tools to plan and measure your change progress and outcomes. You will also work in cross-functional teams, and communicate and collaborate frequently and transparently with your colleagues and stakeholders.

What will people need to do to successfully achieve the change?

People will need to do the following things to successfully achieve the change:

Understand the vision and purpose of the change, and how it aligns with the organizational strategy and values.

Embrace the change commit to it, and overcome any resistance or fear they may have.

Participate and contribute to the change process, and share their ideas, feedback, and suggestions.

Learn and apply new skills, tools, and techniques, and seek help when needed.

Communicate and cooperate with their team members, managers, and other stakeholders, and resolve any conflicts or issues that may arise.

Celebrate the milestones and successes of the change, and acknowledge and appreciate the efforts and achievements of others.

## Plan Change

Design the change process. The company will use a design thinking approach to create and test its new product line of musical greeting cards for divorcees. They will form a cross-functional team of product managers, designers, engineers, marketers, and salespeople to work on the project. They will assign a change leader to oversee and coordinate the change process, and a change sponsor to provide support and guidance.

Develop the change plan. The company will define the activities, resources, timelines, and milestones of the change. They will use a change canvas to document and visualize their change plan.



Prepare the contingency plan. The company will anticipate the potential risks and challenges of the change, and how they will mitigate or resolve them.

Establish the success criteria and the evaluation methods. The company will define the success criteria and the evaluation methods of the change, and how they will measure the progress and outcomes of the change.

### Implement change

Agree on success criteria for your changes. The company should define and communicate the expected outcomes and benefits of the change, and how they will be measured and evaluated. For example, some success criteria for the change could be: increasing customer satisfaction and loyalty, capturing a certain percentage of the market share, generating a certain amount of revenue and profit, and enhancing the company's brand image and reputation.

Identify any training needs that must be addressed to implement the change. The company should assess the current skills and knowledge of their employees, and identify any gaps or areas that need improvement to support the change. For example, some training needs that the company may have are: designing and producing musical greeting cards, obtaining and managing licenses for songs, marketing and selling the new product line, and handling customer inquiries and complaints. The company should also determine the best methods and formats to deliver the training, such as online courses, workshops, webinars, or coaching.

Appoint "change agents". The company should select and empower individuals or groups who can drive and facilitate the change within the organization. They should have excellent communication skills, a deep understanding of the organizational processes, and the ability to inspire and influence others to embrace the change. Change agents can be internal employees who work within the organization, such as managers, leaders, team members, or external consultants who come from outside the organization to help with the change.



Buy-in. How to win support from people across the business?

***Identify and engage the key stakeholders.*** The company should map out the different stakeholder groups that are affected by or involved in the change, such as the employees, the customers, the suppliers, the partners, and the investors. The company should then engage them in a dialogue, and seek their input and feedback on the change vision, objectives, and plan.

***Communicate the change story.*** The company should craft a compelling change story that explains why the change is necessary, what the change entails, and what the benefits and value of the change are for the organization and the stakeholders. The company should communicate the change story through multiple channels and formats, such as presentations, newsletters, videos, podcasts, and social media.

***Build trust and credibility.*** The company should demonstrate its commitment and capability to deliver the change and show that it has the resources, skills, and expertise to execute the change plan. The company should also be transparent and honest about the change progress and outcomes, and share both the successes and the failures. The company should also acknowledge and appreciate the contributions and achievements of the stakeholders, and reward and recognize their efforts and support.



## Communicate change

The ADKAR model is a five-step process that guides individuals through a change and addresses any roadblocks or barriers along the way. It stands for Awareness, Desire, Knowledge, Ability, and Reinforcement. Here are some possible actions that the company can take for each step:

**Awareness.** The company should inform and educate its employees, customers, suppliers, partners, and investors about the need for change and the reasons behind it. They should explain how the market for electronic cards is saturated and competitive, and how their new product line of musical greeting cards for divorcees will differentiate them from the competitors and meet a customer need. They should also share their vision and objectives for the change, and how they align with the organizational strategy and values.

**Desire.** The company should motivate and inspire its stakeholders to participate and support the change. They should highlight the benefits and value of the change for the organization and the

stakeholders, such as increasing customer satisfaction and loyalty, capturing a niche market segment, generating revenue and profit, and enhancing the company’s brand image and reputation. They should also acknowledge and appreciate the contributions and achievements of the stakeholders, and reward and recognize their efforts and support.

**Knowledge.** The company should provide and facilitate learning and training opportunities for their stakeholders to acquire the skills and knowledge required for the change. They should offer various methods and formats of learning and training, such as online courses, workshops, webinars, or coaching. They should also provide the tools and information needed for the change, such as design and production software, song licenses, marketing and sales materials, and customer service guidelines. They should also evaluate the effectiveness and impact of the learning and training, and provide feedback and reinforcement to the stakeholders.



**Ability.** The company should enable and empower its stakeholders to apply and practice the skills and knowledge acquired for the change. They should provide the resources and support needed for the change, such as equipment, budget, time, and guidance. They should also monitor and measure the performance and feedback of the stakeholders, and identify and address any gaps or issues that may arise. They should also celebrate and recognize the milestones and successes of the change, and acknowledge and appreciate the efforts and achievements of the stakeholders.

**Reinforcement.** The company should sustain and reinforce the change by ensuring that it becomes embedded and integrated into the organizational culture and processes. They should communicate and report the results and outcomes of the change, and how they have achieved the goals and objectives of the change. They should also solicit and act on the feedback and suggestions of the stakeholders, and use them to improve the product and process. They should also provide ongoing support and training to the stakeholders, and help them adapt to the new situation.

## Homework

1. Suggest some **slogans** for the new products of Divorce-At-Last, the company that makes musical greeting cards for divorcees, that will be memorable and appealing to potential customers - to increase sales and profit and acquire new customers.
2. Pick up several **songs** that are appropriate for these musical cards.
3. Define the UVP (Unique Value Proposal)
4. Define the Unfair advantage



UVP - Unique Value Proposition: The single, clear, and compelling message that states why your product or service is different and worth buying.

Unfair Advantage: The unique feature or attribute that you have that cannot be easily copied or bought by others.

## Policy Deployment

**Policy Deployment** is a method for ensuring that the strategic goals of a company drive progress and action at every level within that company.

The Hoshin Kanri X Matrix was Invented by Professor Yoji Akao in Japan in the 1950s.

The Hoshin Kanri X matrix, also known as the X-matrix, is a strategic planning tool used to connect company-wide objectives to specific projects that individuals are working on. The method takes your business objectives and breaks these objectives down into smaller objectives, which are broken down further into projects and tasks. These projects and tasks are then distributed from top-to-bottom in your organization.



There are 7 steps to the Hoshin Kanri planning process which are as follows:

1. The development of **vision, mission, and key metrics** within the organization,
2. The identification of **breakthrough objectives**, which are vital and significant changes needed for the organization to achieve its vision,
3. Setting of **annual improvement plans**, with the flexibility to set short-term plans such as quarterly objectives,
4. The deployment of **annual objectives top-to-bottom** through a process called catch-ball, which details how the objectives will be shared via two-way communication,
5. The **review of results** on a weekly, monthly, and annual basis, utilizing tools such as a bowling chart,
6. **Problem-solving**, step 6 looks at objectives missed from step 5, to identify and solve the issues,
7. **Reflection and learning**, taking the idea of constant growth and improvement.

Example:

The **Vision** statement: "To do everything possible to expand human potential" (Nike).

The **Mission** statement: "To bring inspiration and innovation to every athlete in the world" (Nike)

**Key Metrics:** The index of consumer confidence, Labor cost per unit of output, Revenue and Net profit etc.

The **breakthrough objectives:** entering new markets, introducing a new product, adopting a different service delivery model, etc.

Deployment of **annual objectives from top to bottom:** develop a delivery improvement system (Supply Chain Director); develop growth strategies (Finance Director); initiate a customer survey process (Sales Director), etc.

**Review of results:** the Bowling Chart displays the performance of the key strategic objectives that you and your team are accountable for delivering in 12 months.

**Problem-solving:** Implement a Plan-Do-Check-Act process to identify and remove issues that are blocking the achievement of your objectives.

**Reflection and learning:** reflect on what did and didn't work throughout the process.





The X matrix is divided into 4 key quadrants:

Long-term goals (south)

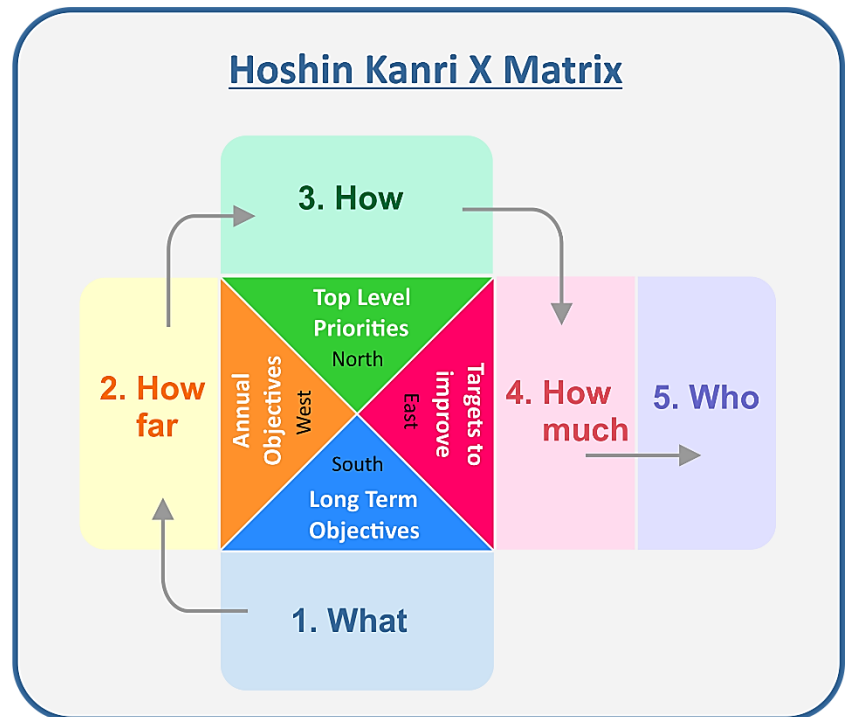
Annual objectives (west)

Top-level priorities (north)

Metrics to improve (east)

At the corners of the X matrix template are visualized **dependencies** between the activities in each section.

On the far-right side of the diagram are place **names of the people responsible** for executing the relevant tasks/objectives.



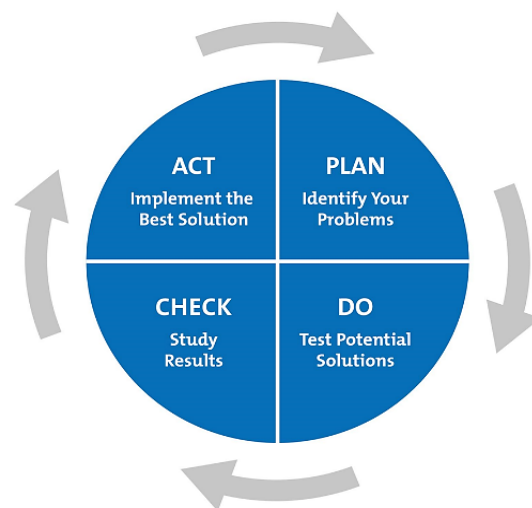
**Problem-solving for objectives missed:**

As you conduct your monthly and annual objective reviews, you may notice that you missed some of your objectives.

Prepare to problem-solve to meet missed objectives.

Implement a **Plan-Do-Check-Act** process to identify and remove issues that are blocking the achievement of your objectives.

The Plan-Do-Check-Act Cycle



**Application of the X matrix method:**

The Swiss confectionary company ChocoLand, which, among other things, produces all types of chocolate - dark, milk, white, and ruby, is launching the production of a new type of chocolate. Namely, dark chocolate has been known since ancient times, milk chocolate dates back to 1875, white chocolate has been around since 1936, and only in 2017 was a new type launched on the market - ruby chocolate. And when it seemed that there was an end to innovations in the sphere of chocolate production, the out-of-the-box idea was born: Chocolate in color.

The idea is to mix dried fruit powder into the white chocolate mixture (which does not contain cocoa solids). This way, different colors and different flavors of the new type of chocolate can be obtained: green chocolate is obtained with the addition of dried kiwi powder, red color with the addition of raspberry, blood orange, or cherry, dark blue with blueberry powder, orange with dried orange or mango powder, pink with pomegranate, yellow with lemon, pineapple or grapefruit, etc.

The novelty of this product is not only the color different from traditional chocolate, but the enriched taste of different fruits, the nutritional value of the product has been increased, and the benefits of consumption have been improved.

In addition to the typical benefits of chocolate consumption, due to the content of flavonoids, such as:

- Reducing free radicals
- Improving blood flow
- Lowering blood pressure
- Lowering "bad cholesterol"
- Reducing inflammation
- Reducing insulin resistance
- Improving the brain's ability to make new connections between neurons
- Preventing cognitive decline
- Reducing the risk of cardiovascular problems



The additional benefits of dried fruits are:

Improves blood flow, and digestive health, and reduces oxidative damage and disease risk, thanks to the high content of fiber and antioxidants, especially polyphenols.

Providing essential nutrients that boost immunity, relieve oxidative stress, support heart health, enhance bone health, and help prevent cancer.

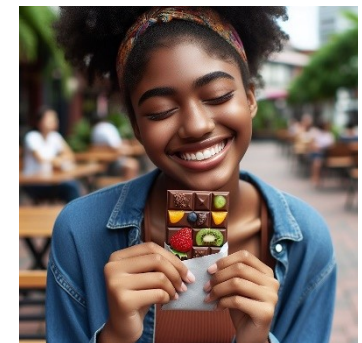
Preventing and controlling diabetes by regulating blood sugar levels, despite being high in sugar.

Aiding in weight loss by increasing satiety and reducing calorie intake.

Improving colon and digestive health by feeding beneficial bacteria and preventing constipation.

Reducing anxiety and depression symptoms by providing tryptophan, an amino acid that helps produce serotonin, a mood-regulating neurotransmitter.

Aiding healthy pregnancies by providing iron, folate, and potassium, which are important for fetal development and maternal health.



The company has an ambitious plan to conquer the EU, USA, Canada, and Australian markets in the next 5 years and become a leader in the production and sale of colored chocolate. In the period of 10 years, Asia and Africa should be covered in the same way.

## X-matrix

**Development of vision, mission, and key metrics within the organization:** The company could develop a vision statement, the mission statement, and Key metrics:

(a) Vision: The company's Vision: to become a leader in the production and sale of colored chocolate in the next 5 years.

(b) Mission: The company's mission: to provide high-quality, innovative, and healthy chocolate products to customers worldwide.

(c) Key metrics: The key metrics: the progress towards its vision and mission:

Market share: The percentage of the total market for chocolate products that the company holds.

Revenue: The amount of money that the company generates from the sale of its chocolate products.

Customer satisfaction: The level of satisfaction that customers have with the company's chocolate products.

Employee engagement: The level of engagement that employees have with the company and their work.

**Identification of breakthrough objectives:** The company could identify breakthrough objectives that are vital and significant changes needed for them to achieve their vision. For example, they aim to increase their market share, launch a new line of colored chocolate products that cater to health-conscious consumers, and expand their distribution network to reach new markets:

### Year 1:

Objective 1: Increase market share by 10% in the EU market by launching a new line of colored chocolate products that cater to health-conscious consumers.

Objective 2: Expand the distribution network to reach new markets in the USA and Canada.

Objective 3: Invest in research and development to create new and innovative chocolate products.

### Year 2:

Objective 1: Increase revenue by 15% by launching a new line of colored chocolate products that cater to children.

Objective 2: Increase customer satisfaction by 20% by improving the quality of the company's chocolate products.

Objective 3: Increase employee engagement by 10% by providing training and development opportunities to employees.



These objectives are aligned with the company's vision of becoming a leader in the production and sale of colored chocolate in the next 5 years and its mission of providing high-quality, innovative, and healthy chocolate products to customers worldwide.

**Setting of annual improvement plans:** The company could set annual improvement plans that align with its breakthrough objectives. These plans could include launching new products, expanding their distribution network, and investing in research and development to create new and innovative chocolate products, on a yearly basis.

The company could set up an R&D team that is responsible for developing new and innovative chocolate products. The team could work on creating new flavors of colored chocolate by experimenting with different fruit powders and other natural ingredients. They could also explore new production techniques that could help improve the quality and nutritional value of their chocolate products.

By setting annual improvement plans that focus on research and development, the Swiss confectionary company could stay ahead of the competition and continue to innovate in the chocolate industry.

**Deployment of annual objectives top-to-bottom through a process called catch-ball:** The company could deploy its annual objectives top-to-bottom through a process called catch-ball, which details how the objectives will be shared via two-way communication. This process could involve regular meetings between different departments to ensure that everyone is aligned with the company's goals and objectives.

Manufacturing and Quality Control: The Manufacturing and Quality Control department could be responsible for ensuring that the company's chocolate products are of high quality and meet the company's standards. They could provide feedback on the feasibility of the company's objectives and suggest ways to improve the production process.

Marketing: The Marketing department could be responsible for promoting the company's chocolate products and increasing brand awareness. They could provide feedback on the company's objectives and suggest ways to improve the company's marketing strategy.

R&D: The R&D department could be responsible for developing new and innovative chocolate products. They could provide feedback on the company's objectives and suggest ways to improve the company's research and development process.

Supply Chain: The Supply Chain department could be responsible for ensuring that the company's chocolate products are delivered to customers on time and in good condition. They could provide feedback on the company's objectives and suggest ways to improve the company's supply chain management.



**Sales:** The Sales department could be responsible for selling the company’s chocolate products to customers. They could provide feedback on the company’s objectives and suggest ways to improve the company’s sales strategy.

By involving different departments in the catch-ball process, the Swiss confectionary company could ensure that everyone is aligned with the company’s goals and objectives and working towards achieving them.

**Review of results on a weekly, monthly, and annual basis:** The company could review its results on a weekly, monthly, and annual basis, utilizing tools such as a bowling chart. This would help them track their progress towards their goals and identify areas where they need to improve.

Objective	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Increase market share by 10% in the EU market by launching a new line of colored chocolate products that cater to health-conscious consumers	●	●	●	●	●	●	●	●	●	●	●	●
Expand distribution network to reach new markets in the USA and Canada	●	●	●	●	●	●	●	●	●	●	●	●
Invest in research and development to create new and innovative chocolate products	●	●	●	●	●	●	●	●	●	●	●	●
Increase revenue by 15% by launching a new line of colored chocolate products that cater to children	●	●	●	●	●	●	●	●	●	●	●	●
Increase customer satisfaction by 20% by improving the quality of the company’s chocolate products	●	●	●	●	●	●	●	●	●	●	●	●
Increase employee engagement by 10% by providing training and development opportunities to employees	●	●	●	●	●	●	●	●	●	●	●	●

Each objective is listed in the first column, and the months of the year are listed in the top row. A green cell indicates that the objective was achieved for that month, while a red cell indicates that the objective was not achieved. By using a bowling chart to track their progress every month, the Swiss confectionery company could identify areas where they need to improve and take corrective action.

**Problem-solving:** Step 6 looks at objectives missed from step 5, to identify and solve the issues. If the company misses any of its objectives, they could use problem-solving techniques such as root cause analysis to identify the underlying issues and take corrective action.

The Swiss confectionery company missed their objectives, such as increasing market share by 10% in the EU and increasing revenue by 15% by launching a new line of colored chocolate products that cater to children, they could use problem-solving techniques such as root cause analysis to identify the underlying issues and take corrective action.

Root cause analysis is a problem-solving technique that helps identify the underlying causes of a problem. It involves asking “why” questions to get to the root cause of the problem. Here’s an example of how the Swiss confectionery company could use root cause analysis to identify the underlying issues that caused them to miss their objectives:

*Objective 1:* Increase market share by 10% in the EU market by launching a new line of colored chocolate products that cater to health-conscious consumers

*Why did we miss our objective?* We missed our objective because our new line of colored chocolate products did not cater to the needs of health-conscious consumers.

*Why did our new line of colored chocolate products not cater to the needs of health-conscious consumers?* Our new line of colored chocolate products did not cater to the needs of health-conscious consumers because we did not conduct sufficient market research to understand their needs and preferences.

*Why did we not conduct sufficient market research?* We did not conduct sufficient market research because we did not allocate enough resources to this activity.

Objective 4: Increase revenue by 15% by launching a new line of colored chocolate products that cater to children

*Why did we miss our objective?* We missed our objective because our new line of colored chocolate products did not generate enough sales.

*Why did our new line of colored chocolate products not generate enough sales?* Our new line of colored chocolate products did not generate enough sales because we did not effectively market them to our target audience.



*Why did we not effectively market our new line of colored chocolate products?* We did not effectively market our new line of colored chocolate products because we did not have a clear understanding of our target audience's needs and preferences.

By using root cause analysis to identify the underlying issues that caused them to miss their objectives, the Swiss confectionary company could take corrective action and improve their performance in the future.

**Reflection and learning:** The company could take the idea of constant growth and improvement to heart by reflecting on their performance and learning from their experiences. They could use this knowledge to refine their strategies and improve their performance in the future.

The company could do differently in the next iteration of implementing the Hoshin Kanri method:

Conduct more market research: The company could conduct more market research to better understand the needs and preferences of its target audience. This could help them create chocolate products that are more appealing to their customers and increase their market share.

Improve marketing strategy: The company could improve its marketing strategy by using social media and other digital marketing channels to reach a wider audience. They could also partner with influencers and other brands to promote their chocolate products.

Invest in employee training and development: The company could invest in employee training and development to improve the skills and knowledge of their employees. This could help them create better-quality chocolate products and improve customer satisfaction.

By reflecting on their performance and identifying areas where they can improve, the Swiss confectionary company could continue to innovate and stay ahead of the competition.

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Possible names of the new-line-colored chocolates:

**Fruit Fusion Chocolate**

Rainbow Delights

Rainbow Bliss

Color Burst

Chroma Chocolates

Taste the Rainbow

Fruitopia

Color Craze

Fruit Frenzy

Colorful Confections



### Rebranding company logo:

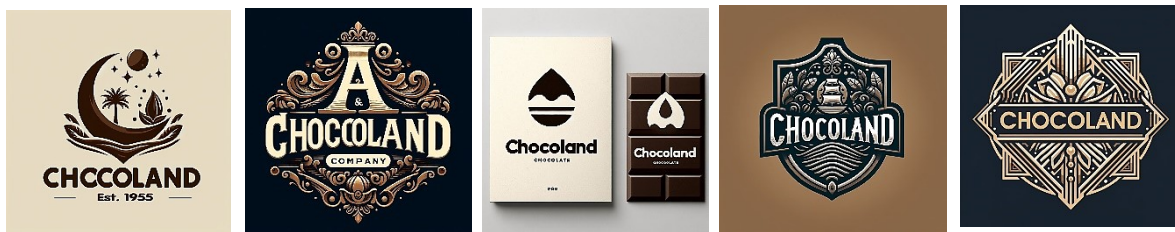
**Cocoa Bean:** A simple and classic logo design could feature a cocoa bean with the company name in a clean and modern font.

**Monogram:** A monogram logo design could feature the initials of the company name in an elegant and luxurious font.

**Minimalist:** A minimalist logo design could feature a simple and clean design, such as a chocolate bar or a chocolate drop, with the company name in a modern font.

**Emblem:** An emblem logo design could feature a circular or shield-shaped design with the company name and a cocoa bean or other chocolate-related imagery in an elegant and luxurious font.

**Art Deco:** An Art Deco logo design could feature a geometric design with the company name in an elegant and luxurious font.



Examples of the slogans for the Fruit Fusion Chocolate:

**“Indulge in the fruity goodness of Fruit Fusion Chocolate.”**

“A fusion of fruit and chocolate that’s simply divine.”

“The perfect blend of fruit and chocolate in every bite.”

“Experience the sweet and tangy taste of Fruit Fusion Chocolate.”

“Fruit and chocolate, together at last.”

“Satisfy your sweet tooth with Fruit Fusion Chocolate.”

“The ultimate chocolate experience with a fruity twist.”

“Fruit Fusion Chocolate: the perfect treat for any occasion.”

“A chocolatey delight with a burst of fruity flavor.”

“Fruit Fusion Chocolate: the perfect balance of sweet and tart.”



**Indulge in the fruity goodness of Fruit Fusion Chocolate**



**Homework:**

The ChocoLand company, which recently launched a new chocolate type (Fruit fusion) on the EU market, is about to launch it on the US market, having an ambition plan to achieve a 10% of the whole chocolate market share in the next 5 years, introducing fruit fusion bars for children.

Use the X matrix divided into 4 key quadrants & far-right side:

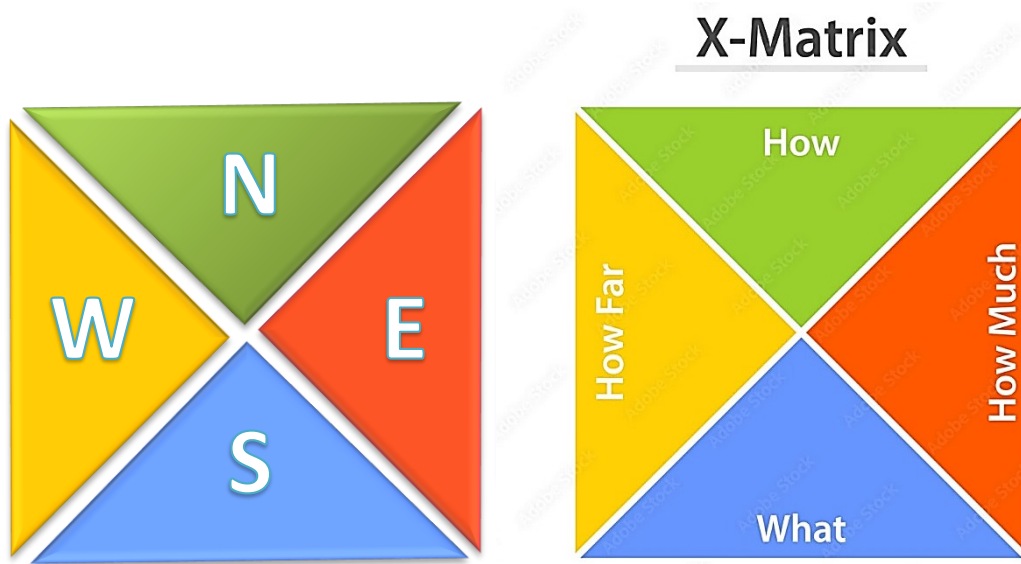
South: Long-term goals (S)

West: Annual objectives (W)

North: Top-level priorities (N)

East: Metrics to improve (E)

Far-right side: Names of the responsible people (FR)



## Risk analysis

**Risk analysis** is the process of identifying, assessing, and prioritizing potential risks that could negatively impact an organization or project. The goal of risk analysis is to help organizations make informed decisions about how to manage and mitigate these risks. The process typically involves identifying potential risks, evaluating the likelihood and potential impact of each risk, and developing strategies to mitigate or avoid these risks. By conducting a risk analysis, organizations can reduce the likelihood of negative events occurring and increase their chances of success.

One way to categorize risks is by using a matrix that considers the likelihood of occurrence and the severity of the potential consequences. This matrix is divided into four quadrants:

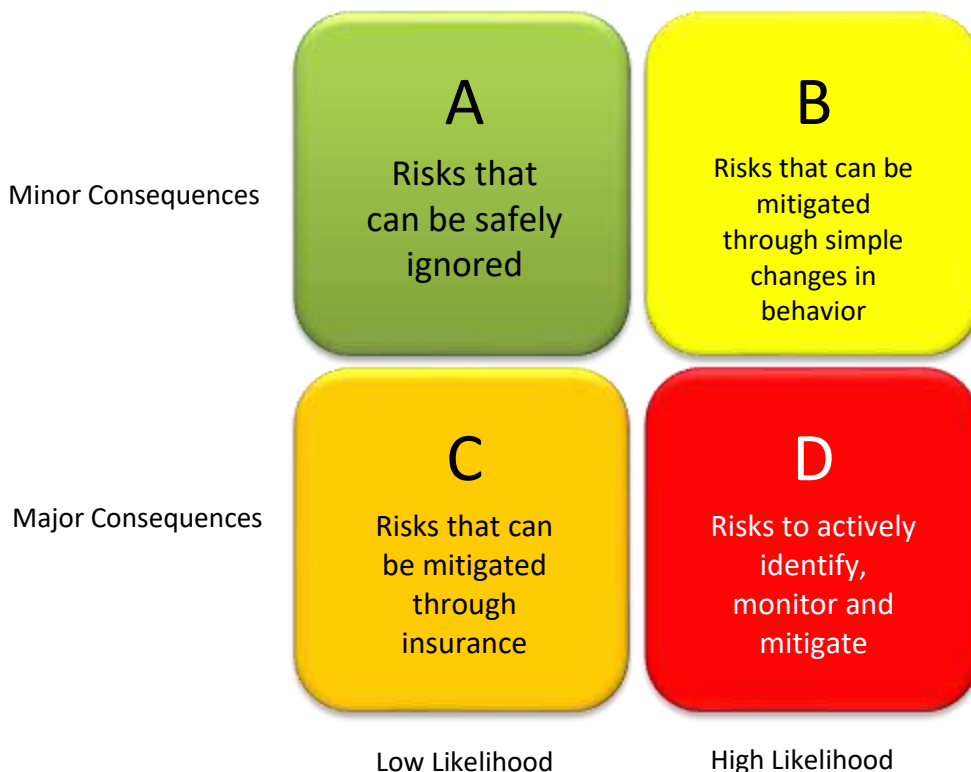
**Minor Consequences; Low Likelihood (A):** Risks that can be safely ignored because they are unlikely to occur and would have minimal impact if they did.

**Major Consequences; Low Likelihood (B):** Risks that can be mitigated through simple changes in behavior, such as implementing new policies or procedures.

**Minor Consequences; High Likelihood (C):** Risks that can be mitigated through insurance, such as purchasing liability insurance or property insurance.

**Major Consequences; High Likelihood (D):** Risks that need to be actively identified, monitored, and mitigated, such as developing contingency plans or investing in new technology.

By categorizing risks in this way, organizations can prioritize their risk management efforts and focus on the risks that are most likely to occur and have the greatest potential impact.



Example:

The startup company **Hats&Mates** is launching the production of hats that have the additional function of massaging the head. The idea is that people have the ability to discreetly massage their heads while walking down the street or doing their usual activities. The built-in massager consists of two round tiles, like thin pads, which are placed in the inner pockets of the hat at the height of the temples. One side of these tiles is coated with a thin pad with cooling gel, and the other side with a thermal layer that can be slightly heated and maintain heat for up to 8 hours. These are two options that are used in summer and winter, respectively, simply by turning the tiles to the summer or winter side. The massager works on the principle of pulsation and slight left-right rotation.



Built-in rechargeable batteries can be recharged during the night or spare batteries can be used, in case charging is forgotten or there was no such possibility. In the basic model, switching on and off is done manually (with an on/off switch), while in advanced models, switching on/off can be done via a mobile phone. Several models of modern shape have been designed - for women and men, with several standard sizes, so that they represent a fashion detail and in no way indicate the medical purpose of the hat. Massaging the temples is definitely beneficial, even if you have a headache, migraine, or feel tired, because it improves circulation, increases alertness, and can help relieve stress, tension, and headaches, and even improve vision.

The company has secured an initial capital of 400 thousand dollars, it has a total of 5 founders: 4 founders have a founding capital of 50 thousand dollars each and the fifth venture capitalist has equity of 200,000 dollars.

A well-known external design agency was hired to design the product, and the textiles for the hats (merino wool, pure silk, viscose, cotton) are sourced from suppliers in India.

The intention is to sell the message hats through well-known channels: Amazon, Etsy, eBay, but also through the Instagram and Facebook platforms.

A startup company should analyze **the potential risks** that are most common in the initial stages of business:

- Too much overhead (buying expensive equipment, furniture, tools, software)
- Lack of market need (if people don't need your product, they're not going to buy it)
- Running out of money (loss of money can happen if you're not planning your path carefully and wisely)
- Unequal equity (a disproportionate split in equity can lead to conflict between co-founders)
- Team problem (the inability of a founder to find a good co-founder or work well with their team).

Next, the company should make an analysis of potential risks - the company killers - in its operations:

- Market Risks; • Competitive Risks; • Technology & Operational Risks; • Financial Risks; • People Risks;
- Legal & Regulatory Risks; • Systemic Risks

**Market Risks:** The market for hats with built-in massagers may not be as large as anticipated, leading to lower sales and revenue. The likelihood of this risk occurring is moderate, as the demand for such products is not well-established yet. The serious consequences of this risk could be a decrease in revenue and profitability. To mitigate this risk, the company could conduct market research to better understand the demand for such products and adjust its marketing strategy accordingly.

**Competitive Risks:** Other companies may enter the market with similar products, leading to increased competition and lower market share. The likelihood of this risk occurring is high, as the market for hats with built-in massagers is relatively new and has low barriers to entry. The serious consequences of this risk could be a decrease in market share and profitability. To mitigate this risk, the company could focus on creating a unique value proposition and building a strong brand identity.



**Technology & Operational Risks:** The built-in massager technology may malfunction or fail, leading to decreased product quality and customer dissatisfaction. The likelihood of this risk occurring is low, as the company has hired a well-known external design agency to design the product. The serious consequences of this risk could be a decrease in customer satisfaction and an increase in returns. To mitigate this risk, the company could conduct thorough testing of the product before launching it and provide a warranty to customers.

**Financial Risks:** The company may run out of money due to unexpected expenses or lower-than-anticipated sales. The likelihood of this risk occurring is moderate, as the company has secured an initial capital of 400 thousand dollars. The serious consequences of this risk could be bankruptcy and closure of the company. To mitigate this risk, the company could create a detailed financial plan and monitor its expenses closely.

**People Risks:** The team may experience conflicts or disagreements, leading to decreased productivity and morale. The likelihood of this risk occurring is moderate, as the company has five founders with different backgrounds and experiences. The serious consequences of this risk could be a decrease in productivity and an increase in employee turnover. To mitigate this risk, the company could establish clear communication channels and conflict resolution procedures.

**Legal & Regulatory Risks:** The company may face legal or regulatory challenges related to the production or sale of the product. The likelihood of this risk occurring is low, as the company has sourced the textiles for the hats from reputable suppliers. The serious consequences of this risk could be legal fines or penalties. To mitigate this risk, the company could consult with legal experts and ensure compliance with all relevant regulations.

**Systemic Risks:** The company may face systemic risks related to global economic conditions or natural disasters. The likelihood of this risk occurring is low, but the consequences could be severe. To mitigate this risk, the company could create a contingency plan and diversify its supply chain.

A conclusion and remarks:

Pragmatic risk management isn't about trying to anticipate and mitigate every possible source of risk. Have in mind two things:

- Engaging common sense to recognize and mitigate the most obvious risks cost-effectively;
- Developing a culture of responding to unanticipated developments – that is, putting out fires – in a calm, rational way.

Don't let risk paralyze you. Entrepreneurs are, by definition, risk-takers. Strong risk management is an important source of competitive advantage. You can beat the odds and build a thriving and rewarding venture by learning to recognize and mitigate risks.

Let's analyze the risk management in the case of Hats&Mates startup:

Conducting **market research** is a great way to mitigate **market risk**. By better understanding the demand for such products, Hats&Mates can adjust its marketing strategy accordingly and increase its chances of success.

The starting point of market research is often a desktop study of the frequency of diseases (such as migraine, headaches, and stress), based on expert research and statistical data. Here are some statistics that could be useful for Hats&Mates:

Each day, 15.8% of the world's population had headaches, and almost half of them had migraines - with females predominantly affected.

One in every four US households has someone living with migraine.

The global incidence of migraines increased by 40.1% from 1990 to 2019, with an estimated 87.6 million cases in 2019.

By analyzing this data and other relevant information, Hats&Mates can gain a better understanding of the market for hats with built-in massagers and adjust its marketing strategy accordingly.

To mitigate **competitive risk**, Hats&Mates could focus on creating a **unique value proposition (UVP)** and building a **strong brand identity**. A UVP is a statement that clearly communicates the unique benefit that a product or service provides to its customers. Here are the steps to create a UVP:

Identify your target audience: Who are your ideal customers? What are their needs and pain points?

Analyze your competition: What are your competitors offering? How can you differentiate yourself from them?

Define your unique benefit: What makes your product or service different from others in the market? What unique value do you provide to your customers?



Craft your UVP: Use the information you gathered in the previous steps to create a clear and concise statement that communicates your unique benefit to your customers.

**A unique value proposition (UVP) for Hats&Mates:**

“Experience the ultimate in relaxation with Hats&Mates. Our hats feature a built-in massager that stimulates pressure points in the head, providing relief from stress, tension, and headaches. With two options for cooling and heating, our hats are perfect for any season. Our modern designs are available in several sizes for both men and women, making them a fashion statement that also provides health benefits. With Hats&Mates, you can enjoy the benefits of a massage anytime, anywhere.”

By creating a UVP that focuses on the unique features and benefits of the product, Hats&Mates can differentiate itself from its competitors and appeal to its target audience.

To build a **strong brand identity**, Hats&Mates should follow these steps:

Define your brand values: What does your brand stand for? What are your core values?

Develop your brand personality: What kind of personality do you want your brand to have? How do you want your customers to perceive your brand?

Create a visual identity: Develop a logo, color scheme, and other visual elements that represent your brand.

Establish brand guidelines: Create guidelines for how your brand should be represented across different channels, such as social media, advertising, and packaging.

Build brand awareness: Use marketing and advertising strategies to increase brand awareness and reach your target audience.

By following these steps, Hats&Mates can create a strong brand identity that differentiates it from its competitors and resonates with its target audience.

Name and Personality of the Brand: The name of the brand should be memorable, easy to pronounce, and reflect the values of the company. Hats&Mates could consider using a name that emphasizes the health benefits of the product, such as “**HeadEase**” or “**MindMassage**”. The personality of the brand should also be defined, such as friendly, innovative, or trustworthy.

Visual Identity: The visual identity of the brand should be consistent across all channels, including the website, social media, and packaging. Hats&Mates could develop a logo that incorporates the built-in massager feature of the product, such as two round tiles. The color scheme could be soothing and calming, such as shades of blue or green. Other visual elements, such as fonts and graphics, should also be consistent with the brand’s personality.



The possible **slogans** for HeadEase hats:

- “HeadEase hats: the ultimate relief mates.”
- “Soothe your head and your soul with HeadEase hats.”
- “Relax your mind and soothe your head with HeadEase hats.”
- “Experience the ultimate comfort with HeadEase hats.”
- “HeadEase hats: the perfect way to unwind.”
- “Find your inner peace with HeadEase hats.”
- “HeadEase hats: the ultimate relaxation accessory.”
- “HeadEase hats: the perfect way to de-stress.”
- “Experience the power of relaxation with HeadEase hats.”
- “Find your calm with HeadEase hats.”



When it comes to **motivating people** to do their best in a startup, several measures can be taken. Here are some of the most important ones:

Hire the right people: One of the most important things you can do to motivate your team is to hire the right people. Look for individuals who are passionate about your product or service and who have the skills and experience necessary to help your startup succeed.

Provide clear goals and expectations: Make sure that everyone on your team understands what is expected of them and what their goals are. This will help them stay focused and motivated.

Offer incentives and rewards: Consider offering incentives and rewards to your team members for meeting or exceeding their goals. This can be a great way to keep them motivated and engaged.

Establish clear communication channels: Make sure that everyone on your team knows how to communicate with each other and with you. This will help prevent misunderstandings and ensure that everyone is on the same page.

Create a positive work environment: Finally, make sure that your team members are working in a positive and supportive environment. This can help keep them motivated and engaged, and can also help prevent conflicts from arising.

In terms of conflict resolution procedures, it's important to establish clear guidelines for how conflicts should be handled. This might include setting up a process for reporting conflicts, designating a mediator to help resolve conflicts, or establishing a set of rules for how conflicts should be resolved. By taking these steps, you can help ensure that your team is motivated, engaged, and working together effectively.

### **Homework**

A retail store that exclusively sells Hats&Mates hats with a massage function under the commercial brand HeadEase. The store is located in New Jersey City, 2 miles from downtown, and has 4 employees who work in two shifts - from 8 am to 2 pm and from 2 pm to 8 pm.

Make a risk matrix that could be applied to this scenario. The risks can be proposed freely.

### **Risk Category - Risk Description- Probability – Severity - Risk Level - Mitigation Strategy**

Second task:

Place these risks in the appropriate quadrants (A, B, C and D):

- The printer runs out of toner just before a meeting with a big customer
- Flat tire of the employee’s car driving to the store
- Lawsuits resulting from product defects or customer injuries
- Competitors start price wars, lowering the prices of similar hats.





## Lean canvas

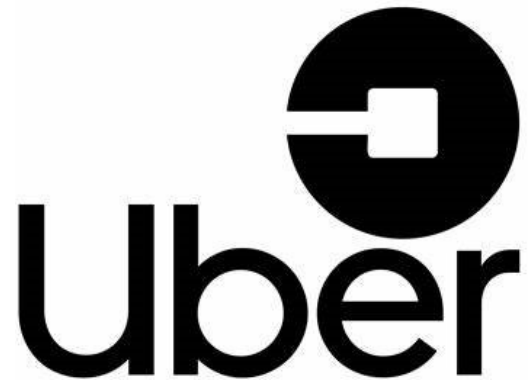
A **Lean Canvas** is a tool that helps you deconstruct your idea into its key assumptions and create a 1-page business model that works for Lean Startups. It is composed of ten building blocks, which are:

- 1.a. **Problem:** The main problem that your product or service solves for your customers.
- 1.b. **Existing Alternatives:** How these problems are currently solved today.
2. **Solution:** The minimum viable product (MVP) that you offer to your customers to solve their problem.
3. **Unique Value Proposition:** The single, clear, and compelling message that states why your product or service is different and worth buying.
4. **Unfair Advantage:** The unique feature or attribute that you have that cannot be easily copied or bought by others.
- 5.a. **Customer Segments:** The specific group of people or organizations that you target as your customers.
- 5.b. **Early adopters:** Characteristics of your ideal customers who will jump right on the bandwagon.
6. **Key Metrics:** The indicators that you use to measure your progress and success.
7. **High-level concept:** A simple X for Y analogy.
8. **Channels:** The ways that you reach and communicate with your customers.
9. **Cost Structure:** The main costs that you incur to operate your business.
10. **Revenue Streams:** The ways that you generate income from your customers.



**Example:**

**Uber** is a company that provides ride-hailing, food delivery, and other services through its app. Uber was founded in 2009 with the idea of requesting a ride from a phone after having trouble finding a cab in Paris. Uber launched its app in San Francisco in 2010 and soon expanded to other cities and countries. Uber disrupted the traditional taxi industry by offering a convenient, affordable, and reliable alternative for customers and drivers. Uber has also been investing in new technologies, such as self-driving cars, electric bikes, and flying taxis. Uber is one of the most valuable and influential companies in the world, with over 93 million monthly active users and operations in more than 72 countries.



The LEAN canvas for UBER:



## Pro-Girl-Tect

The startup company **Pro-Girl-Tect** is developing a new product: bracelets for detecting drugs in drinks. The goal is to develop a product that has a sensor to detect a large number of different psychoactive substances in the drink, to prevent the drugging of girls in cafes and clubs and later potential rape or robbery.

To create a Lean Canvas for Pro-Girl-Tect, we need to fill in each of the building blocks with the relevant information for our venture. We can use the LEAN CANVAS template to get started. Here are some examples of what we could write for each block:



**Problem:** Drink spiking is a serious and widespread issue that affects many women, especially in social settings like bars, clubs, and parties. It can lead to sexual assault, robbery, or even death.

**Existing Alternatives:** (a) Using test strips or coasters to check your drink for drugs (b) Asking a friend to watch your drink or never leaving it unattended (c) Avoiding drinks from strangers or open containers.

**Solution:** A bracelet that has a small sensor that can detect the presence of common drugs used for drink spiking, such as GHB, ketamine, or Rohypnol. It connects to your smartphone via Bluetooth and sends you a notification if your drink is spiked. It also has an emergency button that you can press to alert your friends or the authorities if you feel unsafe.

**Unique Value Proposition:** Pro-Girl-Tect is a smart bracelet that alerts you of any drug in your drink in seconds. It is stylish, discreet, and easy to use. It gives you peace of mind and confidence when you party.

**Unfair Advantage:** The unique feature or attribute that you have that cannot be easily copied or bought by others is your proprietary sensor technology that can detect drugs in drinks with high accuracy and speed. You also have a strong brand identity and a loyal customer base that trust and support your mission.

**Customer Segments:** Women who go out for drinks and want to protect themselves and their friends from drink spiking. They are young, urban, and tech-savvy.

**Early adopters:** (a) Women who frequently go out for drinks and are concerned about their safety (b) Women who have experienced or witnessed drink spiking or its consequences (c) Women who are tech-savvy and like to try new gadgets.

**Key Metrics:** The indicators that you use to measure your progress and success are the number of customers, customer satisfaction, customer retention, revenue, profit, and social impact.

**High-level concept:** Pro-Girl-Tect: The Fitbit for drink safety! (Fitbit is a smartwatch or fitness band that you can use to track your vital bodily functions, exercise, steps, weight, and sleeping patterns).

**Channels:** You can reach and communicate with your customers through social media, online ads, blogs, podcasts, influencers, and word-of-mouth. You can also partner with bars, clubs, and event organizers to promote your product and offer discounts or free trials.

**Cost Structure:** The main costs that you incur to operate your business are the production and distribution of your bracelets, the development and maintenance of your app and website, the marketing and advertising of your product, and the salaries and benefits of your team.

**Revenue Streams:** You can generate income from your customers by selling your bracelets online or in retail stores. You can also charge a subscription fee for premium features, such as personalized alerts, data analysis, or community support.



**Homework:**

1. Suggest several slogans for Pro-Girl-Tect
2. Suggest several Unique Value Propositions (UVP)

Do you have an idea how the Unfair advantage could be secured?

Note: What is the difference between a UVP and a slogan?

A UVP is a statement that highlights the benefits of your offer, and the unique features that set you apart from your competitors. The goal of a UVP is to provide your ideal customer with a clear understanding of what your product/service provides, and why they need it. You can use it in your website homepage, your email marketing, and your product descriptions.

On the other hand, a slogan is a short and memorable phrase that is used in advertising campaigns to help the market recognize the company. It should be catchy, simple, and easy to remember. You can use it in your logo, your website header, your social media profiles, your advertising campaigns, and your packaging.

While both UVPs and slogans are short and memorable, UVPs are more focused on communicating the value of your product to your customers, while slogans are more focused on building brand recognition.



# Business Model Canvas



**Business Model Canvas (BMC)** is a tool that helps you visualize and plan your business idea or concept. It has nine boxes that represent different aspects of your business, such as customer segments, value propositions, channels, and revenue streams. Here is a brief overview of each box:

**Key partners:** Who are your allies or collaborators that help you create and deliver your value propositions, such as suppliers, distributors, or strategic partners?

**Key activities:** What actions do you need to perform to create and deliver your value propositions, such as production, marketing, or customer service?

**Key resources:** What assets do you need to create and deliver your value propositions, such as people, equipment, or intellectual property?

**Value propositions:** What value do you offer to your customers and how do you solve their problems or satisfy their desires?

**Customer relationships:** How do you interact with your customers and build loyalty and retention?

**Channels:** How do you reach, communicate, and deliver your value propositions to your customers?

**Customer segments:** Who are your customers and what are their needs and preferences?

**Cost structure:** What are the main costs involved in creating and delivering your value propositions, such as fixed costs or variable costs?

**Revenue streams:** How do you generate income from your customers and what are they willing to pay for?

Unlike the Lean model canvas which focuses more on the problem and how to solve it, BMC focuses more on the product and how to sell it. While Lean model canvas is more suitable for startups that have a lot of uncertainties and risks, BMC is more suitable for established businesses that have a clear market and product fit.

## **Example:**

The chemical company Zelax & Relax, which has traditionally produced, among other things, fluoride toothpaste, is launching the production of zeolite-based soft candies with different flavors, without sugar, and biodegradable. The purpose of these candies is to replace traditional toothpaste that contains fluoride (one of the most toxic chemicals that pollute land and water). Properties of soft candies with zeolite: they have a pleasant taste based on natural fruit extracts, they do not contain sugar or artificial sweeteners, they are not sticky, they can be used at any time - immediately after consuming food or drinks (whether you are on the road, on a plane or train, in a restaurant, at work) and after chewing for a few minutes, they can be swallowed freely. They can be carried everywhere, in a standard package or a mini travel pack with 6 pieces. If they are thrown away, they will not pollute the environment and are completely harmless to water, soil, and air. This is a completely new, unique, and sustainable product.

The company managed to perfect the formula with the optimal content of zeolite and other ingredients, to obtain a non-sticky structure that can be swallowed, with excellent fruit flavors suitable for both children and adults. The content of herbal supplements is a trade secret that cannot be easily detected. The technology of processing zeolite into nanoparticles is an additional advantage compared to the classic micro-sized zeolite powder.



Due to the change in raw materials input for the new product and packaging, the company researched the market to find suitable suppliers that meet high-quality standards and made a choice.

Considering the different final products (a food product, not a chemical product), the company contacted new potential sales channels for the placement of its zeolite soft candies.

The main ingredient is Zeolite: According to some studies, zeolites can also improve dental health by reducing plaque, gingivitis, and bad breath. Zeolites can act as natural antibacterial agents, neutralize acidic pH, and adsorb volatile organic compounds that cause halitosis.

Developing a zeolite-based soft candy that can replace toothpaste faces many factors that need to be considered, such as the safety, efficacy, stability, taste, texture, and shelf life of the product. The product also needs to comply with the regulations and standards of the food and drug authorities in different countries. Moreover, the product needs to be marketed effectively to convince consumers to switch from their conventional toothpaste to a new and unfamiliar product.

### Business Model Canvas

Key Partners	Key Activities	Key Resources	Value Propositions
Zeolite suppliers, fruit extract suppliers, packaging suppliers, distributors, retailers, online platforms, dental associations, environmental organizations	Producing zeolite-based soft candies, marketing and branding, quality control, customer service, research and development	Zeolite processing technology, trade secret formula, production facilities, inventory, website, brand, customer data	Eco-friendly and healthy alternative to toothpaste, pleasant taste and texture, convenient and portable, antibacterial and pH-neutralizing properties, biodegradable and harmless to the environment

Customer Relationships	Channels	Customer Segments	Cost Structure	Revenue Streams
Online support, loyalty program, social media engagement, customer feedback, education and awareness campaigns	Website, online platforms, social media, advertising, word-of-mouth, retailers, distributors	Eco-conscious consumers, health-conscious consumers, travelers, children, dentists, third-party sellers	Fixed costs: production facilities, salaries, marketing, research and development. Variable costs: raw materials, packaging, delivery, commissions	Product sales, service fees, subscriptions, advertising, licensing

**Marketing strategies** for zeolite-based soft candies are:

**Educating consumers** about the benefits of zeolite for dental health and the environmental advantages of biodegradable and harmless products. This can be done through informative content on the website, social media, blogs, videos, webinars, etc. The company can also partner with dental associations, environmental organizations, and influencers to spread awareness and credibility.

**Creating a strong brand identity** that reflects the eco-friendly and healthy attributes of the product. The company can use a catchy name, logo, slogan, and packaging that appeal to the target audience and differentiate the product from other alternatives. The company can also use storytelling and emotional appeals to connect with the consumers and build loyalty.

**Leveraging online platforms** to reach a wider and more engaged audience. The company can use e-commerce platforms, online marketplaces, and subscription services to sell the product directly to consumers and offer convenience and customization. The company can also use digital marketing tools such as search engine optimization, email marketing, social media marketing, and online advertising to attract and retain customers.

**Offering free samples and trials** to potential customers to let them experience the product and its benefits. The company can distribute samples through retailers, distributors, online platforms, or events. The company can also offer discounts, coupons, referrals, or loyalty programs to encourage repeat purchases and word-of-mouth recommendations.



**Brand names alternatives:**

**ZeoCandy:** This name combines the words zeolite and candy, and suggests a product that is sweet and beneficial for the teeth.

**Zelicious:** This name plays on the words zeolite and delicious, and implies a product that is tasty and healthy.

**ZeeZee:** This name is short, simple, and memorable. It sounds like a fun and friendly brand that appeals to children and adults alike.

**Zelora:** This name is derived from zeolite and flora, and evokes a sense of nature and freshness. It also hints at the biodegradable and eco-friendly features of the product.

**Zelax:** This name is a blend of zeolite and relax, and suggests a product that is soothing and calming for the mouth. It also conveys a sense of convenience and ease of use.

**Slogans alternatives:**

**ZeoCandy:** The sweetest way to clean your teeth.

**Zelicious:** Zeolite candies that make your smile delicious.

**ZeeZee:** Chew, smile, and swallow. It's that easy.

**Zelora:** Nature's gift for your teeth and the planet.

**Zelax:** Relax your mouth with zeolite.

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**Email newsletter:**

Subject line: You're invited to our exclusive webinar: Learn how to grow your business with zeolite-based soft candies.

Hi {Name},

We have some exciting news for you!

We're hosting an exclusive webinar on how to grow your business with zeolite-based soft candies, the eco-friendly and healthy alternative to toothpaste.





In this webinar, you'll learn:

- The benefits of zeolite for dental health and the environment
- How to use zeolite-based soft candies to attract and retain customers
- How to create a unique and sustainable brand identity with zeolite-based soft candies
- How to market and sell zeolite-based soft candies effectively

And much more!

The webinar will take place on {Date} at {Time}. It will last for {Duration} and will include a live Q&A session with our experts.

But hurry, spots are limited and filling up fast!

To secure your spot, click the button below and register for free.

[Click here to Register for the webinar](#)

Don't miss this opportunity to learn how to grow your business with zeolite-based soft candies, the innovative and eco-friendly product that could revolutionize the oral hygiene industry.

We hope to see you there!

Cheers,

{Your name} {Your company}

P.S. If you can't make it to the live webinar, don't worry. We'll send you a recording afterward, but only if you register. So don't delay, register today!

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### Promotions using printed flyers:

An example of a front page and a back page text for a flyer for ZeeZee zeolite candies.

#### Frontpage:

[image 1]

**ZeeZee**

The zeolite-based soft candy that cleans your teeth and saves the planet. 🌍



Made with zeolite, a natural mineral that fights bacteria and balances pH. 😊

Sugar-free, biodegradable, and harmless to the environment. 🍓

Delicious fruit flavor and non-sticky texture that you can swallow or toss without any guilt. 🙌

Ideal for travelers, kids, or anyone who wants to keep their mouth fresh and healthy anytime, anywhere.



**Try ZeeZee today and get 10% off your first order with the code ZEEZEE10.**

But hurry, this offer is valid only for the first 100 customers.

Visit our website ZeeZee or call us at the [Phone number] to order now.

### **Back page:**

[image 2]

### **ZeeZee**



The zeolite-based soft candy replaces toothpaste and cleans your mouth naturally.

### **How does it work?**

Zeolite is a mineral that has antibacterial and pH-neutralizing properties. It can reduce plaque, gingivitis, and bad breath by killing harmful bacteria and neutralizing acidic pH in your mouth.

ZeeZee is a soft candy that contains zeolite and natural fruit extracts. You can chew it for a few minutes and then swallow it or toss it without harming the environment. It has a delicious fruit flavor and a non-sticky texture that you can enjoy anytime, anywhere.

### **Why choose ZeeZee?**

ZeeZee is a revolutionary product that combines the benefits of zeolite with the taste and convenience of a soft candy. It is:

**Eco-friendly:** ZeeZee is biodegradable and harmless to the environment. You can swallow it or toss it without any guilt.

**Healthy:** ZeeZee is sugar-free and contains natural ingredients. It can improve your dental health and prevent tooth decay and gum disease.

**Convenient:** ZeeZee is portable and easy to use. You can carry it everywhere, in a standard package or a mini travel pack with 6 pieces. You can use it anytime, after meals, drinks, or snacks, whether you are on the road, on a plane or train, in a restaurant, or at work.

### **What are you waiting for?**

Try ZeeZee today and see the difference for yourself. You'll love the taste and the results.

Order now and get 10% off your first order with the code ZEEZEE10.

But hurry, this offer is valid only for the first 100 customers.

Visit our website ZeeZee or call us at [Phone number] to order now.  
Follow us on Instagram and Facebook for more updates and offers. ZeeZee  
The zeolite-based soft candy that cleans your teeth and saves the planet.

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**Social media promotion tips:**

Social media promotion is a great way to increase brand awareness, generate leads, and drive sales. However, to make your social media promotion effective, you need to follow some tips and best practices. Here are some of them:

**Know your goal and audience.** Before you create your message, you need to have a clear idea of what you want to achieve and who you are targeting. For example, do you want to introduce your product, increase engagement, drive traffic, or generate sales? And who are your ideal customers, what are their pain points, and what are their interests? Having a clear goal and audience will help you craft a relevant and engaging message.

**Use catchy visuals and copy.** Your message should stand out from the crowd and grab your audience's attention. You should use catchy visuals, such as photos, videos, or graphics, that showcase your product and its benefits. You should also use catchy copy, such as headlines, captions, or hashtags, that communicate your value proposition and your call to action. You should also use emojis, humor, or questions to add some personality and emotion to your message.

**Optimize your message** for each platform. Each social media platform has its own features, formats, and best practices. You should optimize your message for each platform to maximize its reach and impact. For example, on Instagram, you can use posts, stories, reels, or live to showcase your product in different ways. You can also use hashtags, tags, stickers, or filters to enhance your message and increase its visibility. On Facebook, you can use posts, stories, videos, or live to share your message with your followers. You can also use polls, reactions, comments, or groups to encourage interaction and feedback.

**Test and measure your message performance.** After you create and share your message, you should test and measure its performance to see how well it is working. You should track and analyze metrics such as impressions, reach, engagement, clicks, conversions, or sales. You should also use tools such as [Hootsuite] or [Sprout Social] to manage, monitor, and optimize your social media promotion.



**Examples:**

**Instagram post:**

[image 1]

Looking for a sweet treat that's good for your teeth and the planet?



Meet ZeeZee, the zeolite-based soft candy that replaces toothpaste and cleans your mouth naturally. 😊



ZeeZee is made with zeolite, a mineral that has antibacterial and pH-neutralizing properties. It also has a delicious fruit flavor and a non-sticky texture that you can swallow or toss without harming the environment. 🍓

ZeeZee is the perfect companion for travelers, kids, or anyone who wants to enjoy a healthy and eco-friendly snack anytime, anywhere. ✈️

Want to try ZeeZee for yourself? Click the link in our bio and get 10% off your first order with the code ZEEZEE10. 🍷

But hurry, this offer is valid only for the first 100 customers. Don't miss this chance to get your ZeeZee today. 🏃

#ZeeZee #Zeolite #Candy #Dental #Ecofriendly #Healthy #Snack #Travel #Kids #Offer

**Homework: Make a Facebook post for ZeeZee Candies**



## Lessons-learned analysis

A **lessons-learned analysis** is a process of reflecting on a project or initiative to identify what went well, what didn't go well, and what could be improved. The goal is to learn from past experiences and apply those lessons to future projects or initiatives. A lessons-learned analysis can be conducted at any point during a project or initiative, but it is typically done at the end.

For example, let's consider a company that is dealing with promotional campaigns for new products/services for their clients. After the completion of the promotional campaign, the company can conduct a lessons-learned analysis to identify what worked well and what didn't work well. Here is a simple example of what the analysis might look like:

### What worked well:

**GOOD**

The promotional campaign generated a lot of interest in the new product/service.

The promotional campaign was well-targeted to the intended audience.

The promotional campaign was well-executed and delivered on its promises.

### What didn't work well:

**BAD**

The promotional campaign was too expensive and went over budget.

The promotional campaign did not generate as many sales as expected.

The promotional campaign did not effectively communicate the unique value proposition of the new product/service.

### What could be improved:

**BETTER**

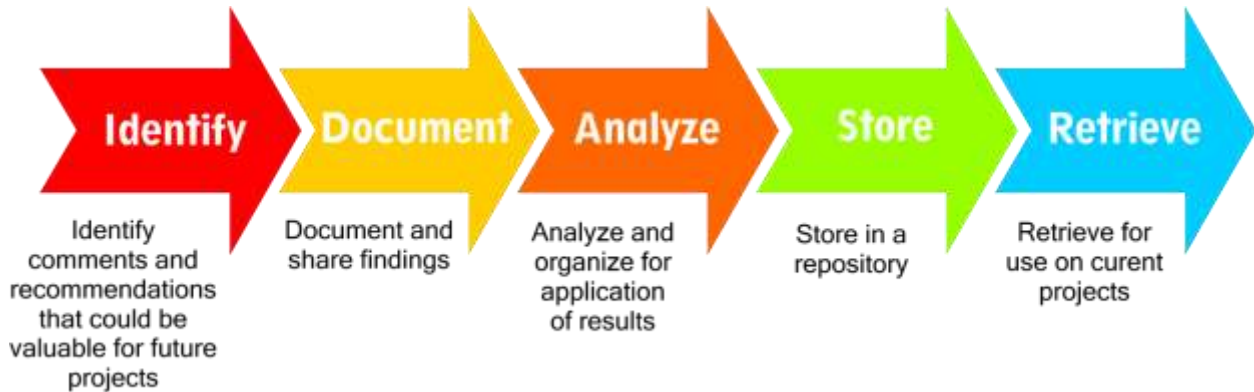
The company could explore more cost-effective promotional channels.

The company could conduct more market research to better understand the target audience.

The company could improve the messaging and positioning of the new product/service.

By conducting a lessons-learned analysis, the company can identify areas for improvement and apply those lessons to future promotional campaigns. This can help the company achieve better results and avoid making the same mistakes in the future.

A lesson-learned process includes 5 steps: Identify, Document, Analyze, Store, Retrieve.



An example of a company that is dealing with promotional campaigns for new products/services for their clients.

**Identify:**

Conduct a review of the promotional campaign to identify comments and recommendations that could be valuable for future projects.

Gather feedback from customers, employees, and other stakeholders to gain a comprehensive understanding of the campaign’s strengths and weaknesses.

**Document:**

Document the findings of the review in a report or presentation.

Share the report or presentation with relevant stakeholders, including senior management, marketing teams, and other departments. Allow future teams to use your expertise to their advantage.

**Analyze:**

Analyze the findings to identify common themes and areas for improvement.

Organize the findings into categories, such as strengths, weaknesses, opportunities, and threats.

**Store:**

Store the report or presentation in a repository, such as a shared drive or project management tool.

Ensure that the report or presentation is easily accessible to relevant stakeholders.

**Retrieve:**

Retrieve the report or presentation for use on current projects.

Use the findings to inform the development of future promotional campaigns.



GOOD

BAD

BETTER

What worked well

What didn't work well

What could be improved

Homework:

A wooden toy startup company EduWood failed to hold a planned **promotion** for customers and investors and was **2 weeks late**.

Make a list of Expectations, Outcomes, and Lessons Learned.



## Practical application of the tools

Having learned more useful tools for launching and managing startup companies, I asked myself the question: can I now finally realize some of my ideas in practice? I have a lot of ideas, but I still have to decide on something that would make me satisfied, that I could work with passion, and that I am convinced that the project would be innovative and well received. Of course, first I have to check my initial assumptions, whether the project has a chance to succeed, then find and start the necessary resources, and finally – then finally take action.

I came up with a great idea and I would like to share it with friends, hoping they will share my excitement, but also participate in the development of the project from scratch.

The other day at Grand Central Station I saw a little girl of 6-7 years old playing the violin. But she didn't just play: she immersed herself in the music with her soul and body, it was a magical experience for everyone present. Pure magic. Unfortunately, maybe a few hundred people saw it. And such talent deserves to be seen and heard by a few million people. And she is not alone, there are plenty of such talents who play an instrument - piano, guitar, accordion, or harmonica, etc., that no one knows about (or only a small number of friends). I feel that something needs to be done so that the energy, passion, and love for music that many young people have, deserve to be seen and heard by a wider audience.

Many music talent shows are popular around the world, such as The Voice, American Idol, X Factor, and Got Talent. These shows provide a platform for aspiring people to showcase their talent and gain exposure to a larger audience. However, musicians are often in the background of these shows.

I was thinking that perhaps there is an opportunity to create a new show that focuses solely on musicians (amateur or trained) and their talents. This could be a great way to highlight the passion and energy that young musicians have for their craft. It could also be a way to showcase a variety of instruments and genres of music.

The idea is to organize a contest for talented people who play any musical instrument. Let's temporarily call it **Y-Factor - a music talent show**, to associate us with X-factor, because it would certainly have a similar idea of selecting potential candidates, their competition in several rounds, according to the elimination system, and so on until the final.

To ensure the success of the project, it's important to secure the interest of a television station with national or wide coverage. This will help to ensure that the program reaches a large audience and provides a platform for unknown musicians to showcase their talent.





Inviting popular personalities from show business (not only from the field of music but from other fields such as film, fashion, sports, etc.) to be jury members is a “sine qua non” to success. This will help to attract viewers and provide valuable feedback to the musicians.

The key point is the presenters of the program, who must certainly be recognizable faces. This will help to draw in viewers and create excitement around the contest. Furthermore, in each show, one of the famous singers would be invited to perform unplugged versions of their pop songs, which is also a great way to showcase the versatility of the musicians and create memorable moments.



In terms of the contest format, the idea is to have the jury make decisions in the qualifications and the spectators vote via phone or application in the quarter-finals, semi-finals, and final. This will help to ensure that the most talented musicians make it to the final rounds and that the audience has a say in who wins.

That's the starting idea. An example of the vision statement would be: All musicians on Planet Earth have a chance to present themselves to the World. The mission statement could be: Let's give a chance to talented but unknown musicians to show their passion for music.

Now, the initial question remains, how to realize all that and turn it into reality?

To begin with, I need to gather a group of like-minded people who would approach the project with equal enthusiasm. Make a project team.

The next step should be planned from top to bottom: Provide the support of the TV station for participating in the project, with the fact that there would be no payments to the television from our side. The television's interest in the project stems from the desire to enrich the program with a new entertaining show, increase the viewership of the program and generate income from advertisements. Another source of income for television would be the sale of re-broadcast rights in third countries and video streaming platforms. A part of the income thus generated (e.g. 20%) would go to us, as the organizers of the contest.

How to get the TV station to accept and realize the project?

First, we need to create an e-mail explaining the initial idea, elements of the program, financial structure and invitation for cooperation and send it to several addresses of the editor of the music or entertainment program. Next, if the TV station expresses interest, we would make a live demonstration, on their premises, of what the playing of talented musicians would look like: first, we would invite the girl from the beginning of this text (or a similar one), and 2-3 other talented people, to show their skills. Nothing is better and more convincing than a live performance - it can be a milestone in negotiations with television. This activity will help to provide the TV station with a clear understanding of the project and its potential benefits. Also, it is a great way to showcase the talent and create excitement around the project.

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*Email to TV stations as a starting point:*

**Subject: Invitation to Participate in Y-Factor**

Dear [TV Station Name],



I am writing to you today to invite you to participate in a new music contest called Y-Factor. Our goal is to provide a platform for talented musicians (amateur or trained) to showcase their skills and gain exposure to a larger audience.

Y-Factor is a contest for musicians who play any musical instrument. The contest will be held in several rounds, according to the elimination system, and so on until the final. The most important thing in this project is to ensure the interest in Television - more precisely, a TV station that has national or at least wide coverage, without that the project has no perspective.

We believe that Y-Factor would be a great addition to your programming lineup. It would provide an opportunity for your viewers to discover new talent and enjoy a variety of musical genres. We are confident that Y-Factor would be a ratings success and generate significant interest from advertisers.

We would like to invite you to participate in Y-Factor as a partner. As a partner, you would have the opportunity to provide feedback on the contest format and help to select the contestants. You would also have the opportunity to promote the contest on your network and generate additional revenue from advertisements.

We look forward to hearing from you soon and hope that you will consider participating in Y-Factor. If you have any questions or would like to discuss the project further, please do not hesitate to contact us.

Sincerely,

[Name]

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Before making any big decisions or actions, it's important to do our homework. Conducting a SWOT analysis, opportunity assessment, and 6 Thinking Hats to check the initial idea and the possibilities of successful implementation is a good way to ensure that the project is viable. Developing a financial plan and a communication plan are also essential resources for the realization of the project. Finally, conducting a risk analysis and Lean Canvas can help to identify potential risks and develop strategies to mitigate them.

Once these steps are completed, we can focus on the details of the project, such as the program name, brand identity, slogan, logo, etc.

### 1. SWOT analysis of Y-Factor

#### Strengths:

Provides a platform for talented musicians to showcase their skills

Offers a new and entertaining program for viewers

Has the potential to generate significant interest from advertisers

Provides an opportunity for TV stations to increase their viewership and generate additional revenue.



#### Weaknesses:

May face competition from existing music talent shows

May be difficult to attract a large audience in the early stages of the contest

May require significant investment in marketing and promotion to attract an audience.

#### Opportunities:

Provides a unique opportunity for unknown musicians to gain exposure to a larger audience

Offers a variety of musical genres and instruments to appeal to a wide range of viewers

Has the potential to become a popular and successful program in many countries.

#### Threats:

May face legal challenges related to copyright and intellectual property

May face criticism from established musicians and industry insiders

May be difficult to secure the interest of a TV station with national or wide coverage.

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## 2. An Opportunity assessment

### Opportunities:

- Provides a unique opportunity for unknown musicians to gain exposure to a larger audience
- Offers a variety of musical genres and instruments to appeal to a wide range of viewers
- Has the potential to become a popular and successful program in many countries
- Can attract early adopters and influencers who are interested in discovering new talent
- Can leverage social media platforms to generate buzz and attract viewers
- Can create a community of music lovers who are passionate about discovering new talent
- Can provide a platform for musicians to collaborate and network with other musicians.



## 3. Six Thinking Hats:

### White Hat:

The facts and data related to the project include the contest format, the potential revenue streams, and the potential audience size.

Key statistics and metrics that we need to track include viewership ratings, social media engagement, and advertising revenue.

Potential risks and challenges include legal issues related to copyright and intellectual property, negative feedback from established musicians and industry insiders, and difficulty in securing the interest of a TV station with national or wide coverage.

### Red Hat:

Our feelings and emotions about the project are excitement and enthusiasm.

Our concerns and fears include the potential for failure and negative feedback from the public.

Our hopes and aspirations include creating a platform for unknown musicians to showcase their talent and gain exposure to a larger audience.

### Black Hat:

Potential problems and obstacles include competition from existing music talent shows, difficulty in attracting a large audience in the early stages of the contest, and the need for significant investment in marketing and promotion.

Weaknesses and limitations of the project include the potential for legal issues related to copyright and intellectual property, and the need for a TV station with national or wide coverage to ensure the success of the project.

Potential negative consequences of the project include negative feedback from established musicians and industry insiders and low viewership ratings.

**Yellow Hat:**

Strengths and advantages of the project include providing a platform for talented musicians to showcase their skills, offering a new and entertaining program for viewers, and generating significant interest from advertisers.

Opportunities and possibilities include becoming a popular and successful program in many countries, attracting early adopters and influencers who are interested in discovering new talent, and creating a community of music lovers who are passionate about discovering new talent.

**Green Hat:**

Creative ideas and solutions for the project include leveraging social media platforms to generate buzz and attract viewers, creating a mobile app for voting and engagement, and partnering with music schools and conservatories to identify and recruit talented musicians.

New and innovative approaches that we can take include creating a virtual reality experience for viewers, developing a YouTube channel to showcase the talent of the musicians, and partnering with music festivals and events to promote the contest.

Ways to improve the project and make it more successful include creating a mentorship program for the musicians, developing a merchandise line to promote the contest, and creating a podcast to discuss the contest and the musicians.

**Blue Hat:**

The big-picture vision for the project is to create a platform for unknown musicians to showcase their talent and gain exposure to a larger audience.

Goals and objectives include securing the interest of a TV station with national or wide coverage, attracting a large audience of music lovers, and generating significant interest from advertisers.

The overall strategy for the project is to create a unique and entertaining program that showcases the passion and energy of young musicians and to leverage social media and other platforms to promote the contest and attract viewers.



4. The **Financial plan** for Y-Factor. Here's a breakdown of the expected revenues and costs:

Expected Revenues:

Part of the revenues (20%) that the TV station receives from advertisements and licenses for re-broadcasting programs from other TV stations and stream providers: €500,000

Part of the income (40%) received by the telecommunications company from SMS messages - through which interested musicians apply for participation in the program and from SMS messages from viewers who vote for their favorite contestants: €200,000

Revenues from the sale of the license for the right to organize the Y-factor contest in third countries: €100,000



Planned Costs:

Costs of organizing auditions for the contest in selected cities: €50,000

Fees for jury members: €100,000

Fees for presenters: €50,000

Fees for singers who participate as guests of the program: €75,000

Advertising costs on social platforms: €25,000

Rental and maintenance of YouTube channels: €10,000

Fees for the accountant: €5,000

Overhead costs (lease of space, insurance, costs of Internet, telephone, etc.): €20,000

Total Expected Revenues: €800,000

Total Planned Costs: €335,000

Net Profit: €465,000



## 5. Communication plan

A communication plan for Y-Factor:

### Identify the audience:

Music lovers of all ages and backgrounds who are interested in discovering new talent.

Early adopters and influencers who are passionate about music and enjoy discovering new talent.

Potential sponsors and advertisers who are interested in reaching a large and engaged audience.

### Determine Goals and objectives:

To create a platform for unknown musicians to showcase their talent and gain exposure to a larger audience.

To attract a large audience of music lovers and generate significant interest from advertisers.

To become a popular and successful program in many countries.

### Develop a key message - what to communicate:

Y-Factor is a new music contest that provides a platform for unknown musicians to showcase their talent and gain exposure to a larger audience.

Y-Factor offers a variety of musical genres and instruments to appeal to a wide range of viewers.

Y-Factor is a unique and entertaining program that showcases the passion and energy of young musicians.

### Develop a tactical plan - how to communicate and when:

*Use social media platforms such as Facebook, Twitter, and Instagram to promote the contest and engage with viewers. \**

Create a YouTube channel to showcase the talent of the musicians and provide behind-the-scenes content.

Partner with music schools and conservatories to identify and recruit talented musicians.

Host live events and concerts to promote the contest and generate buzz.

*Leverage email marketing campaigns to reach potential sponsors and advertisers. \*\**

### Choose the measures of evaluation:

Viewership ratings and social media engagement.



Advertising revenue and sponsorship deals.

Feedback from viewers and musicians.

The channels of communication:

Social media platforms such as Facebook, Twitter, and Instagram.

YouTube channel.

Email marketing campaigns.

Live events and concerts.



\* How to make a successful **post on a social media** platform (Facebook, Twitter, and Instagram) to promote the contest and engage with viewers, since these platforms are saturated and it is not easy to attract a wide audience? The example:

Are you ready to discover the next big thing in music? 🎵 🎤 🎸

Introducing Y-Factor, a new music contest that provides a platform for unknown musicians to showcase their talent and gain exposure to a larger audience. Join us as we embark on a journey to discover the next music sensation!

#YFactor #MusicContest #DiscoverNewTalent #MusicLovers #TalentShow #Musician #Singer #Guitarist #Drummer #Pianist

\*\* An example of a persuasive **email** to potential **sponsors and advertisers**:

**Subject: Invitation to Sponsor Y-Factor**

Dear [Sponsor/Advertiser Name],

I am writing to you today to invite you to sponsor Y-Factor, a new music contest that provides a platform for unknown musicians to showcase their talent and gain exposure to a larger audience.

Y-Factor is a unique and entertaining program that showcases the passion and energy of young musicians. We believe that your brand would be a great fit for our contest and that sponsoring Y-Factor would provide you with a valuable opportunity to reach a large and engaged audience.



As a sponsor of Y-Factor, you would have the opportunity to promote your brand to a wide range of viewers and generate significant interest from potential customers. You would also have the opportunity to provide feedback on the contest format and help to select the contestants.

We are confident that Y-Factor will be a ratings success and generate significant interest from advertisers. We would be honored to have your brand as a sponsor of our contest.

Please let us know if you are interested in sponsoring Y-Factor. We would be happy to provide you with more information about the contest and answer any questions you may have.

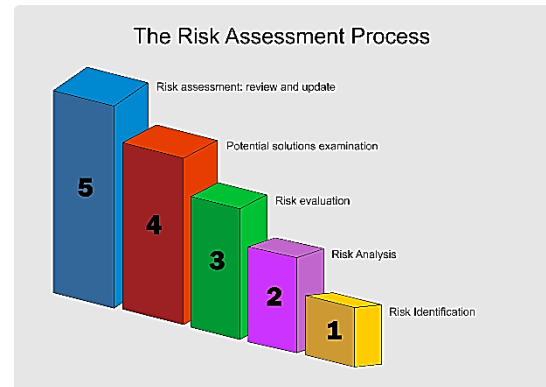
Thank you for your time and consideration.

Sincerely,

[Name]

## 6. Risk analysis

The potential risks that Y-Factor could face:



**Market Risks:** Changes in the music industry or the economy could impact the success of the contest. For example, if there is a decline in interest in music talent shows, it could be more difficult to attract a large audience.

**Competitive Risks:** Many existing music talent shows could compete with Y-Factor for viewers and sponsors. It may be difficult to differentiate the contest from existing shows and attract a large audience.

**Technology & Operational Risks:** Technical issues or operational failures could impact the success of the contest. For example, if there are issues with the mobile app used for voting, it could impact the results of the contest.

**Financial Risks:** The costs of organizing the contest could be higher than expected, which could impact the profitability of the project. Additionally, if the contest does not generate enough revenue, it could be difficult to sustain the project over the long term.

**People Risks:** The success of the contest is heavily dependent on the talent of the musicians and the quality of the judges and presenters. If there are issues with the quality of the talent or the judges and presenters, it could impact the success of the contest.

**Legal & Regulatory Risks:** There may be legal issues related to copyright and intellectual property that could impact the success of the contest. Additionally, there may be regulatory issues related to the telecommunications industry that could impact the success of the contest.

**Systemic Risks:** There may be external factors such as natural disasters or political instability that could impact the success of the contest.

Some potential **measures to mitigate the risks** that Y-Factor could face:



**Market Risks:** Conduct market research to identify trends and preferences in the music industry. Develop a marketing strategy that targets a specific audience and differentiates Y-Factor from existing music talent shows.

**Competitive Risks:** Develop a unique and engaging format for the contest\*\*\* that differentiates it from existing shows. Leverage social media and other platforms to promote the contest and attract a wider audience.

**Technology & Operational Risks:** Develop a robust and reliable mobile app for voting and engagement. Conduct regular testing and maintenance to ensure that the app is functioning properly.

**Financial Risks:** Develop a detailed financial plan that takes into account all potential costs and revenue streams. Monitor the financial performance of the contest closely and adjust the plan as needed.

**People Risks:** Recruit talented judges and presenters who are passionate about music and have experience in the industry. Develop a rigorous screening process for the musicians to ensure that only the most talented are selected.

**Legal & Regulatory Risks:** Consult with legal experts to ensure that all aspects of the contest are compliant with relevant laws and regulations. Develop a contingency plan in case of legal issues.

**Systemic Risks:** Develop a contingency plan in case of external factors such as natural disasters or political instability. Monitor global events closely and adjust the plan as needed.



\*\*\* Developing a **unique and engaging format for Y-Factor** is definitely a challenge, but there are several ways to differentiate the contest from existing shows. Here are some possible strategies:

Focus on a specific genre of music: Instead of trying to appeal to a wide range of viewers, focus on a specific genre of music that is not well-represented in existing music talent shows. This will help to attract a niche audience and differentiate the contest from existing shows.

Incorporate new technology: Leverage new and emerging technologies such as virtual reality or augmented reality to create a unique and immersive experience for viewers. This will help to differentiate the contest from existing shows and attract a tech-savvy audience.

Create a mentorship program: Develop a mentorship program for the musicians that pairs them with established musicians or industry insiders. This will help to differentiate the contest from existing shows and provide valuable feedback to the musicians.

Incorporate audience participation: Develop a format that incorporates audience participation in the contest. For example, viewers could vote on the songs that the musicians perform or provide feedback on their performances. This will help to differentiate the contest from existing shows and create a more engaging experience for viewers.

Create a unique prize: Develop a unique and valuable prize for the winner of the contest. For example, the winner could receive a recording contract or a performance at a major music festival. This will help to differentiate the contest from existing shows and attract talented musicians who are interested in advancing their careers.

Creating an orchestra of several musicians who participate in the contest could be a unique and engaging format that differentiates Y-Factor from existing shows. It would also provide an opportunity for the musicians to collaborate and network with other musicians.

In terms of marketing and promotion, partnering with a record company to organize a promotional concert or a CD recording for the orchestra could be a great way to generate buzz and attract a wider audience. This would also provide valuable exposure for the musicians and help to advance their careers.



## 7. Lean Canvas

### A Lean Canvas for Y-Factor:



1.a. Problem: Existing music talent shows do not provide a platform for unknown musicians to showcase their talent and gain exposure to a larger audience.

1.b. Existing Alternatives: The Voice, American Idol, X Factor, Got Talent, and other music talent shows.

2. Solution: Create a new music talent show that provides a platform for unknown musicians to showcase their talent and gain exposure to a larger audience.

3. Unique Value Proposition: Y-Factor is a unique and entertaining program that showcases the passion and energy of young musicians and provides a platform for unknown musicians to showcase their talent and gain exposure to a larger audience.

4. Unfair Advantage: Y-Factor has a unique format that incorporates audience participation and leverages new and emerging technologies to create an immersive experience for viewers.

5.a. Customer segments: Music lovers of all ages and backgrounds who are interested in discovering new talent.

5.b. Early adopters: Early adopters and influencers who are passionate about music and enjoy discovering new talent.

6. Key Metrics: Viewership ratings, social media engagement, advertising revenue, sponsorship deals, and feedback from viewers and musicians.

7. High-level concept: Y-Factor is a new music talent show that provides a platform for unknown musicians to showcase their talent and gain exposure to a larger audience. The contest incorporates audience participation and leverages new and emerging technologies to create an immersive experience for viewers.

8. Channels: Social media platforms such as Facebook, Twitter, and Instagram, YouTube channel, email marketing campaigns, live events, and concerts.

9. Cost Structure: Costs of organizing auditions for the contest in selected cities, fees for jury members, fees for presenters, fees for singers who participate as guests of the program, advertising costs on social platforms, rental and maintenance of YouTube channels, fees for the accountant, overhead costs (lease of space, insurance, costs of Internet, telephone, etc.).

10. Revenue Streams: Part of the revenues (20%) that the TV station receives from advertisements and licenses for re-broadcasting programs from other TV stations and stream providers, part of the income (40%) received by the telecommunications company from SMS messages - through which interested musicians apply for participation in the program and from SMS messages from viewers who vote for their favorite contestants, revenues from the sale of the license for the right to organize the Y-factor contest in third countries.

### Slogans:

Here are some possible slogans for Y-Factor:

- Discover the next music sensation!
- Where passion meets talent!
- The stage is yours!
- Unleash your inner musician!
- The ultimate music talent show!
- A new era of music talent shows!
- The search for the next big thing in music!
- Where unknown musicians become stars!
- The contest that will change the music industry!
- The music contest that everyone is talking about!



### A possible script for a 10-second commercial for Y-Factor:

[Music plays in the background as the camera pans over a group of young musicians playing various instruments.] Narrator: “Are you ready to discover the next big thing in music?” [The camera zooms in on one of the musicians as they play a solo.] Narrator: “Join us for Y-Factor, the ultimate music talent show!” [The camera pans out to show the entire group of musicians playing together.] Narrator: “Where passion meets talent and the stage is yours!” [The Y-Factor logo appears on the screen.] Narrator: “Y-Factor, the contest that will change the music industry!”

Alternative name suggestions for Y-Factor:

- Music Factor
- Rising Stars
- Talent Quest
- The Music Quest
- The Music Challenge
- The Talent Showdown
- The Music Battle
- The Talent Hunt
- The Next Big Thing

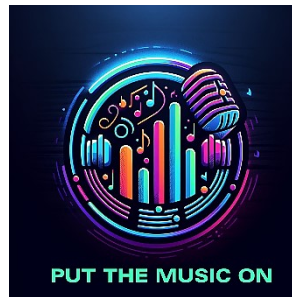


Here are some possible **slogans** to go along with new names:

**Catch the Rhythm:** “Feel the beat and discover the next big thing in music!”

**Put the Music On:** “Turn up the volume and unleash your inner musician!”

**Let’s Play Music:** “Join us on a journey to discover the next music sensation!”



**Homework:**

For the project Y-factor - music talent show - a contest for talented people who play any musical instrument, you want to start a fundraising campaign using crowdfunding methods via social networks. The potential target group is individuals and companies who believe that this kind of promotion of young talented musicians would be interesting and unique and want to support it.



**OPEN FUTURE**

The illustration shows a colorful train with four passenger cars and a locomotive. The cars are labeled with city names: SARAJEVO, NOVI SAD, OSIJEK, and BUDAVA. The locomotive is labeled RAIL.

Partners and logos:

- Scientific center IDEAL** (Novi Sad): Naučni centar za kreativni razvoj Ideall Novi Sad
- SVES SARAJEVO**: Srednja ekonomska škola Sarajevo
- Triangle logo**: Srednja mješovita škola Danilo Kiš Budva
- Ekonomika i upravna škola Osijek**: Ekonomika i upravna škola Osijek
- Erasmus+ logo**: Erasmus+
- Let's make our dreams come true**
- Co-funded by the European Union**



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