

Unlocking Commercial Potential

Strategic Tools and Insights for Business Growth

▶ *Session 3*

Mike Wilson

Mike

- ▶ Lecturer at York St John University
- ▶ Lecturer at Blackburn College
- ▶ Mentor on the Innovation Visa Programme
- ▶ Lead Consultant at Anthem Engagement
- ▶ Chairman of Simply Doughnuts
- ▶ Worked with over 4,000 businesses
 - ▶ Including Social Enterprises

- ▶ Hobbies - Music / Cricket / Cycling



Take aways

- ▶ Practical Tools, Models, Frameworks
- ▶ Goal Setting
- ▶ Strategic Planning Techniques
- ▶ Performance Measurement
- ▶ Organisational improvement
- ▶ Action Planning
- ▶ Self-Assessment Tools

Areas Covered in Session 1

- ▶ Why change is needed and what could be changed
- ▶ Objectives - setting / measuring / evaluating / responding
- ▶ Planning for next year and beyond (areas to focus on - priorities)
- ▶ Challenges (what might stop you)
- ▶ Opportunities - recognising and exploiting
- ▶ B-Corp
- ▶ Income Generation
- ▶ Commercialisation - what / why / assets and resources / impact on brand
- ▶ Stakeholders - internal/external/primary/secondary/mapping (interest/power) / engaging
- ▶ Business Planning (*started*) - SWOT / TOWS

Areas Covered in Session 2

▶ Additional Planning Tools

- ▶ STEEPLE analysis - Animal Welfare example
- ▶ Porters 5 Forces - From a Social Enterprise Perspective

▶ Planning Timescales

- ▶ 90-day plan
- ▶ Visioning Orbit - 1 year to 3 years
- ▶ Single Page Plan - the next 12 months
- ▶ The Goal Focused Action Plan - activities for now

▶ Idea Generation / Problem Solving

- ▶ Various
- ▶ Edward de Bono's 6 Thinking Hats - with a social enterprise being more commercial example

▶ The Hedgehog Concept

▶ Maslow's Hierarchy of Needs

Creating value



125,058	154,568	95,054	124,500
125,487	56,845	97,511	125,000
124,000	110,000	99,011	154,000
1450	150,000	99,216	95,000
	35,000	101,090	154,200
		101,684	110,000
		101,962	89,000
			50,000
			10,700

The 5 Parts of Every Business

Josh Kaufman - The Personal MBA

1. Creates and delivers something of value
2. That other people want or need
3. At a price that they are willing to pay
4. In a way that satisfies the customer's needs, wants and expectations
5. So that the business brings in enough profit to make it worthwhile for the owners to continue operation

At the core are 5 interdependent processes – which flow into the next

- **Value creation** – *discovering what people need or want, then creating it*
- **Marketing** – *attracting attention and building demand for what you have created*
- **Sales** – *turning prospective customers into paying customers*
- **Value delivery** – *giving customers what you've promised and ensuring that they're satisfied*
- **Finance** – *bringing enough money to keep going and make your effort worthwhile*

Understand Customer Needs and Preferences

- **Research and Segment** - Conduct market research, surveys, and customer segmentation to understand what matters most to your target customers.
- **Customer Feedback** - Regularly collect and analyse feedback to learn what customers value and where they may encounter frustrations.
- **Personalisation** - Tailor experiences, recommendations, and services based on customer preferences.

Focus on Product Quality and Innovation

- **High Quality Standards:** Ensure products and services meet high standards for functionality, durability, and design. Quality is a fundamental driver of customer value.
- **Innovate Regularly:** Offer unique features or continuously improve your offerings. Innovations – especially those that solve emerging customer problems – can be major value drivers.
- **Reliability and Consistency:** Ensure products and services work reliably and consistently to reduce customer effort and enhance satisfaction.

Deliver Exceptional Customer Service

- **Responsive Support:** Offer efficient customer support with multiple options (phone, chat, email, social media) to resolve issues quickly and effectively.
- **Proactive Service:** Anticipate and address potential issues before they escalate. Proactive service can include reminders, alerts, or providing guidance on product use.
- **Empowered Staff:** Equip customer-facing teams with the training and authority to solve problems in real-time, creating a seamless customer experience.

Offer Convenience and Accessibility

- **User-Friendly Interface:** Design intuitive, user-friendly digital interfaces (e.g., apps, websites) that simplify transactions and product use.
- **Flexible Delivery and Payment Options:** Offering flexible payment plans, subscription options, and rapid delivery enhances convenience for many customers.
- **Omnichannel Experiences:** Allow customers to move seamlessly between online and offline channels. The ability to start shopping online and finish in-store, for example, is often a valued option.

Pricing and Value Alignment

- **Fair Pricing:** Ensure pricing is aligned with the value provided. Transparent pricing structures, especially those that demonstrate value for money, attract customer loyalty.
- **Loyalty Programs and Rewards:** Incentivise repeat purchases with rewards, discounts, or exclusive benefits. Customers appreciate being recognised and rewarded for their loyalty.
- **Bundling and Value-Added Services:** Offer packages, bundles, or additional services that enhance the value proposition at an attractive price point.

Encourage Customer Engagement and Community

- **Create a Community:** Develop platforms (social media groups, forums) where customers can interact with each other and with your brand. This strengthens brand affinity.
- **Content and Education:** Provide valuable content, like tutorials, guides, and informative articles, to help customers get the most out of your products.
- **Actively Engage on Social Media:** Engage with your customers on social media by responding to questions, sharing relevant content, and showcasing customer stories.

Deliver Consistent and Memorable Experiences

- **Consistency Across Channels:** Ensure the customer experience is consistent whether they're engaging in person, online, or via mobile.
- **Surprise and Delight:** Surprise customers occasionally with unexpected perks, upgrades, or thoughtful gestures. This adds emotional value to the relationship.
- **Continually Improve:** Use customer insights to make continuous improvements. Show customers that you're always working to enhance their experience based on their input.

Track and Measure Value Creation

- **Customer Satisfaction and NPS:** Track satisfaction scores and Net Promoter Score (NPS) to gauge how well you're meeting customer expectations and driving loyalty.
- **Customer Lifetime Value (CLV):** Track CLV to understand the long-term value customers bring and use it to refine value-creation strategies.

By creating value in these ways, businesses build stronger relationships, foster loyalty, and ultimately create competitive advantages that attract new customers and retain existing ones.

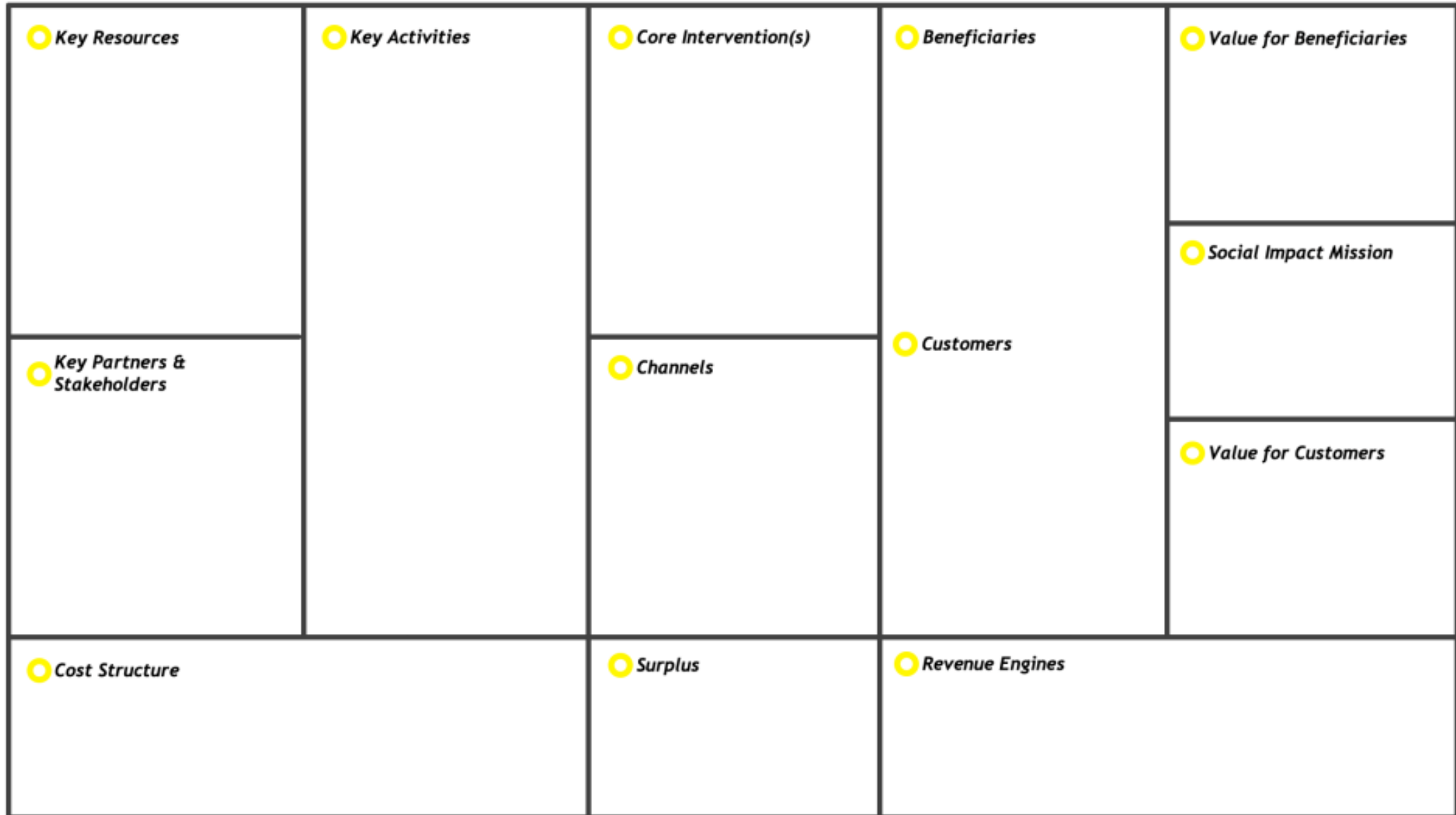
15 characteristics of a good Business / New product idea

- Identified market need / gap
- No or few competitors
- Growing market
- Identified customers & a viable business model
- Low funding requirements
- Sustainable
- High profit margins
- Effective communications strategy
- Not easily copied
- Identifiable risks that can be monitored & mitigated
- Low fixed costs
- Controllable
- Management skills that can be leveraged
- Scalable
- Financeable



Business Model Canvas

Social Business Model Canvas



1. Social Impact Mission

Socially-oriented enterprises all aim to change society for the better.

This block is to highlight the ultimate social change the organisation aims to generate.

<https://socialbusinessdesign.org/what-is-a-social-impact-mission/>

2. Beneficiaries

- ▶ Beneficiaries refers to those mostly affected by the social problem tackled.
- ▶ People whose lives the organisation wants to radically improve.
- ▶ In this block, it's important to clearly identify target groups through segmentation criteria such as demographics, geographics, psychographics and behaviours.

3. Core Intervention(s)

- ▶ The core product, service or solution offered.
- ▶ A company may have one or more core offerings, especially when beneficiaries and customers differ.
- ▶ So, it's important to list them all in here.

4. Value for Beneficiaries

- ▶ The main benefits of using a certain product, service or solution.
- ▶ In this block, we therefore highlight all the pain relievers and gains provided to beneficiaries thanks to the core intervention.

5. Customers

- ▶ Beneficiaries may pay for the product or service offered. When it happens, they are also the actual customers of the social enterprise.
- ▶ But most frequently, third (paying) parties are needed.
- ▶ They can be companies, individuals, foundations, public authorities,
- ▶ This block shows who the ultimate payers truly are.

6. Value for Customers

- ▶ The main benefits of using a certain product, service or solution.
- ▶ In this block, we therefore highlight all the pain relievers and gains provided to customers thanks to the core intervention.

7. Channels

- ▶ This block lists all the main channels used by the company to get in touch, communicate and engage with the public, as well as to sell and deliver its solution.
- ▶ They can be either physical or digital, owned or indirect.

7. Key Activities

- ▶ This section highlights all the **mission-critical activities** needed to keep the business up and running.
- ▶ Production, marketing, R&D, community engagement may be examples, but every enterprise has its own.

8. Key Resources

- ▶ Resources can be physical, intellectual, human, technological or financial.
- ▶ Without them, it won't be possible for the company to carry out any of the activities and operations

9. Key Partners and Stakeholders

- ▶ In this block, we include those players (public and private) that provide key external resources or support for the business model to actually work.

10. Cost Structure

- ▶ Creating and delivering a product or service results in costs and expenses.
- ▶ In this block, we consider the major elements of cost impacting the business.
- ▶ These may include staff, technology, infrastructure, advertisement, and so forth.

11. Revenue Engines

- ▶ Social enterprises usually rely on a mix of different **revenue streams** to become (and remain) financially viable.
- ▶ This section lists all the different ways the organisation generates such revenues - those otherwise known as “revenue engines”.
- ▶ For instance, a company may sell its solutions either through one-time purchases or through recurring ones (i.e. subscription, rental).
- ▶ Other engines may include intermediary fees, sponsorships, or even donation-based streams.

12. Surplus

- ▶ Finally, this block explains how the company intends to use the surplus, if and when generated.
- ▶ Examples of that may include reinvesting it to further increase the reach of impact or even donating it to related causes.










The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partners 	Key Activities 	Value Propositions 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure 			Revenue Streams 	

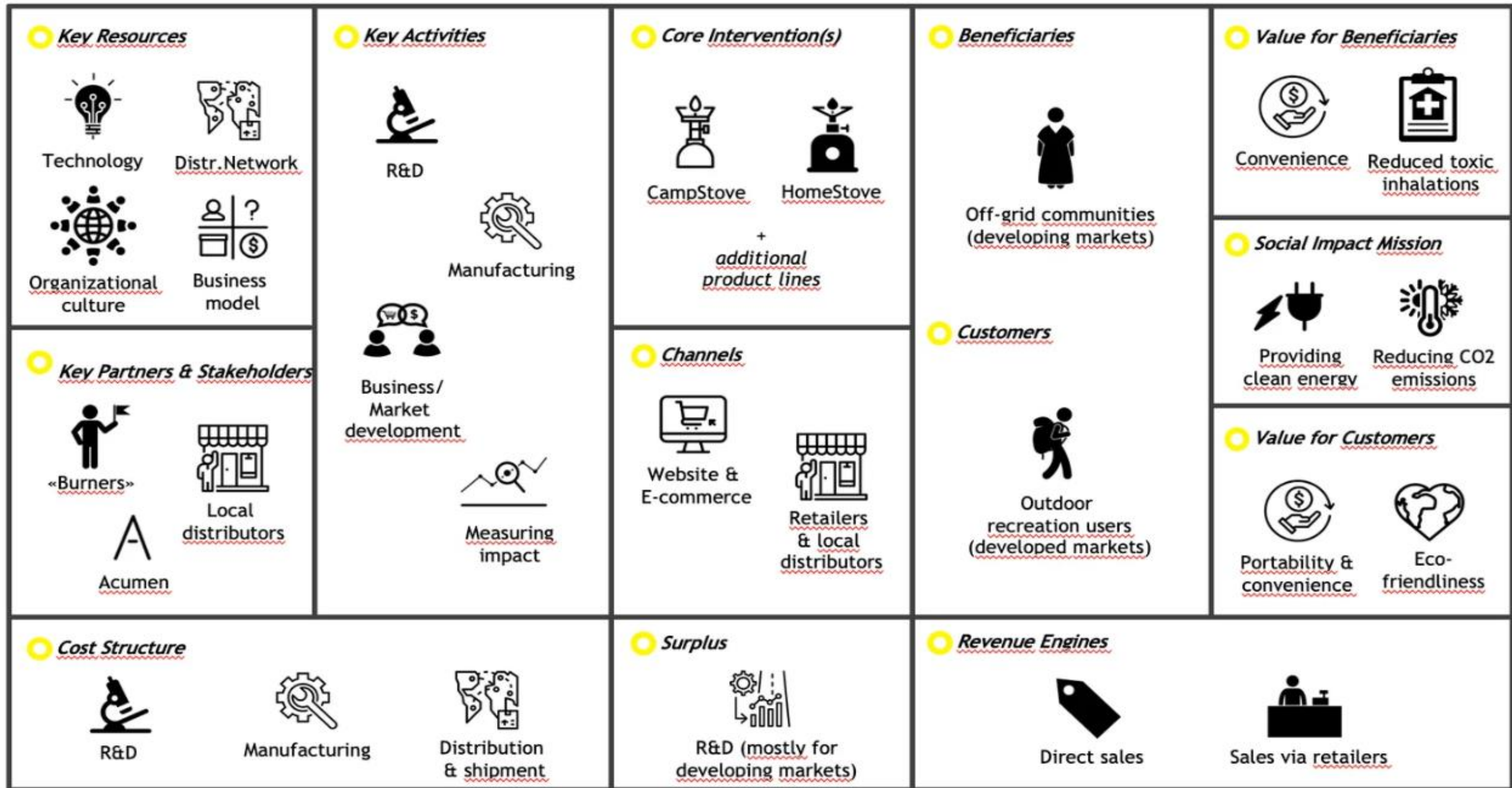


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DESIGNED BY: Strategyzer AG

The makers of Business Model Generation and Strategyzer

Social Business Model Canvas: BIOLITE



Key Partners



Key Activities



Value Propositions



Customer Relationships



Customer Segments



Key Resources



Channels








Cost Structure



Revenue Streams



<p>Key Partners </p> <p>Who do you need/want to help you “run” the business?</p> <p>Who is (or could be) your key partners?</p> <p>What can others do better than you?</p> <p>What do you want from them?</p> <p>What do they want from you?</p> <p>How can this help you to focus on your core skills?</p>	<p>Key Activities </p> <p>What do you do?</p> <p>What products or services do you offer?</p> <p>What key activities do our value propositions require</p> <p>Aligned with distribution channels, customer relationships, revenue streams</p> <p>How do you develop and improve them?</p>	<p>Value Proposition </p> <p>Understand your customers</p> <p>What customer problems/pains are you solving?</p> <p>Which customer needs are you satisfying now and future</p> <p>What’s your why?</p> <p>What would your customers expect from you?</p> <p>How do you deliver it?</p> <p>What is unique about it?</p>	<p>Customer Relationships </p> <p>What is your customer’s journey? (mapped out?)</p> <p>What sort of relationship do customers want?</p> <p>What sort of relationship do customers expect?</p> <p>How often and when do you interact with them?</p> <p>How costly are they?</p> <p>Are they integrated with the rest of our business model?</p>	<p>Customer Segments </p> <p>Who are the paying Customers?</p> <p>What challenges do they have?</p> <p>What do they think/feel</p> <p>What do they want/need?</p> <p>How do you add value to them?</p> <p>Who are their customers?</p>
	<p>Key Resources </p> <p>What key resources do you need to run / sustain / grow the business?</p> <p>People & organisations?</p> <p>Equipment /Technology</p> <p>Financial?</p> <p>Intellectual property?</p>		<p>Channels </p> <p>Where do you find your customers? (Marketing)</p> <p>How are you visible to your customers? (Marketing)</p> <p>How do you sell? (Sales)</p> <p>How do you deliver? (Logistics)</p> <p>Which channels are best for our customers?</p> <p>Are the channels cost efficient? (Profitable)</p> <p>Are channels integrated with customer needs</p>	

Cost Structure



What do you have to pay for? Where’s the money going? (P&L)

The important costs in our business model?

Different costs for each customer segment?

Which key resources and activities are the most expensive?

Different costs to deliver each product or service? Direct / Indirect Costs

Revenue Streams



Where does the money come from? Different income streams?

List should be same as your “Key Activities” but broken down into specifics

What value are customers willing to pay for?

How and when do customers pay? Cashflow considerations

How much does each revenue stream contribute?

Key Partners



CMS

Website Hosting

Printers

Photographers –

Website Development –

Other Key Strategic Partners?

Key Activities



Design
Press Releases
Blog Writing
Copywriting
Social Media (posts)
Marketing Communications
Website content
Brochure design, content, print

Other products and services – see brochure and website

Key Resources



Laptops
Software
Mobile Phones
Meet on client premises
Freelancers
Key partners

Anything else?

Value Propositions



Advice and guidance / expertise
Availability
Generate relevant ideas
Consult on strategy
Understand clients customers and their markets
Honest and Loyal
Get excited about projects and campaigns
Turning ideas and aspirations into reality
Consistent / accurate
Enthusiastic
Jobs get done
We're part of your team
Get on well with staff
Not afraid to ask
Value for Money
Reliable / dependable / approachable
Set and meet deadlines
See the job through
Don't charge extra
Understand clients and can interpret the brief
Make client contact look good
Joint approach to projects
Help with reports

Customer Relationships



Usually with MD / Marketing Manager / Operations Manager
Not always the decision maker!
Face to Face
Monthly catch up meetings
Timesheet detailing time spent -15mins
Transparency
Review plans for the month ahead
Always available for client
Proactive twice a week phone call
Client driven relationship
If under agreed hours will make up time

Channels



Network of connections / partners
Referrals from existing clients
Via Website
Via Social Media
Rarely have to pitch / sell

Other ways to generate referrals?

Networking?
PR
Features

Customer Segments



SME's
Established Businesses
B2B
Growth Ambition
Have Growth Plans
Don't have a marketing department
May have someone responsible for marketing
Lancashire based
Know what they need and want
Energy / Telecoms / Pest Control / Hospitality / Automotive / Technology / Security / Animals / Food Manufacture / Recruitment / Charity
Aiming at retained clients
They need 2-3 days a month plus any additional campaigns
Bought into and understand the need for and impact of marketing
Prepared to pay £450 plus a day

Will NOT duplicate industries
Any sectors to target specifically?

Identify and Target profile companies as per above?

Cost Structure



Salaries / Dividends
VAT
Corporation Tax
Printers
Insurance
Accountant

Subscriptions
Shutterstock
Phones
Anything else on P&L?

Revenue Streams



Retained Clients
Ad-hoc projects – from retained clients
Ad-hoc projects – from others
Mark up's

Other ways to generate income?

Referral fees?
Sub contract work?
Up selling existing clients
Ask for 50% up front

Feasibility of an....

Idea

New Venture

Feasibility Assessment Matrix

Instructions/Guidance

Scoring
Weighting

Score each section in relation to the items below:
advised to score out of 5 for each area

Notes

Score / 5

Impact?	What is the potential impact of your idea? Who will it impact How will it impact	
Potential?	How feasible is the idea? Can you make it work Is it sustainable initially Beyond the first 12 months	
Existing?	Is it something new? Or if it already exists, is it an improvement on what is already available?	
Gap?	Is there a gap in the market? If no gap, how will convince those using/buying your idea?	
Value?	What value does your idea provide or add to your business? What value does your idea provide or add to the marketplace / customers	
Pain?	What is the level of pain suffered by the market / potential customers Will your idea provide pain relief and / or provide opportunities Do you know your ideal customer profile?	
Specialism?	Do you have the market/industrial specialism to make this work? Do you have access to those with the specialisms to make this work?	
Competition?	What is the level of competition? What benefits or features do you bring / USP / Value Proposition Is someone else doing it and at what quality and price point?	
Opportunity Cost?	What would your idea cost to launch and sustain Personnel / resources required?	
ROI?	What is the return on investment potential? When would this be?	
Early Adoption?	Are there already early adopters? People ready to buy Will they continue to buy from you? Will they recommend you?	
Passion Factor	How much do you believe in the idea? What is your gut feeling of direction and success?	

TOTAL:

FAM

This Feasibility Assessment Matrix (FAM) as a screening process to evaluate both your business ideas initially and post-feasibility analysis. investment or put your head above the parapet with your business

Instructions/Guidance

Scoring

Score each section in relation to the items below:

Weighting

advised to score out of 5 for each area

Impact?

**What is the potential impact of your idea?
Who will it impact
How will it impact**

Potential?

**How feasible is the idea? Can you make it work
Is it sustainable initially
Beyond the first 12 months**

Existing?

**Is it something new?
Or if it already exists, is it an improvement on what is already available?**

Gap?

**Is there a gap in the market?
If no gap, how will convince those using/buying your idea?**

Value?

**What value does your idea provide or add to your business?
What value does your idea provide or add to the marketplace / customers**

Pain?

**What is the level of pain suffered by the market / potential customers
Will your idea provide pain relief and / or provide opportunities
Do you know your ideal customer profile?**

Specialism?	Do you have the market/industrial specialisms to make this work? Do you have access to those with the specialisms to make this work?
--------------------	---

Competition?	What is the level of competition? What benefits or features do you bring / USP / Value Proposition Is someone else doing it and at what quality and price point?
---------------------	--


Opportunity Cost?	What would your idea cost to launch and sustain Personnel / resources required?
--------------------------	--

ROI?	What is the return on investment potential? When would this be?
-------------	--

Early Adoption?	Are there already early adopters? People ready to buy Will they continue to buy from you? Will they recommend you?
------------------------	--

Passion Factor	How much do you believe in the idea? What is your gut feeling of direction and success?
-----------------------	--

Scoring less than 4 should be seen as a warning

- 
1. Abandon idea – likely to be unworkable?
 2. Abandon ideas or rework
 3. Potential identified – need for more work
 4. Positive, but needs more development
 5. Go!

Instructions/Guidance

Scoring
Weighting

Score each section in relation to the items below:
advised to score out of 5 for each area

Notes

Score / 5

Impact?	What is the potential impact of your idea? Who will it impact How will it impact	
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Passion Factor	How much do you believe in the idea? What is your gut feeling of direction and success?	

TOTAL:

Instructions/Guidance

Scoring
Weighting

Score each section in relation to the items below:
advised to score out of 5 for each area

Notes

Score / 5

Impact?	What is the potential for its impact (our idea/feasibility)? What is our competitive position/brand awareness?	Massive impact to allow tradespeople to run their businesses better and to build effective trusting relationships with their customers	5
Potential?	What is the potential for the idea/feasibility's impact? How competitive is the current market? Is there a gap in the market that needs to be fulfilled?	Research tells us that there is no competition and that there is a gap what needs to be filled, there is nothing like it on the market, but we will need to keep checking	4
Existing?	Are you proposing something different or similar to what is already out Is it something new? Or if it already exists, is it an improvement on what is already available?	It's completely new - and will disrupt the market	4
Gap?	Is there a gap in the market? Easier to 'fix' emerging market issues? If no gap, how will this embed in the minds of those using/buying your	The issue is to convince both the tradesperson and the customer that this is needed and that they should use it	3
Value?	What value does your idea/feasibility provide or add to your business? What value does your idea/feasibility provide or add to the marketplace?	Massive value, the key one is building trust, and this will help tradespeople to run their business more effectively	4
Pain?	What is the level of pain? Realism of the idea/feasibility? What is the market share potential of this pain?	The pain is there, but people may not recognise it as such, we would hope that all "major" projects will use TradeSecrets	3
Specialism?	Do you have the market/industrial specialism to make this work? Do you have access to those with the specialisms to make this work?	Knowledge of the industry but not about app development or marketing, however I have a team around me to help	3
Competition?	What is the level of competition? What benefits or features do you bring? Do your values differ? Is someone else doing it and at what quality and price point?	No direct competition, but people might think that we are just another Trustatrader or similar search and find companies	3
Opportunity Cost?	What would your idea cost? Personnel required? Investment risk and burden?	In the region of £70k to develop the app and get the team and infrastructure onboard	2
ROI?	What is the return on investment potential?	This is still unclear unclear but does need some significant work undertaking	4
Early Adoption?	Are there already early adopters? Is the funding available to develop?	Yes, the pilot group of up to 10 people will use the app, but may not pay for it	3
Passion Factor	How much do you believe in the idea? What is your gut feeling of direction and success?	This is massive - it will transform the industry and I want to be at the forefront of making it happen. I have created a vision, mission and values	5

TOTAL: 43

MARKETING STRATEGY

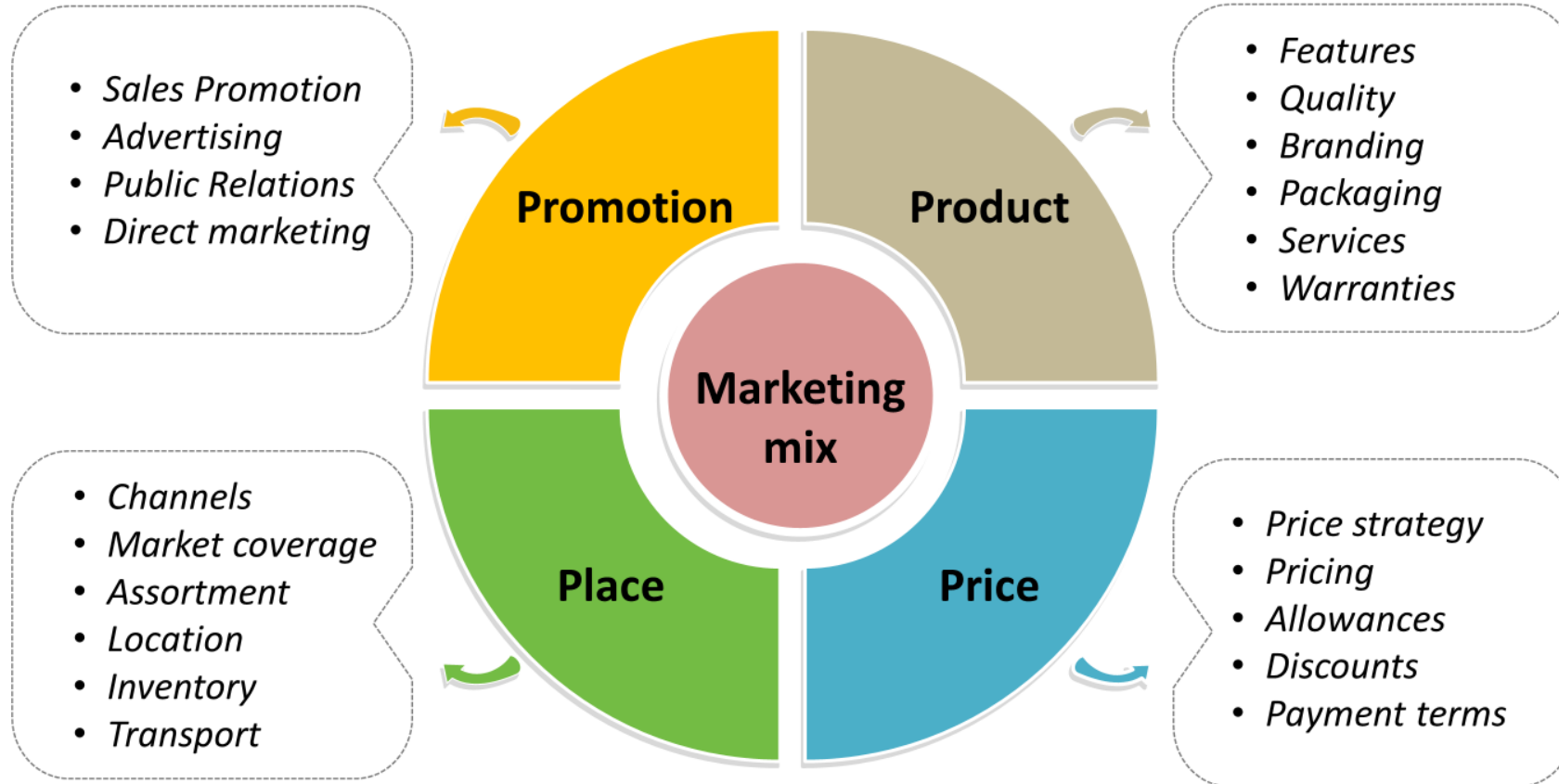




Marketing

- Marketing is the process of positioning your product or service within a market; attracting new customers; and retaining existing customers
- Often defined as “5Ps”:
 - Product
 - Price
 - Place
 - Promotion
 - People

Marketing mix- 4P's





Product

Functionality

Appearance

Warranty

Quality

Packaging



Price

Selling Price

Discounts

Payment Arrangements

Price Matching Services

Credit Terms



Promotion

Sponsorships

Advertising

Public Relation Activities

Message

Media



Place

Distribution Channels

Logistics

Service Levels

Location

Market Coverage



People

Service Provided

Attitude

Customer Service

Appearance

Employee Portrayal



Product

- What you offer to your customers – product/service/platform
- What are its **attributes (physical or otherwise)?**
- How does it **compare to your competitors'** offers?
- What **market segment** do you operate within?
- Key concept: unique selling point (**USP**). Primary point of value statement. E.g. cheapest on market; most highly rated; unique features etc.

Price

- **How much do you sell** your product/service/platform for?
- What is your **revenue model**: “freemium”; platform; subscription; sales etc.
- Balancing act of **remaining competitive**, whilst still **generating profit**.
- What is market **able and willing to pay**? Are there other market segments willing to pay more?
- Need to have a clear idea of the cost of creating product in first place.
- E.g. in **restaurant industry**, tend to adopt a **4:1** ratio based on supply price. Should cover cost of sales, cost of labour, cost of overheads, profit.





Place

- Also known as **distribution**: where do you sell your products/services; how do you get your products/services to your customers.
- Do customers know **where to find** your products/services?
- What **channels** do you have – online, brick-and-mortar, telephone sales, app etc.
- Does your **place match your product** – i.e. luxury goods/services should exist in a luxury goods place.



Promotion

- Methods that you use to **communicate** features to consumers
- How do you **advertise** your product?
- How do you **brand** your product?
- Messaging and location: the **right message in the right place, to the right people.**
- Increasingly **data-driven** – e.g. advertising on social media using advertising profiles; Google ads etc.



People

- The people within the organisation – **you, coworkers, owners, trustees, volunteers, etc**
- What **expertise** do you/your team have?
- What **level of service** do you offer?
- What **relationships/networks** do you have in place?

5 Ps of Marketing

Slide Template



PRODUCT

You can place your text here. Click here to edit this text.



PRICE

You can place your text here. Click here to edit this text.



PLACE

You can place your text here. Click here to edit this text.



PROMOTION

You can place your text here. Click here to edit this text.



PEOPLE

You can place your text here. Click here to edit this text.



Developing a Marketing Plan

A marketing plan incorporates all elements of the 5Ps to develop a strategic approach to your marketing.

- Comprises of:
 - Setting goals and objectives
 - Market research
 - Identification of target market
 - Strategic analysis
 - Positioning, differentiation, and pricing
 - Promotional methods
 - Timeline and budget



Marketing Plan: Goals and Objectives

- Any plan should have defined, **quantifiable outcomes**.
- Goals and objectives of marketing plan should clearly set out what you are **attempting to do, and how you will do it**
- **Goals:** e.g. increase sales by x%; break into new target market; decrease churn etc.
- **Objectives:** how you will achieve aims. Release a new product/feature; introduce a new pricing strategy; create a customer loyalty program, etc.
- Needs to account for **timescale and budget**.

Here's an example of a Social Enterprise Marketing Plan template that can help guide a social enterprise in promoting its mission, products, and services effectively.

It is structured to address the unique aspects of a social enterprise: balancing profit with purpose.

ChatGPT



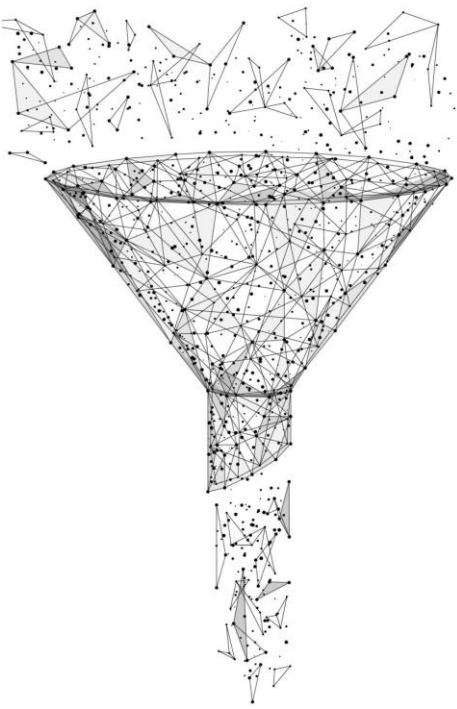
Market Research

- **Goal of research: to provide high quality information for planning and decision making in often complex environments.**
- Research should be seen as an **investment**, not a cost.
- Market research is process of investigating the state of the market to understand **trends, norms, values, and test concepts.**
- May take form of **strategic analysis**
- May also involve **customer research: surveys; focus groups; beta-testing etc.**



Identification of Target Market

- Strong links to **strategy**, e.g. Porter's generic strategies – differentiation within a target market; cost leadership within a target market; etc.
- **Red/blue ocean strategy** - are you looking to capture competitive share of an existing market, or develop a new market space?
- In today's data-driven world, target market often reached through identification of **key demographics and use of advertising profiles**



Identification of Target Market

Purchase funnel: concept developed in late 1800s/early 1900s to describe customer journey toward purchase of good or service. Four stage model:

- **Awareness:** customer becomes aware of product/service
- **Interest:** evaluation stage – do I want to buy this?
- **Desire:** customer decides that product/service is right for them
- **Action:** also known as conversion. Converts into a sale.

Modern marketing adds a fifth stage to the funnel –

- **Re-engagement.** Strategies to engage with "lost" prospects.

Your target market will determine the size and scope of your funnel.

SOSTAC MODEL

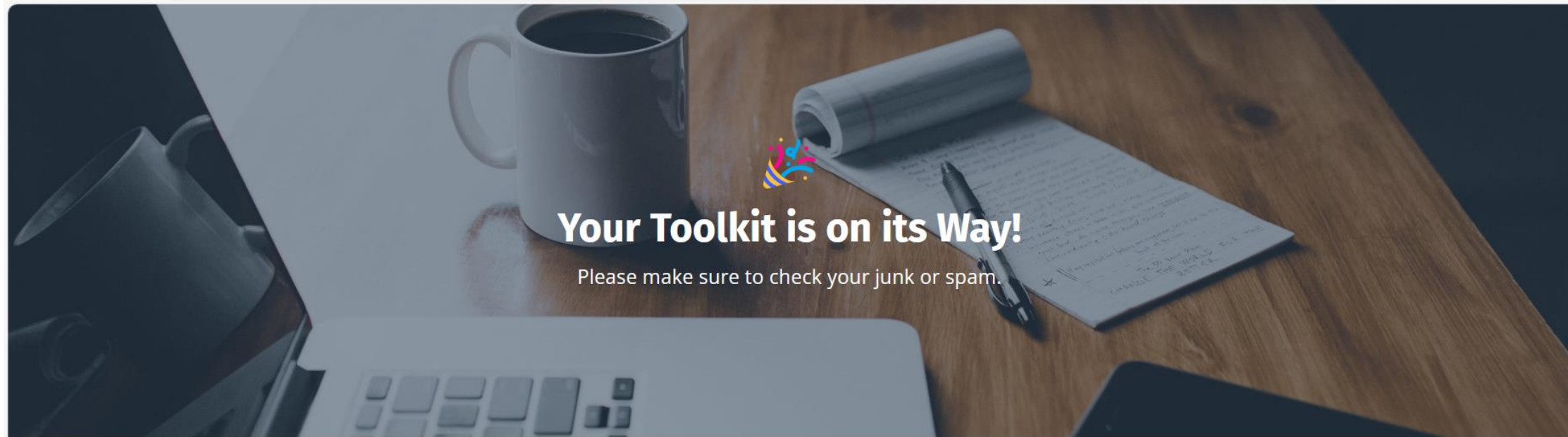
Enter your sub headline here



Lead Magnets

What can you provide for free (initially)

- E-Books and Guides
- Checklists
- Webinars / online workshops
- Templates and Tools
- Exclusive access / membership
- Free trial or samples
- Quizzes and assessments
- Case studies and success stories
- Resource library
- Discounts and promotions
- Newsletters
- Surveys
- Assessment tools
- Events and meet up



Your Toolkit is on its Way!

Please make sure to check your junk or spam.

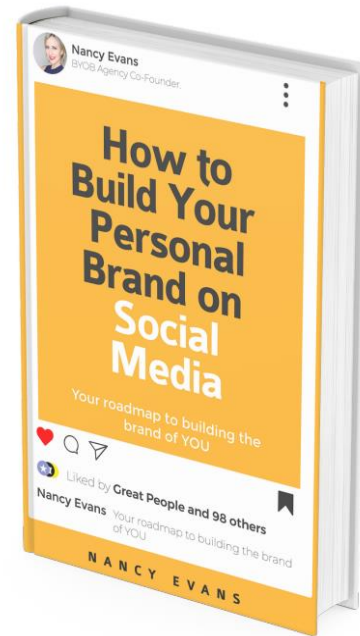
You read the book, you're awesome!

You deserve a free 30-minute strategy session!

[Click here to book your call with me!](#)

How to Build Your Personal Brand on Social Media

Toolkit





Customer Profiling



Gather Demographic Information

- Basic demographics: Collect essential demographic data such as **age, gender, income level, education, occupation, family status, and location**.
 - This helps identify who is most likely to purchase your product.
-
- Social and cultural background: Understanding **cultural background or community values** can be valuable, especially if your product has a social or ethical component.
 - For instance, eco-conscious buyers may cluster in specific urban areas or among younger demographics.



Understand Psychographics

- Identify **values and interests**: Focus on what your customers care about – whether that’s sustainability, social justice, ethical sourcing, or innovation. **Social enterprises often appeal to customers with shared values.**
- Study **lifestyle and hobbies**: Understanding lifestyle choices, such as whether your customers are likely to be involved in activities like **fitness, outdoor recreation, volunteering, or cooking**, can help tailor your product and marketing.
- Assess **personality traits**: Are they risk-takers, cautious buyers, or trend-followers?
- This can influence how you present your product – whether you highlight reliability, novelty, or ethical value.



Identify Customer Needs and Pain Points

- **Survey and interview customers:** Directly ask customers about their **needs, challenges, and frustrations**. Surveys, interviews, or focus groups are effective for discovering common pain points and preferences.
-
- Analyse **online reviews and social media:** Look at reviews and comments related to similar products or services to understand what customers value, where they feel let down, and what improvements they seek.
 - Consider **emotional drivers:** Identify the emotional motivations behind their purchases, such as the desire to make a positive impact, support local businesses, or choose healthier options for their family.



Segment Based on Behavioral Traits

- **Buying habits:** Understand how often your customers purchase similar products, how much they are willing to spend, and **their preferred shopping channels** (online, in-store, or via mobile).

- **Decision-making process:** Identify whether your customers are spontaneous buyers or tend to research extensively before purchasing. This can inform the **level of detail** you provide in your marketing.
- **Engagement with your brand:** Track customer **loyalty** and **repeat purchases**. If you have loyal customers, profile what makes them stay, which could be a combination of brand affinity, value alignment, or satisfaction with the product.



Create Detailed Customer Personas

- Develop **unique profiles** for each customer segment: Based on the information gathered, create detailed personas that represent different customer types. Each persona should include:

- **Demographics:** Age, income, occupation, location.
- **Psychographics:** Values, interests, lifestyle.
- **Needs and pain points:** Key issues they hope to solve.
- **Behavioural traits:** Purchasing habits, preferred channels, engagement with social causes.
- **Name and humanise each persona:** Give each persona a name and story to make them feel real.
- For example, “Eco-Minded Emma” is a 28-year-old urban professional who prioritises sustainable brands and frequently buys organic products.

A close-up photograph of a red pushpin with a black stem, pinned to a yellow and white map. The map shows streets and some text, including 'SQUARE' and 'SQUARE'. The background is blurred, showing another red pushpin in the distance.

Identify Purchase Motivations and Barriers

-
- Map out **motivations**: Pinpoint why customers choose your product – whether it's to contribute to **social impact**, meet a need, or align with their values.
 - Identify **barriers to purchase**: Consider what might prevent them from buying, such as **price** sensitivity, lack of trust in product efficacy, or limited awareness of the brand. Address these barriers in your messaging and sales approach.

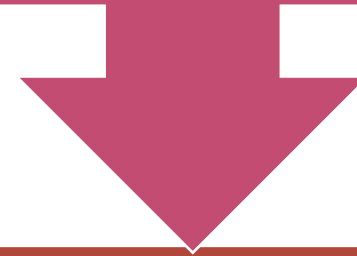


Observe Customer Feedback and Reviews

- Monitor customer **reviews and testimonials**: Gather insights on what customers appreciate and what they feel could be improved.
-
- Social enterprises often attract **value-oriented feedback** that can be a goldmine for understanding what customers care about.
 - Engage on **social media and customer forums**: Responding to customers and observing conversations can reveal trends in their values, questions, and concerns.

Refine Profiles Regularly

Track changes in customer preferences: Market trends and societal shifts can influence customer profiles. Regularly review customer data, engagement, and sales trends to refine personas and adapt your strategies.



Test assumptions and update personas: As you gather more data, adjust your personas to better reflect actual customer behavior and preferences.

Understanding your customer

Thinking about a core customer. Start with the macro environment then move onto the professional and personal factors. Give your customer a visual identity. Note down the average demographics around the customer (age, salary, location, education level, family situation etc.). Leave the customer's core need as the last step.

Negative Forces

What is happening in the world or organisation that may negatively impact how this person feels or behaves?

Fears

What are their personal worries or fears?

Headaches

What outcomes is this persona hoping to avoid around the problem area?



Demographics

What are the characteristics of our customers?

Opportunities

What outcomes is this persona hoping to achieve around the problem area?

Positive Forces

What is happening in the world or organisation that may positively impact how this person feels or behaves?

Hopes

What are their personal hopes, goals and aspiration?


Name

Role

Understanding your customer

Negative force	Demographics	Positive force
Headaches	Needs	Opportunities
Fears	Hopes	

Name _____
Role _____

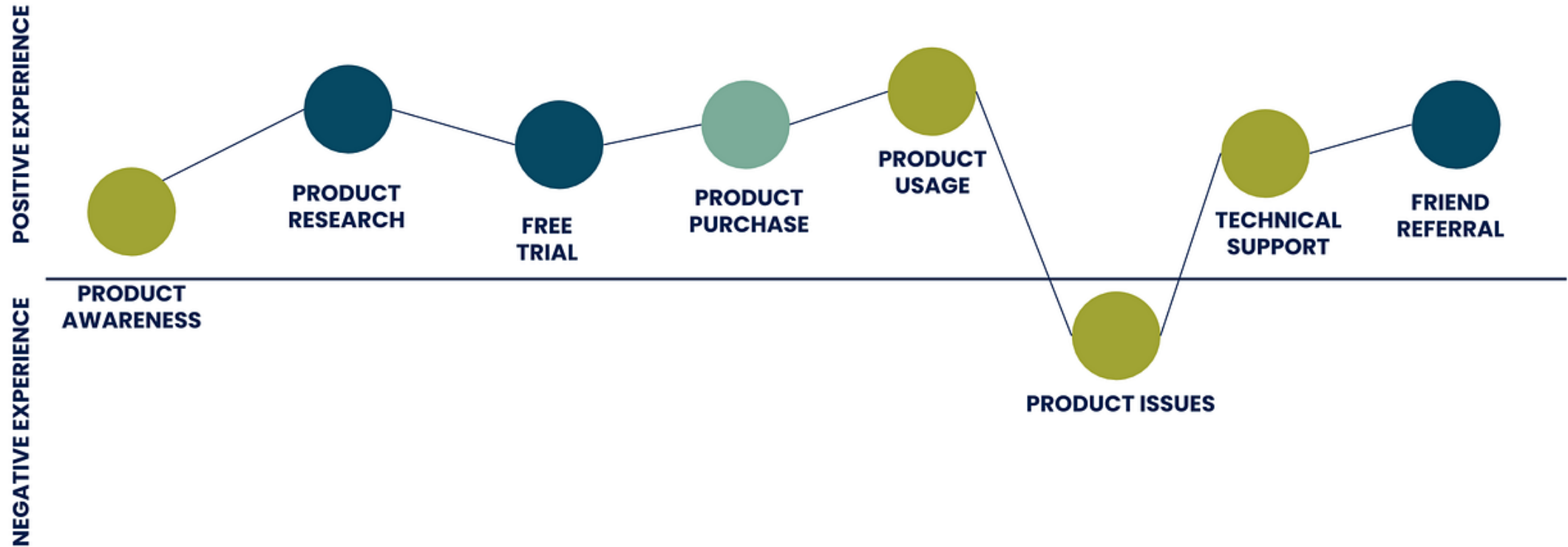


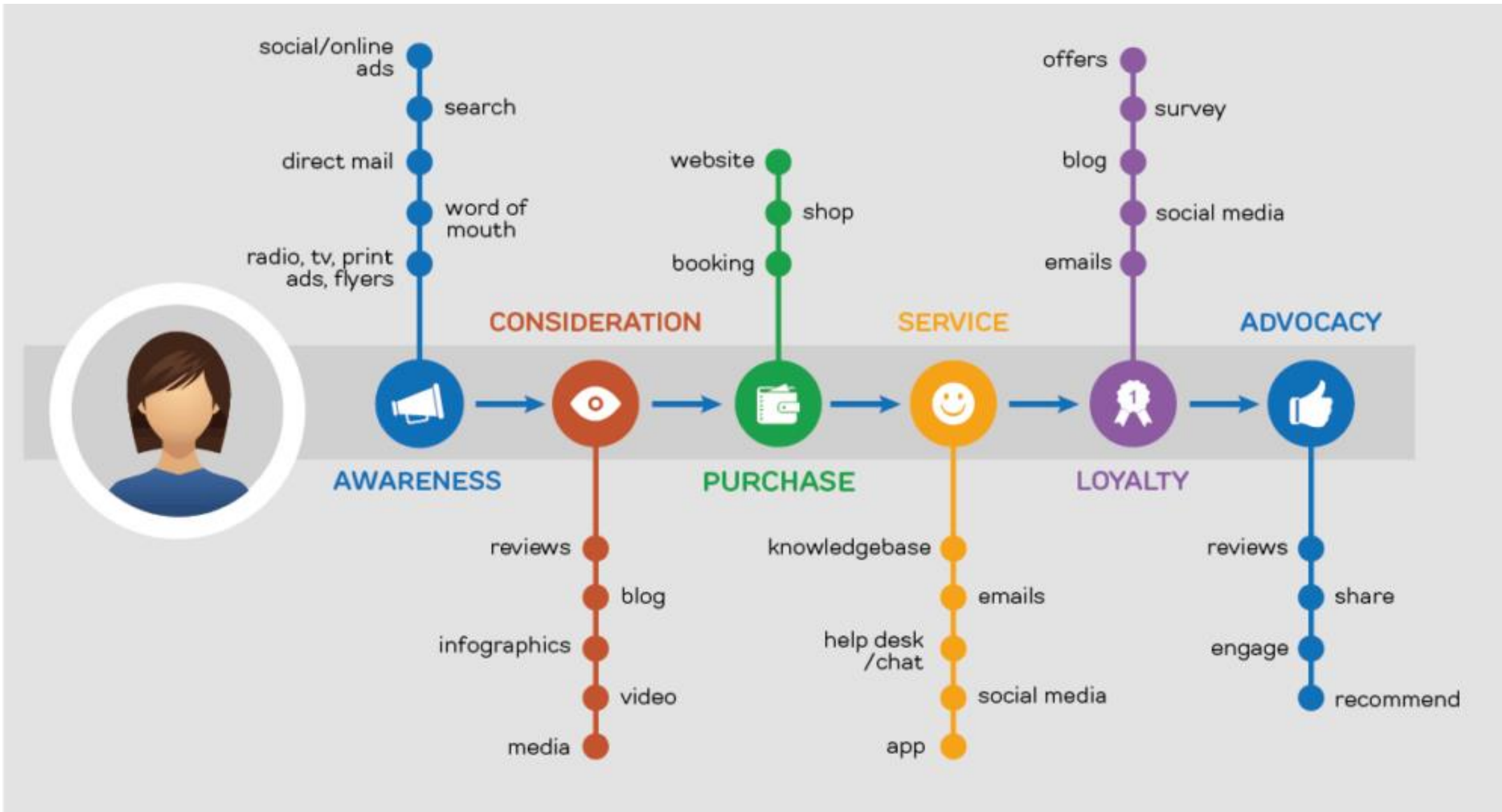
The Customer Journey

- Make it easy for the audience to buy and / or engage with you
- Clear explanation of what you do, who for, and why
- Easy navigation of the website – it's intuitive
- Clear guidance and links
- The workflow process – flowchart
- Before, during, and after, engagement / purchase
- Up to date with the progress of the order
- Contact after the product / service has been delivered
- Absolute focus on the customer (personalisation)

CUSTOMER JOURNEY MAP

What do our customers experience when they interact with our product in different touchpoints?





Who should engage with you and why

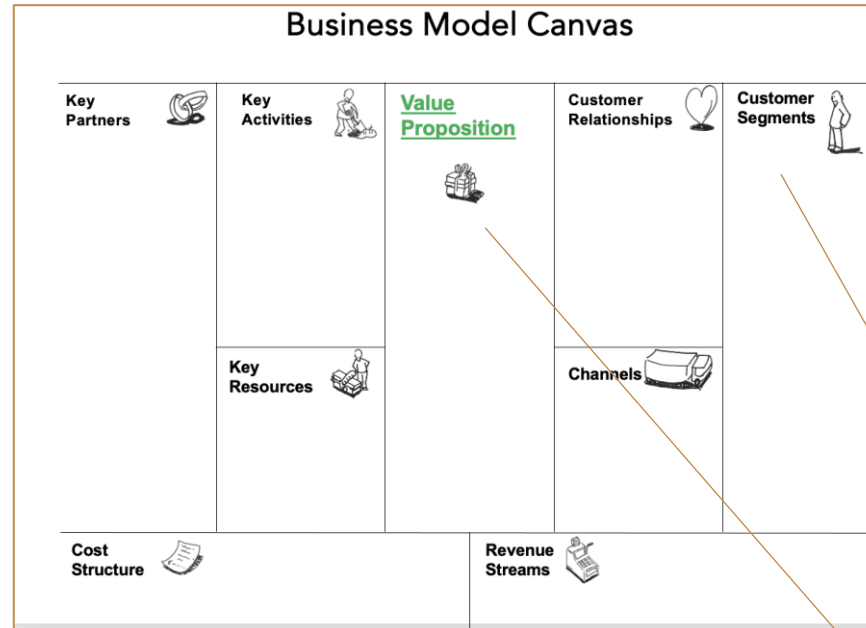
- Clarity around who your ideal customer / stakeholder is
- Use avatars / images to portrait the customer / stakeholder
- What are the most effective messages to send them, how and where
- Clear value proposition
- User centric content – focus on their needs / wants
- Visual content
- Your experience in addressing their problems – examples / stories
- You are the expert in this area
- Social proof
- Pricing is right, but value provided is paramount
- You can achieve a positive emotional reaction



Value Proposition Design



Identify Pains and Gains - (to solve and exploit)

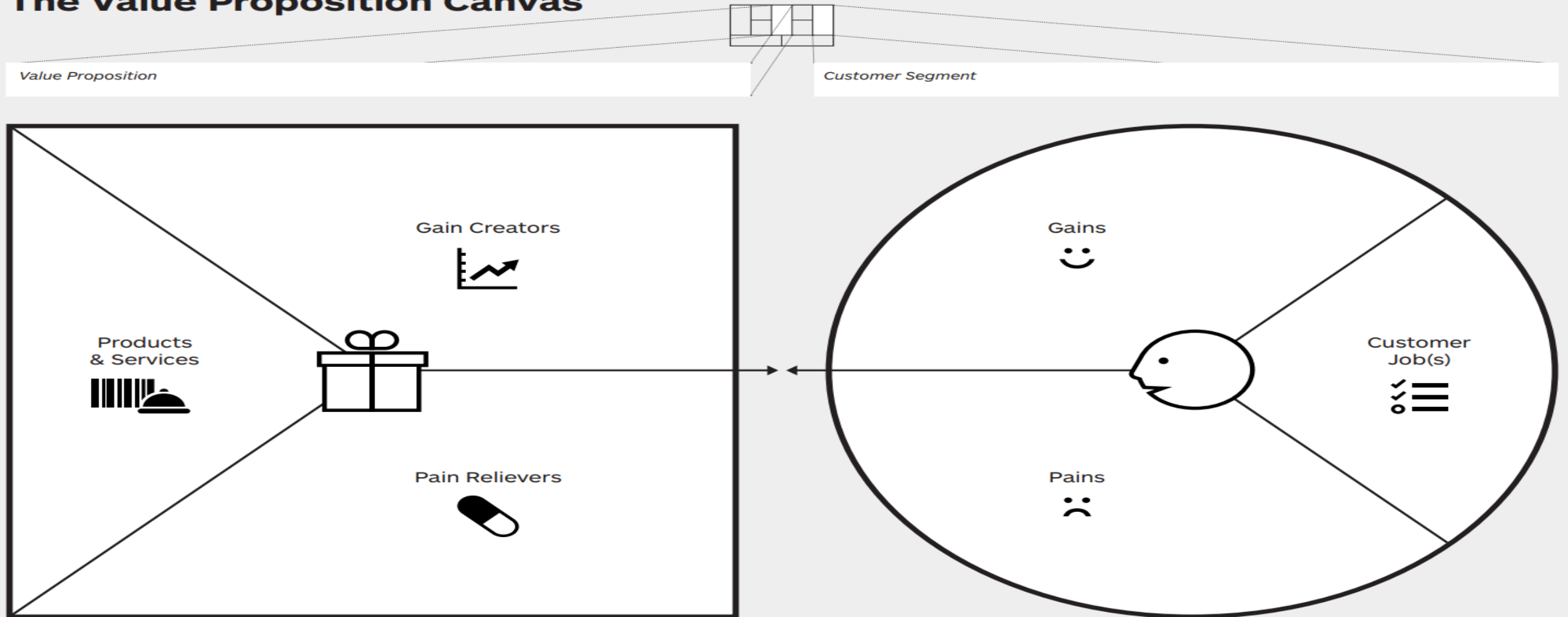


The Value Proposition Canvas



Identify Pains and Gains - (to solve and exploit)

The Value Proposition Canvas



Value Proposition Canvas

- The Value Proposition Canvas is a plug-in tool to the Business Model Canvas. It allows you to describe your Value Propositions and the target Customer Segments in more detail and evaluate the “fit” between the value you intend to create and the expectations your customers have

- You can use this map before, during and after developing an in-depth knowledge of your customers. If you use it before, it will highlight what you need to learn about customers and test about value propositions. If you use it after, it will help you analyse and evaluate “fit”.
- The Value Proposition Canvas can be applied to new and existing value propositions and customer segments alike. In both cases it will help you structure your thinking and make your ideas more tangible

VPC – Process

Start with customer jobs:

- Start sketching out your map by describing what jobs a specific customer of yours is trying to get done. Create a post it note in the Customer Job(s) box for every major and ancillary job you intend to help your customer get done.

Add pains and gains:

- Create a post it in the Pains box for every pain your customer experiences or could experience before, during, and after getting the job done. Create a post it in the Gains box for every benefit your customer expects, desires or would be surprised by.

Describe your products and services:

- List all the products and services your value proposition is built around by creating a post it for each element in the Products & Services box.

Outline how you intend to create value:

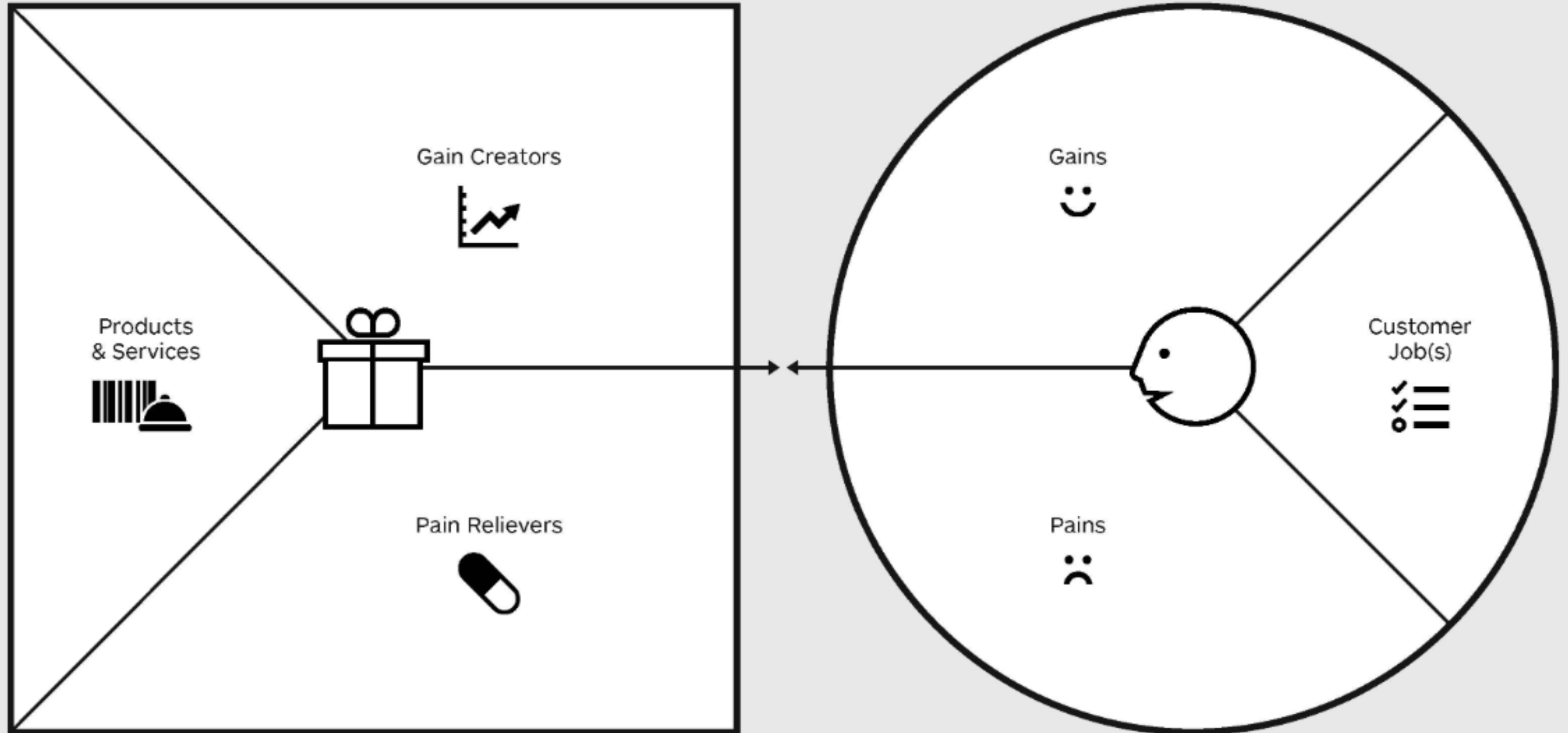
- Describe how your products and services create value by either killing customer pains or creating customer gains. Create a sticky note for each element in the Pain Relievers or Gain Creators box respectively

The Value Proposition Canvas



Value Proposition

Customer Segment



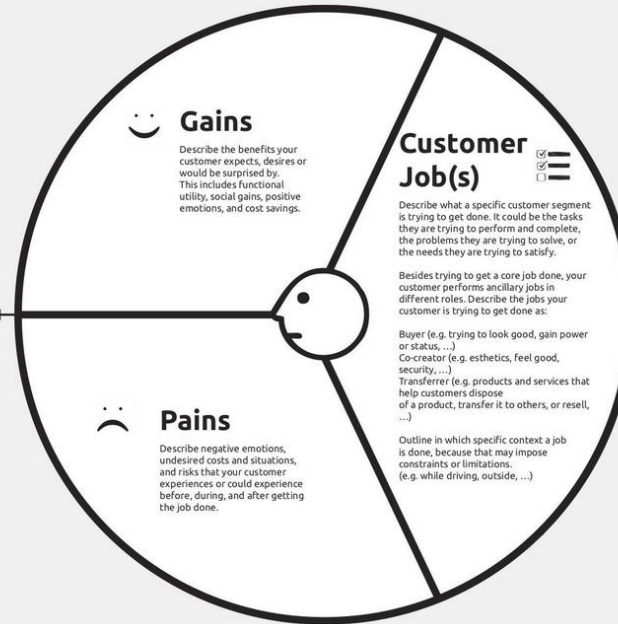
The Value Proposition Canvas

It helps you create value for your customers

Designed for:

Designed by:

On: Day Week Year
Iteration:



Value Proposition
Create one for each Customer Segment in your Business Model

Customer Segment



Gains

Describe the benefits your customer expects, desires or would be surprised by. This includes functional utility, social gains, positive emotions, and cost savings.



Pains

Describe negative emotions, undesired costs and situations, and risks that your customer experiences or could experience before, during, and after getting the job done.

Customer Job(s)



Describe what a specific customer segment is trying to get done. It could be the tasks they are trying to perform and complete, the problems they are trying to solve, or the needs they are trying to satisfy.

Besides trying to get a core job done, your customer performs ancillary jobs in different roles. Describe the jobs your customer is trying to get done as:

Buyer (e.g. trying to look good, gain power or status, ...)
Co-creator (e.g. esthetics, feel good, security, ...)
Transferrer (e.g. products and services that help customers dispose of a product, transfer it to others, or resell, ...)

Outline in which specific context a job is done, because that may impose constraints or limitations. (e.g. while driving, outside, ...)



Products and Services

List all the products and services your value proposition is built around.
Which products and services do you offer that help your customer get either a functional, social, or emotional job done, or help him/her satisfy basic needs?
Which ancillary products and services help your customer perform the roles of:

Products and services may either be tangible (e.g. manufactured goods, face-to-face customer service), digital/virtual (e.g. downloads, online recommendations), intangible (e.g. copyrights, quality assurance), or financial (e.g. investment funds, financing services).



Gain Creators

Describe how your products and services create customer gains. How do they create benefits your customer expects, desires or would be surprised by, including functional utility, social gains, positive emotions, and cost savings?

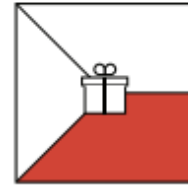


Pain Relievers

Describe how your products and services alleviate customer pains. How do they eliminate or reduce negative emotions, undesired costs and situations, and risks your customer experiences or could experience before, during, and after getting the job done?

Pain Relievers

Trigger Questions



Pain relievers describe how exactly your products and services alleviate specific customer pains. They explicitly outline how you intend to eliminate or reduce some of the things that annoy your customers before, during, or after they are trying to complete a job or that prevent them from doing so.

Use the following trigger questions to ask yourself:

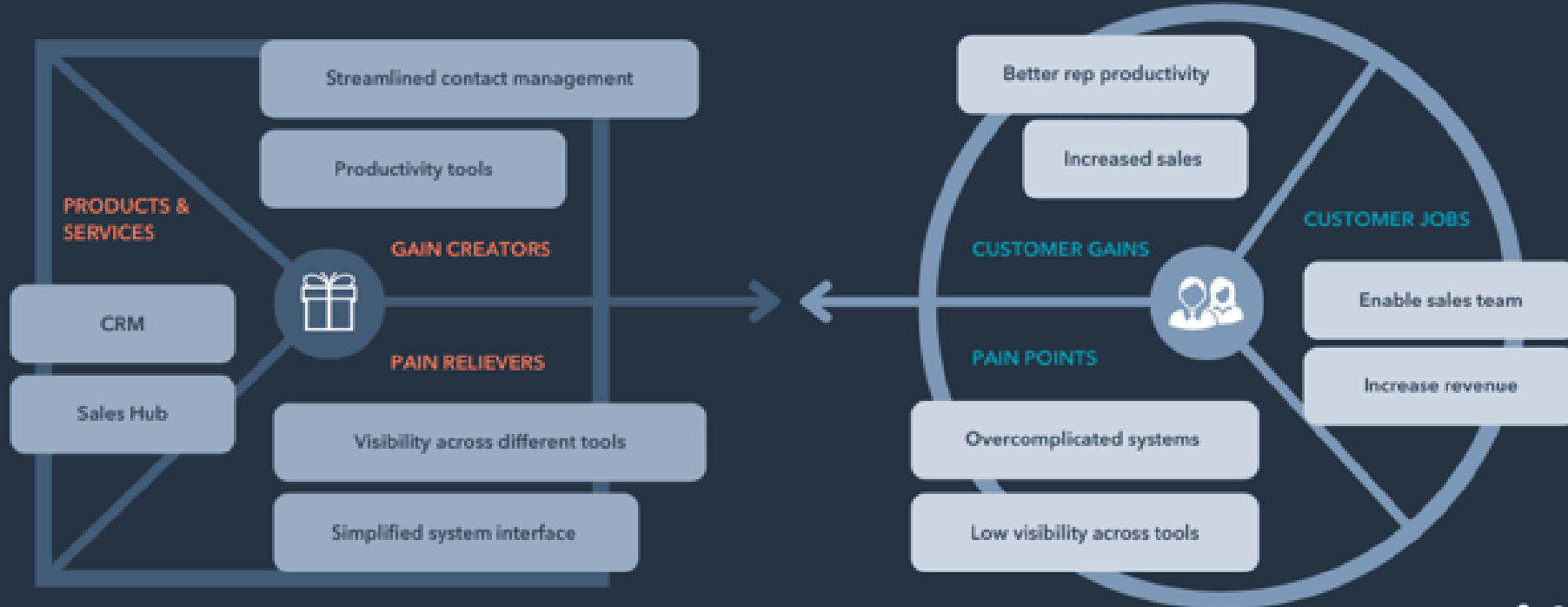
Could your products and services...

- 1.** ... produce savings? In terms of time, money, or efforts.
- 2.** ... make your customers feel better? By killing frustrations, annoyances, and other things that give customers a headache.
- 3.** ... fix under-performing solutions? By introducing new features, better performance, or enhanced quality.
- 4.** ... put an end to difficulties and challenges your customers encounter? By making things easier or eliminating obstacles.
- 5.** ... wipe out negative social consequences your customers encounter or fear? In terms of loss of face or lost power, trust, or status.
- 6.** ... eliminate risks your customers fear? In terms of financial, social, technical risks, or things that could potentially go wrong.
- 7.** ... help your customers better sleep at night? By addressing significant issues, diminishing concerns, or eliminating worries.
- 8.** ... limit or eradicate common mistakes customers make? By helping them use a solution the right way.
- 9.** ... eliminate barriers that are keeping your customer from adopting value propositions? Introducing lower or no upfront investment costs, a flatter learning curve, or eliminating other obstacles preventing adoption.

Value Proposition Canvas

VALUE MAP

CUSTOMER PROFILE

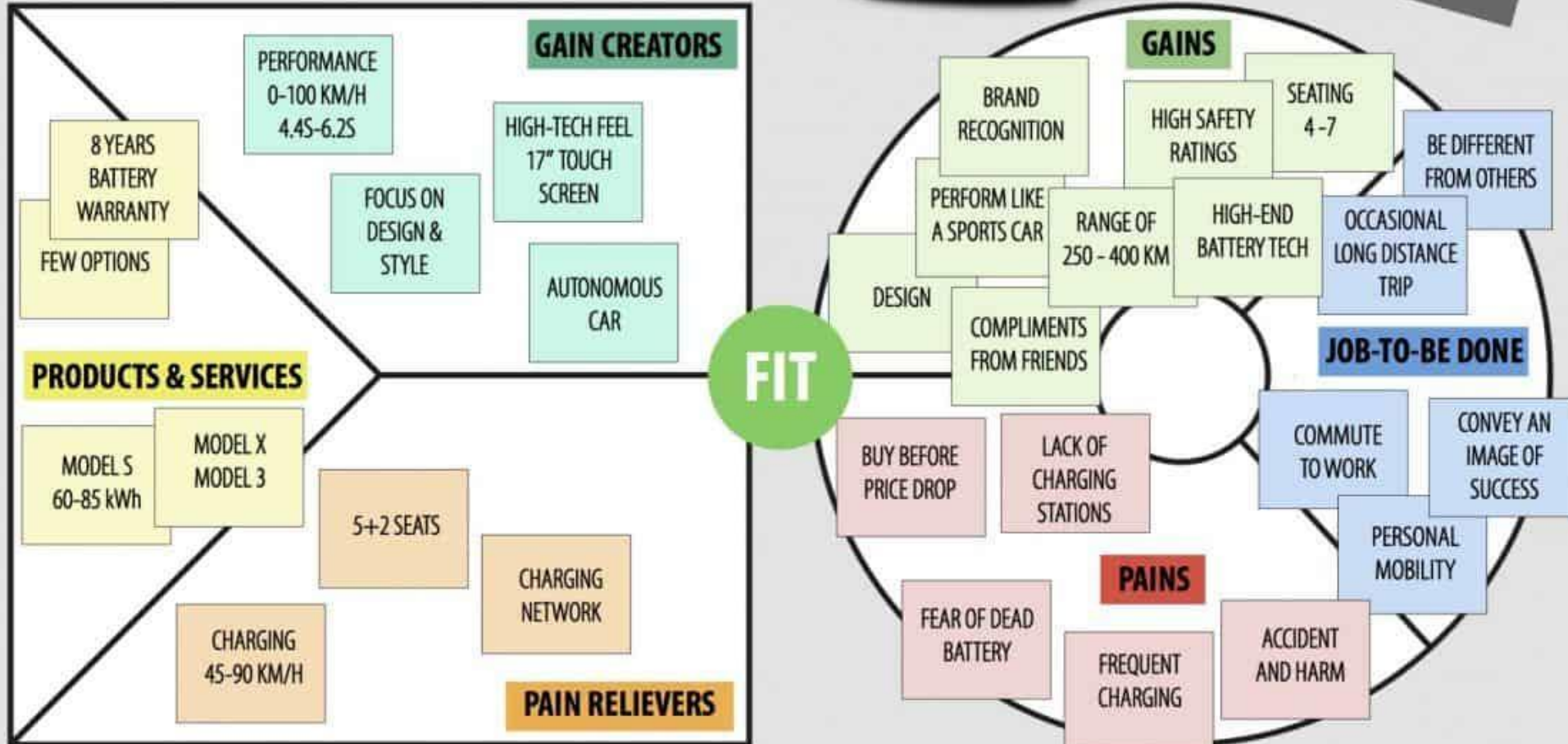


VALUE PROPOSITION CANVAS

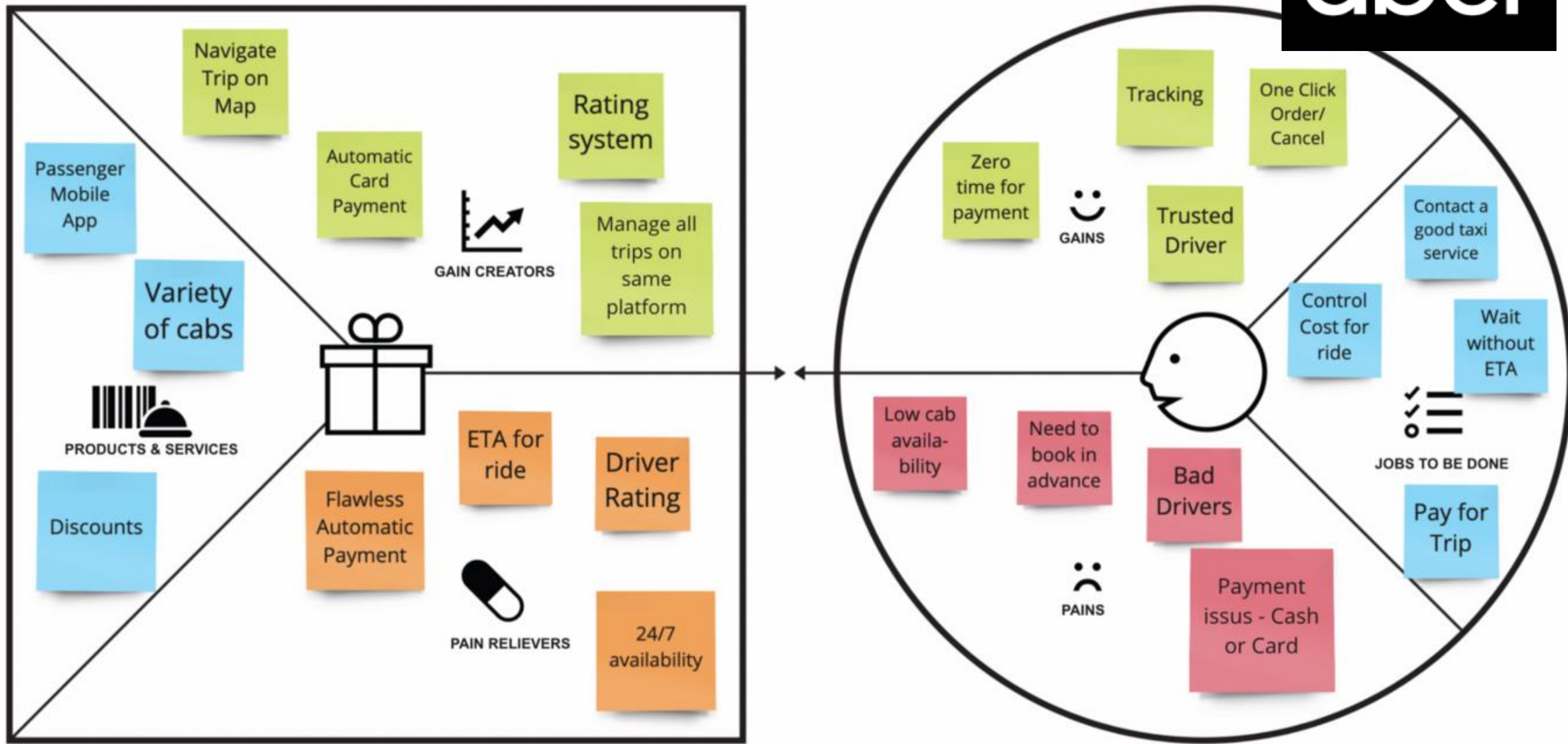
TESLA



UPPER MIDDLE CLASS MALE \$100k+ INCOME



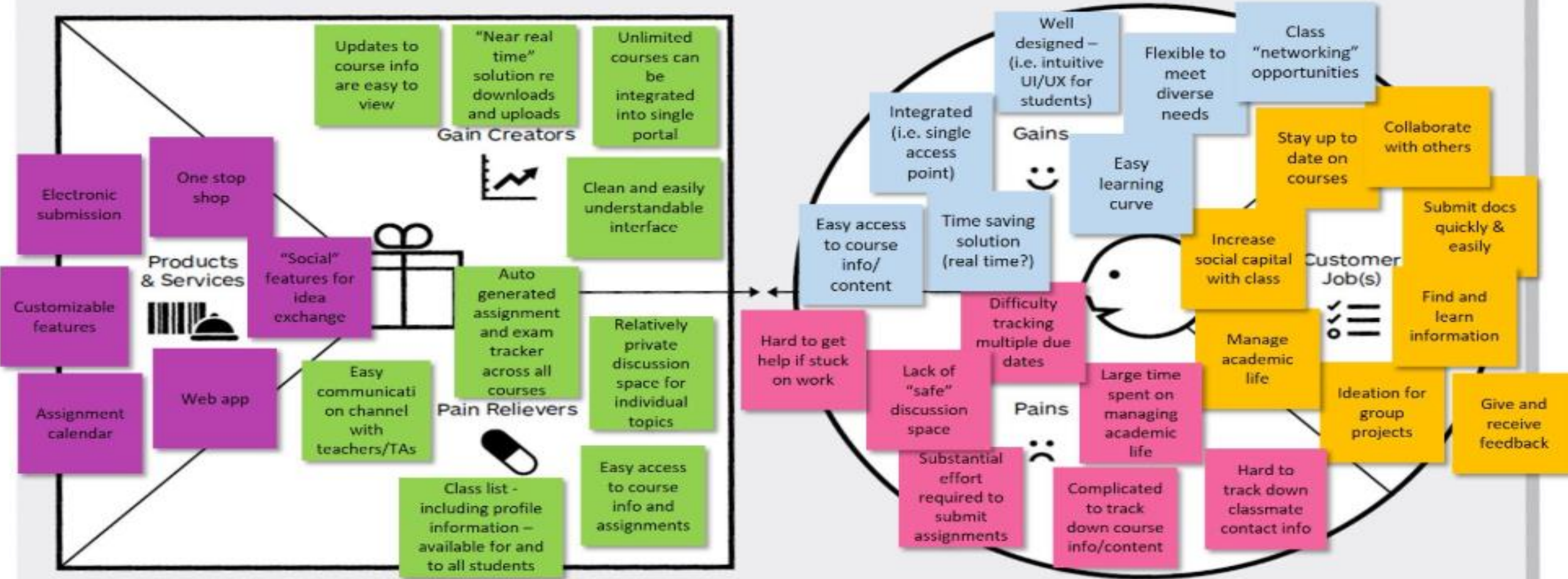
Value Proposition Canvas for Uber



The Value Proposition Canvas

Value Proposition Single platform to share content, and interact with peers + teachers, for all registered courses

Customer Segment Harvard students



Copyright Business Model Roundly AG
The makers of Business Model Generation and Strategyzer



Culture



Branding

Representatives

Environment

Employee Benefits

Leadership Styles

Transparency

Safety and Security

Values

The Cultural Iceberg

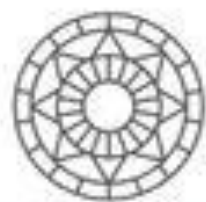


COMPANY CULTURE ICEBERG



Schein's Three Levels of Organizational Culture

Organizational Culture Model



Artifacts

Visible organizational structures and business processes
(Hard to Decipher)



Espoused Values

Strategies, goals, vision, philosophies.
(Espoused Justifications)



Basic Assumptions & Beliefs

Unconscious beliefs, perceptions, thoughts and feelings.
(Ultimate Source of Values and Action)



Johnson and Scholes Cultural Web

What past events people talk about inside and outside the organisation-success or failures.
Who and what are heroes/heroines?



Internal control systems relating to e.g. finance, performance quality and rewards/salaries.

Organisational 'semiotics' including, logos, how grand the offices are, plus formal or informal dress codes.

This includes the formal organisational structure, and relationships that dictate whose contributions are most valued.

Behavior and rules that signal importance. So what's supposed to happen in given situations and what's valued by management.

Pockets of real power & influence over decisions, operations, direction.
This can include social power

CULTURE DESIGN CANVAS

Design a workplace culture that propels you into the future.

Team name:

Date:

<p>DECISION-MAKING How is authority distributed? What methods do we use to make decisions?</p>	<p>PRIORITIES Select the top three cultural priorities using even over statements</p>	<p>RITUALS How do we celebrate our people, culture, and work?</p>
<p>MEETINGS How do we convene and collaborate?</p>	<p>PURPOSE Why do we exist?</p> <p>VALUES What do we believe in?</p>	<p>FEEDBACK How do we help each other learn and grow?</p>
<p>NORMS & RULES How do we clarify expected behaviors without hindering autonomy?</p>	<p>BEHAVIORS What behaviors do we punish? What behaviors do we reward?</p>	<p>PSYCHOLOGICAL SAFETY How do we encourage everyone to speak up? How do we promote participation and candor?</p>



Start at the core: purpose and values

The Core is the foundation of your culture; it defines

What your company stands for.

The central part of the culture also focuses on the **long-term vision** and the impact the company wants to create in the

Community, employees, and marketplace.

1. Company Purpose

The organisational purpose is the **impact a company creates on people and the broader community**, not just on the business or market in which it operates.

A purpose is the **'why'** that moves employees into action.

For example: Google's purpose is to: "Organize the world's information and make it universally accessible and useful."

Outdoor company Patagonia's purpose is "We are in business to save the planet."

2. Core Values

Corporate values are like a **code of conduct** – they are **fundamental beliefs** that guide your employees' behaviour.

Values need to be **practiced**, not just spoken. Your corporate values offer guidelines on the expected mindsets and behaviours.

Google's values are best articulated by their famous phrase, "Don't be evil."

American Express' values include customer commitment, a will to win, and personal accountability

3. Select top 3 cultural priorities

What are the **core strategies** that will **guide focus and energy**?

Establishing clear priorities is vital to facilitating decision-making.

When everyone is aware of what matters, it's easier to make the right choices.

'Wow our Customers even over sales profit' captures Zappos' customer-centric approach.

4. What behaviours do we reward and punish?

Most companies have **incoherent** behaviours. They preach one thing and reward another.

Your culture is the behaviour you reward and punish.

Values are useless if there aren't brought to life through everyday actions.

- What behaviours do we reward?
- What behaviours do we punish?

Spotify rewards ideas. In the music streaming company, “Ideas, not highest paid grade, win.” On the other hand, Spotify punishes “politics” and “micromanagement.”

Work on the right side : the Emotional Culture

After using the Culture Canvas to mapping the core, move to the right side of the tool and focus on the emotional culture, working on three building blocks:

- Rituals,
- Feedback,
- Psychological Safety.

CULTURE DESIGN CANVAS

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5. Psychological Safety

High-performing teams need Psychological Safety.

It's the belief that a team or culture is safe for **interpersonal risk-taking**.

Building Psychological Safety requires increasing Self-Awareness, Curiosity, Creative-Confidence, and Participation.

At Atlassian, everyone's an insider. Unlike most businesses, the Australian software company shares everything with its employees before they do so with the press.

6. Feedback

- A healthy culture encourages ongoing communication and feedback.
- It's a critical asset to uncover **our blind spots**, adjust our behaviours, and improve teamwork.
- **Feedback is a gift.**
- The more you practice it, the better you get at **giving and receiving it**. Creating a culture of ongoing and open dialogue is not a choice, but a must.
- **Successful organizations are replacing annual performance reviews with smaller, more frequent team feedback practices.**
- *At Patagonia, managers are trained to ask for feedback rather than to give feedback. This creates a culture of intellectual humility that makes everyone more open to listening to other people's feedback*

7. Rituals Team

Rituals are constant nudges that move people into action and create a sense of belonging.

Organizations design team rituals to

- kick-off new projects,
- welcome new hires,
- celebrate wins,
- promote specific mindsets and behaviors,
- Zappos offers its interns a **“Pay to quit bonus.”** The online retailer wants to test how committed new employees are to its purpose of “To live and deliver wow” customer services. This ritual strengthens the culture by forcing people to make a tough choice and decide whether or not they belong

Work on the left side: the Functional Culture

Once you completed the emotional culture building blocks on the Culture Design, move to mapping the functional culture at the left side of the tool.

CULTURE DESIGN CANVAS

Design a workplace culture that propels you into the future.

Team name:

Date:

DECISION-MAKING How is authority distributed? What methods do we use to make decisions?	PRIORITIES Select the top three cultural priorities using even over statements	RITUALS How do we celebrate our people, culture, and work?
MEETINGS How do we convene and collaborate?	PURPOSE Why do we exist? VALUES What do we believe in?	FEEDBACK How do we help each other learn and grow?
NORMS & RULES How do we clarify expected behaviors without hindering autonomy?	BEHAVIORS What behaviors do we punish? What behaviors do we reward?	PSYCHOLOGICAL SAFETY How do we encourage everyone to speak up? How do we promote participation and candor?



8. Decision-Making

Decision-making rights should lie with those **closest** to the information.

The problem owner, not the source of power, should have the authority to make the call

Zappos gives total authority to their customer agents. This makes sense considering that the company prioritizes customer awe over profitability.

Netflix, people are empowered to make decisions without approval from their bosses. The role of the manager is to provide context and help people make better decisions, not to make decisions for them.

9. Meetings

We produce our best work interacting and collaborating with others. Meetings are how teams get work done.

However, some meetings are very productive, while others are just a waste of everyone's time.

Organizations must **choose which types of meetings are critical** and facilitate experiences that are worth partaking in.

Define their purpose, frequency, and duration. How do we convene and collaborate?

Airbnb has weekly executive meetings. After they are finished, the notes are available to everyone in the company

10. Norms and Rules

- A healthy workplace culture doesn't need many rules.
- The purpose, values, and strategic priorities should guide people's actions.
- **Dumb rules frustrate your best talent.**
- Rules should **enable** rather than limit people.
- Keep your rules simple and to the minimum.
- *Consider why Wikipedia succeeded, and Nupedia failed; the former trusted contributors, while the latter operated with a rigid, 7-step review process. Wikipedia's rule was, "Assume good faith."*

CULTURE DESIGN CANVAS

Design a workplace culture that propels you into the future.

Team name:

SLACK

Date:

2/17/2020

DECISION-MAKING

HIRING CRITERIA: SMART, HUMBLE, HARDWORKING, AND COLLABORATIVE

CAN NEW INITIATIVES BRING A SIMPLER, MORE PLEASANT, AND PRODUCTIVE EXPERIENCE?

distributed? to make decisions?

PRIORITIES

Sete str LIFE BALANCE EVEN OVER HARD WORK

SELLING CONVENTIONAL TEAM PROMOTION EVEN OVER SELLING A PRODUCT

DOING A BETTER JOB PROVIDING WHAT PEOPLE WANT EVEN OVER PRODUCT MARKET FIT

RITUALS

ONBOARD BY READING SLACK FEED

HIRING QUESTIONS THAT SPARK INTERESTING, HUMAN CONVERSATIONS

CUSTOM OUT OF OFFICE STATUS

GONG ANNOUNCING AFTERNOON COFFEE

EMOJI AS FROSTING, NEVER AS CAKE

MEETINGS

DAILY STATUS MEETINGS VIA SLACK

SHORT SLACK BRAINSTORMING MEETINGS

MONTHLY ALL-EMPLOYEE TOWN HALL

IN-PERSON INTERACTIONS ARE ENCOURAGED

PURPOSE

Why do we exist?

MAKING WORK LIFE SIMPLER, MORE PLEASANT, AND MORE PRODUCTIVE - FOR EVERYONE

VALUES

EMPATHY

COURTESY

THRIVING

CRAFTSMANSHIP

PLAYFULNESS

SOLIDARITY

FEEDBACK

ASK AN EXECUTIVE ANYTHING #EXEC-AMA

LEADERS INVITE FEEDBACK

TURN REGULAR FEEDBACK INTO A HABIT

NORMS & RULES

WORK HARD AND GO HOME!

REIMAGINE THE 9 TO 5

BEHAVIORS

What behaviors do we punish?

BEING A JERK

USING SLACK AFTER WORK HOURS

SMALL DISTURBANCES

What behaviors do we reward?

HUMANITY & FUN

BALANCING QUICK-WINS WITH HIGH-IMPACT PROJECTS

EMPATHY, CURIOSITY, AND DILIGENCE

A DIVERSE CULTURE

GIVING BACK TO THE COMMUNITY - 1% PLEDGE

PSYCHOLOGICAL SAFETY

DEFAULT TO OPEN

CEC USES OPEN CHANNELS NOT DM

#BEEF-TWEETS EMPLOYEES AIR "BEEFS" IN OPEN CHANNEL

IT'S SAFE TO UNPLUG (OR MUTE A CHANNEL)

ALL IDEAS RECEIVE EQUAL CONSIDERATION

EVERYONE'S KEPT IN THE LOOP

CULTURE DESIGN CANVAS

Design a culture that propels you into the future.

Team name

SPOTIFY

Date

12.1.19

DECISION-MAKING

ORGANIZED IN SQUADS (SMALL CROSS-FUNCTIONAL TERMS) THAT DECIDE WHAT TO BUILD, HOW TO BUILD IT, AND HOW TO WORK TOGETHER

MANAGERS PROVIDE DIRECTION AND GUIDANCE — AND GET OUT OF THE WAY.

SERVANT LEADERSHIP: MANAGERS COACH, MENTOR, AND SOLVE IMPEDIMENTS RATHER THAN TELLING PEOPLE WHAT TO DO.

EMPOWER PEOPLE; GENERATE AUTONOMY

PRIORITIES

Select top three strategic priorities using the ever/over statements

HIGH ALIGNMENT
HIGH AUTONOMY
OVER CONTROL
AND LOW
ALIGNMENT

AWESOME
STUFF
OVER JUST
GETTING
STUFF DONE

DATA-
INFORMED
OVER
DATA-
DRIVEN

"HACK TIME"
EVERYONE SPENDS 10% OF THEIR TIME EXPERIMENTING

RITUALS
"FAIL-FIKASS"
HAVING COFFEE AND A CHAT TOGETHER TO CELEBRATE FAILURE

"MOËT THRESHOLD"
CELEBRATE WINS

PURPOSE

Why do we exist?

TO UNLOCK THE POTENTIAL OF HUMAN CREATIVITY.

"FAILING GLORIOUSLY"

FOCUS THE FEEDBACK ON THE FUTURE (70%) — ONLY 10% ON THE PAST, AND 20% ON THE PRESENT

MEETINGS

How do we convene and collaborate?

DAILY "SYNC MEETING"

EACH SQUAD HAS ITS OWN SPACE WITH LOUNGE AND MEETING ROOM

ALMOST ALL WALLS ARE WHITEBOARDS

VALUES

GO BIG OR GO HOME

PLAY FAIR

GIVE IT EVERYTHING YOU GOT

THINK IT BUILD IT SHIP IT TWEAK IT

PEER CODE REVIEW

FEEDBACK
"TALENT SNAPSHOTS"

LEARN FROM EACH OTHER AND TEACH EACH OTHER

NORMS & RULES

RULES ARE A GOOD START, THEN BREAK THEM

BE AUTONOMOUS BUT DON'T SUB-OPTIMIZE!

LOOSELY COUPLED, TIGHTLY ALIGNED SQUADS.

IF IT WORKS, KEEP IT. OTHERWISE, DUMP IT!

CULTURE IS NOT AMUSEMENT (SLIDES IN THE OFFICE, ROCK CLIMBING WALLS, ETC.).

WHAT WORKS WELL IN MOST PLACES, MAY NOT BE WHAT WORKS IN YOUR ENVIRONMENT

BEHAVIORS

What do we punish?

MICROMANAGEMENT

NO OKRs

POLITICS

What do we reward?

AIM TO MAKE MISTAKES FASTER THAN ANYONE ELSE

A GOOD ENGINEERING CULTURE

PEOPLE MANAGE THEIR OWN LEARNING

IDEAS, NOT HIGHEST PAY GRADE, WIN

PSYCHOLOGICAL SAFETY

NO FEAR, NO POLITICS. KEEP EXPERIMENTING.

HAVE THE COURAGE TO PULL THE PLUG WHEN NOT SEEING THE RESULTS THAT WERE EXPECTED

MAKE IT SAFE TO FAIL

LEARN TO LOVE CHAOS

FIX THE PROCESS, NOT JUST THE PRODUCT





Self Assessment

Start or buy a business



Strategy and planning



Money and finance



Marketing, sales and export



Employee management



Operations



Technology



Change of ownership



Leadership skills



Sustainability



Entrepreneur's toolkit



Entrepreneurial potential self-assessment



This questionnaire includes 50 statements, and will take about 10 minutes to complete. There are no right or wrong answers. Your honest opinion is what counts.

For each statement, choose the number that best describes your opinion. Use the entire scale as much as possible, as always answering "2" or "3" will not allow you to fully benefit from this tool.

Once you have completed, your answers will be compiled, and you can evaluate your entrepreneurial traits, as concerns motivations, aptitudes and attitudes.

[Start](#)

BDC Questionnaire

This questionnaire was prepared on the basis of research and observations of the characteristics of Canadian entrepreneurs in all industry sectors.

On average, entrepreneurs tend to obtain overall results that are higher than those of the general population, and this for all characteristics.

Granted, the mere fact of obtaining – or failing to obtain – results in line with those of entrepreneurs is not enough to indicate your potential as an entrepreneur.

Many other factors come into play, including your personal circumstances, your milieu, your experience, timing, etc.

What these results will do, however, is allow you to compare your answers to those of a group of entrepreneurs, and to note where they are the same and where they are different.

BDC Questionnaire Results

- **Your motivations** - *Motivations are factors that determine behaviour. They are the underlying reasons that induce someone to act.*
- **Your aptitudes** - *Aptitudes are where you tend to lean, along with the skills and abilities you pick up along the way. There are aptitudes that will predispose you toward entrepreneurship.*
- **Your attitudes** - *Attitudes are made up of perceptions, our feelings about something. They are judgements we make, ways we look at things.*
- **Need for achievement/success** - *The need for achievement - translates into the desire to progress, excel and perform. The person with this characteristic likes to set goals and receive feedback. They are trying to achieve their personal best. These people often have a strong desire to compete, but mostly with themselves.*

BDC Questionnaire Results

- **The lure of power/control** - *People who want power and control are often driven by a desire to lead and influence. More specifically, these people like to organize and mobilize people and resources. They also like the admiration and social status it brings them.*
- **Need for challenges / ambition** - *Challenge and ambition are closely related to the need to achieve. These people are constantly looking for ways to take on difficult projects, achieve their dreams. They have a constant need to learn.*
- **Self-sufficiency / freedom** - *People who are looking for independence and freedom want to be their own boss and be able to make their own choices, set their own constraints - in short, make decisions independently.*

BDC Questionnaire Results

- **Perseverance / determination** - *Perseverance is demonstrated by persisting in one's efforts, constant determination to find solutions to problems. People who persevere and are determined will display tenacity and are able to bounce back quickly.*
- **Self-confidence/enthusiasm** - *Self-confidence gives us a belief in our abilities and helps us take pride in ourselves. A self-confident person knows their own worth and is optimistic that they can succeed.*
- **Tolerance towards ambiguity / resistance to stress** - *This is an important characteristic in an entrepreneurial profile. People who can tolerate ambiguity are able to handle and manage the stress created by uncertainty. They are very adaptable.*



LEARN ABOUT ENTERPRISE

See what it means to be enterprising

[TAKE GET2](#)





It Looks at

- How enterprising you are
- Need for achievement
- Need for Autonomy
- Creative Tendency
- Calculated Risk-Taking
- Locus of Control

16 Personality Types Myers Briggs

- [Free personality test, type descriptions, relationship and career advice | 16Personalities](#)
- [16 MBTI Personality Types Descriptions \(myersbriggs.org\)](#)

Maintaining Good Communication

- Extraversion / Introversion
- Intuition / sensing
- Thinking / feeling
- Judging perceiving

- Myers Briggs



Review your personality test results and learn more about your personality type and core traits.

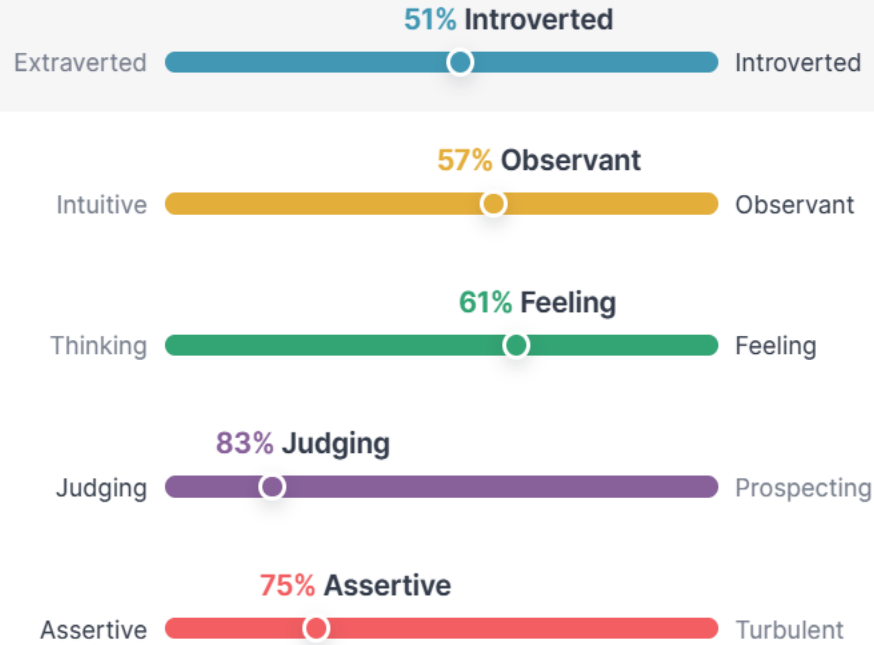
Your Personality
Defender (ISFJ-A)



Defenders are very dedicated and warm protectors, always ready to defend their loved ones. These unassuming types are efficient and responsible, always opting for practicality in life.

[Learn more →](#)

Your Traits



Energy
51% Introverted



You likely prefer fewer, yet deep and meaningful, social interactions and feel drawn to calmer environments.

[LEARN MORE →](#)

Me

Your personality type is:

Defender

ISFJ-A



Defenders are very dedicated and warm protectors, always ready to defend their loved ones.

Energy



51% Introverted



Introverted individuals tend to prefer fewer, yet deep and meaningful, social interactions and often feel drawn to calmer environments.

Mind



57% Observant



Observant individuals are pragmatic and down-to-earth. They tend to have a strong focus on what is happening or very likely to happen.

Nature



61% Feeling



Feeling individuals value emotional expression and sensitivity. They place a lot of importance on empathy, social harmony, and cooperation.

Tactics



83% Judging



Judging individuals are decisive, thorough, and highly organized. They value clarity, predictability, and closure, preferring structure and planning to spontaneity.

Identity

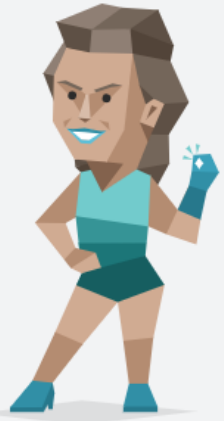


75% Assertive



Assertive individuals are self-assured, even-tempered, and resistant to stress. They refuse to worry too much and tend to be self-confident when striving to achieve goals.

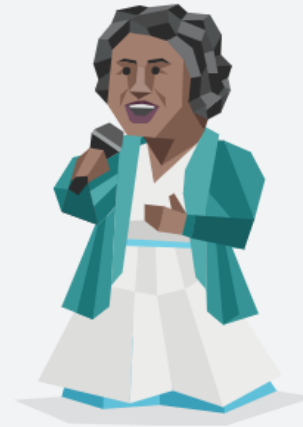
Defenders You May Know



Beyoncé



Queen Elizabeth II



Aretha Franklin



Vin Diesel

Defenders You May Know



Halle Berry



Kate Middleton

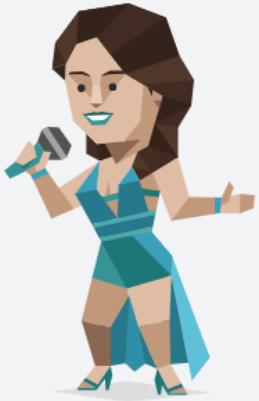


Anne Hathaway

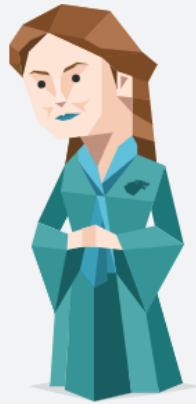


Lance Reddick

Defenders You May Know

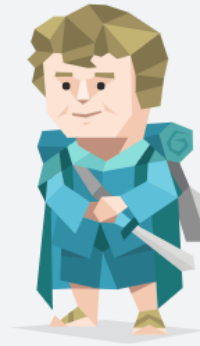


Selena Gomez



Catelyn Stark

Game of Thrones



Samwise Gamgee

The Lord of the Rings



Dr Watson

Sherlock Holmes series



Hello there, Defender!

Have you ever felt overwhelmed by the world's chaos, seeking a greater sense of internal stability? Well, that may be because you're a Defender (ISFJ). That makes you a well-represented personality type with many unique traits – explore them to your heart's content on your personal profile page.

[Explore your profile →](#)

The fact that you're here right now, means you're more inquisitive than most – and so are we. We aren't satisfied with superficiality. We seek the deeper truths in life – the revelations that can lead to **real** impactful change. For example, did you know that among people of your personality type:

- 92% say they feel like helping others gives them purpose.
- 89% say they always do their best to finish what they started.
- 85% say they often feel misunderstood.

Defenders also recognize their ability to do tremendous good in this world, with 91% believing they are a positive influence on others. Never forget your magic spark, Defender.

If you're exactly where you want to be on your personal growth journey, then that's great...



And Finally

Identifying ways to make money commercially

- ▶ Plan
- ▶ Market Research and Customer Insights
- ▶ Explore Upselling and Cross-Selling Opportunities
- ▶ Expand to New Markets or Customer Segments
- ▶ Develop a Freemium or Tiered Pricing Model
- ▶ Explore Licensing, Franchising, or White-Labeling
- ▶ Utilise Digital Channels and E-commerce
- ▶ Consider Corporate Sponsorships or Strategic Partnerships
- ▶ Offer Paid Consulting or Workshops
- ▶ Tap into Data and Impact Reporting as a Product
- ▶ Use Grants and Crowdfunding to Support Product Development
- ▶ Plan and Act

Planning for next year - Refresher

Has anything changed that will make you think differently about your organisation for next year?

What might be affected?

- ▶ People - *workforce planning for employees / managers / leaders' / volunteers / trustees / the board*
- ▶ Resources - *other than people*
- ▶ Customers / Beneficiaries - *retained and new*
- ▶ Suppliers - *review effectiveness and relationship*
- ▶ Workflow and Operations - *efficient and cost effective*
- ▶ Your Market - *stagnant, growing, changing?*
- ▶ Your Competition - *who are they, strengths and weaknesses, new entrants?*
- ▶ Your Products/Services - *fit for purpose, still in demand, need updating / new*
- ▶ Sales Processes - *efficient and effective, links to marketing activity*
- ▶ Your Stakeholders - *who, their role, engagement*
- ▶ Innovation - *generating new ideas*
- ▶ Technology - *know what's coming and its impact, can you embrace*
- ▶ **AN Other**



Thank You

Any Questions?