




## How to Guides

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- A decorative vertical bar on the left side of the page, composed of numerous overlapping circles in various colors including orange, yellow, teal, green, grey, and pink. The circles vary in size and are arranged in a somewhat vertical, cascading pattern.
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How to 1.1

## How to write your CV

### What is a curriculum vitae?

A curriculum vitae (CV) is a document of a few pages that provides an overview of a person's experience and qualifications. In most European countries, a CV is required to introduce yourself to employers when you are looking for a job.

### Tips for creating an effective CV

1. When writing your CV, **keep it simple, concise and easy to read**. Potential employers will read many CVs for an open position, and will not read carefully overly long ones.
2. **Tailor the CV to what the potential employer is looking for**. This means that you need to read the job description very carefully, and then think about the person who will read your CV: what is he or she looking for? What will impress her?
3. **Always be honest!** If your CV includes false information (for example, exaggerated language skills) you might get into trouble during the interview. And even if you get the job, then you might have problems afterwards.

### How to write curriculum vitae

You can start writing your CV from existing models, also available online. Whatever format you choose or you will be asked to fill in, you will have to give information about:

- Personal information (name, date of birth, sex, marital status, contact information)
- Educational background (schools attended, diplomas and certificates)
- Work experiences
- Competences and skills (languages, driving, other special relevant skills)

You might also want to include some information about your hobbies or favourite activities, which might also help potential employers to get a better idea of who you are. A picture is not required, but it can help make your CV more memorable. But keep in mind that it should be the “right” picture for your reader!

### Creating your StartUp-Eu online CV

It is time to create your CV! Please use the CV template you can find in the game platform.

**Submitting your StartUp-Eu online CV**

To upload your CV on the platform just go to your group area and click on the "Challenge Upload Area" link. Then you have to click on the "Challenge 1: Your CV" Then, click on "Hand in" and a menu will appear and you will have to choose the file you want to upload and click "upload". You can upload more than one file per Challenge.

How to 1.2

## How to make a strong team

A successful business always needs a rich blend of competences, skills and experiences that cannot be found in one person alone: a great business is always the achievement of a great team! The members of the team should take up a few key roles, crucial for the success of an enterprise.

### *The CEO*

An enterprise needs a **CEO**, or **Chief Executive Officer**: someone who can make decisions quickly, under pressure and sometimes on the basis of limited information. The CEO is the highest in rank within the company. She or he should also coordinate all activities and communications within the start-up, in order to make sure that everything is made in the most effective and efficient way. All the other team members are responsible to the CEO – all of them should respond to her or him about what they do.

### *The HR manager*

Managing people is really important and time consuming – and this is why the team should include a **Human Resource manager**, or **HR manager**, especially when the company becomes large. The HR manager is responsible for attracting, selecting, training and assessing employees, and also setting their salaries. Also, it is not easy to handle all the documents needed to pay salaries, to write contracts, to refund expenses, to establish effective communication channels among colleagues and between managers and employees.

### *The marketing manager*

A start-up should include a person in charge of **marketing**, in order to promote the start-up and communicate in the most effective possible way with the clients. The marketing manager should also be able to collect and interpret information about the market, to identify clients' needs.

### *The R&D manager*

Since a start-up – and any company! – should strive to constantly improve, it is fundamental to have a **Research and Development Manager** (or **R&D manager**), who leads the research that is necessary to launch new and successful products and services on the market. Research can concern the market (what does our clients need, which happens in collaboration with the marketing and sales managers) or the technologies

(what are the latest developments in computing? can we find a way to have smaller and more powerful batteries?).

### *The CFO*

Finally, a business needs a **Chief Financial Officer, or CFO**. The CFO is in charge of keeping order of the company's figures, especially when it comes to money. Paying taxes, recording expenses and revenues is not easy at all, and going wrong can have huge negative consequences on an organisation's performance.

Keep in mind that small companies may not have all of these roles and in some cases individuals may fulfil more than one role at a time. Other additional roles – not always necessary at the outset of a new company, but crucial for larger companies – are the *production manager* (responsible of the design and production of products/services) and the *sales manager* (in charge of maximising sales and revenues)

### **Functions and roles**

What we discussed above are the functions that a good team for a start-up should include: they indicate the task and responsibility of each of you. But every team in any context is not just a bunch of people, but a congregation of individuals each with a role.

M. Belbin proposed a definition of 9 key roles that you can play in a team, from the point of view of how the team works. You do not need to assign these roles to individuals in the team, but they might be useful to think about how your team can work at its best.

1. The *Plant* is highly creative and good at solving problems in unconventional ways.
2. The *Monitor Evaluator* provides a logical eye, makes impartial judgements where required and weighs up the team's options in a dispassionate way.
3. The *Coordinator* helps the team to focus on the team's objectives, selects team members and delegates work appropriately.
4. When the team is at risk of becoming isolated and inwardly-focused, *Resource Investigators* make sure that the team's idea would carry to the world outside the team.
5. The *Implementer* is needed to plan a practical, workable strategy and carry it out as efficiently as possible.
6. The *Completer Finisher* is most effectively used at the end of a task, to "polish" and scrutinise the work for errors, subjecting it to the highest standards of quality control.
7. *Teamworkers* help the team to blend together, using their versatility to identify the work required and complete it on behalf of the team.
8. Challenging individuals, known as *Shapers*, provide the necessary drive to ensure that the team keeps moving and does not lose focus or momentum.
9. The *Specialist* is an individual with in-depth knowledge of a key area, which is essential for the team.

### **How to build your team**

You should now analyse the CVs of all your team members and choose your CEO. Then, the team and CEO should decide how to assign roles on the basis of competences, inclinations, and personal attitudes of members. Should your team be too small to include all the roles above, you should consider which functions are most relevant to the start-up. But you *must* have people assigned as CEO, R&D manager, Marketing manager and CFO.

### **Notice that...**

Depending on the enterprise's core business and members' competences, the set of roles can change, in order to fit the start-up's objectives and characteristics.

### **Useful materials**

<http://www.readriteweb.com/start/2012/06/6-skills-every-startup-team-needs.php>

<http://www.forbes.com/sites/grouphink/2012/06/18/8-ways-to-build-a-great-startup-team/>

You can learn more about M. Belbin's 9 team roles at: <http://www.belbin.com>

## Observing around you

### Looking for a business idea

Coming up with an entrepreneurial idea might seem really difficult, but it is actually **only a matter of observation!** A business idea, after all, is an idea that solves a problem and meets real needs. (But keep in mind: developing the idea further into a successful company – this is difficult and requires specific competences!)

### What could I observe if I want to come up with a business idea?

Consider your environment: your school, the place where you live, your hobbies, etc. Is there any problem that you face often, or that you see other people face often? Have you ever thought of an object or a service that might make things better and easier?

- Consider your town or city: can you think of something you cannot find there and that would be useful to you? Has anybody told you about a product or service they think is lacking there? Is there any evident problem bothering many people?
- Consider your school or the time you spend studying everyday: is there a tool or specific information that would make it easier or more enjoyable for you to study? Is there a problem felt by many students?
- Ask yourself the same question with regards to your hobbies or leisure activities (sport, music, etc.).

### Examples

**Skype** was established by two employees of a telecom company who considered the opportunity of making local and international phone calls over a computer network, and succeeded in it thanks to the internet. For further details about the invention of Skype visit [http://www.ehow.com/facts\\_5125753\\_invented-skype.html](http://www.ehow.com/facts_5125753_invented-skype.html)

Another example of successful IT start-up born from a simple idea is **YouTube**. Since the inventors noticed that it was not easy to find videos on the web, they created a website where users could upload and share video clips, which YouTube would allow to be embedded in other websites. Click the following link to find out more about the origin of YouTube: <http://inventors.about.com/od/xyzstartinventions/a/YouTube.htm>

### Useful materials

<http://realitiesofbusiness.com/coming-business-ideas>

<http://www.businessknowhow.com/startup/startupsuccess.htm>



How to 2.2

## How to make a good brainstorming session

### What is a brainstorming session?

Brainstorming is a group creativity technique that helps you generate solutions to a problem or find new ideas. This creative effort can be a funny moment and you will see how many new intuitions and inspirations will come out from the... storm of ideas in your brain!

### How to make a good brainstorming session

#### *The facilitator*

One person will prepare and coordinate the session: this person is the **facilitator**. The facilitator will always keep in mind the goal of the brainstorming and help the group to have a successful session by following the guidance below.

#### *Where?*

Choose a context not too formal, a comfortable place, and a place where each one can feel at ease and sit freely where she or he prefers.

#### *What is needed?*

What is needed is a board or some paper or a flipchart, and, of course, coloured pencils.

#### *How does it work?*

1. The facilitator presents the goal and topic of the brainstorming. It could be a question "what would be the best way to...?" or "How can we fix ...?". The facilitator asks everyone in the group to contribute their ideas.
2. In a first round of discussion, a participant can contribute by suggesting ideas in a spontaneous way and making propositions in order to find the most suitable solution or idea. The facilitator welcomes every idea (no idea is "stupid!") encouraging the ones who are not contributing, preventing interruptions and criticism.
3. The facilitator writes all the ideas coming out during the brainstorming on a paper or, better, on a flipchart or board. Also, the facilitator helps to keep a sensible use of time, asking those who speak too much to summarize their ideas and leave space for others as well.
4. Once a good number of ideas have come out, the team considers and discusses them, using the board or flipchart as reference. The best or more promising ideas are identified here.

5. Good ideas should be investigated in more detail by the whole group through another round of discussion.

#### *How much time?*

There is not a precise duration for a brainstorm activity because it depends on the number of participants and on the flow of ideas coming out of the activity. You could consider allocating about 1 hour, but be flexible! When the facilitator sees that the participants are tired and no more ideas are emerging, she or he can decide on a 10 minute break.

#### **After the brainstorm**

After the generation of new ideas, the facilitator should prepare a summary of the key ideas that emerged. This will be useful for the group to reflect further, trying to decide which are feasible and choosing the best ones, connecting them and creating a structure. All feasible and good ideas should be taken into consideration for being implemented, no matter who named them first!

How to 2.3

## Finding a good idea

### How does a good idea look like?

There are many types of good ideas and often it is difficult to tell which one is actually promising. At this stage you should have more ideas in front of you. How to decide for which one to go?

### SMART ideas

We suggest that you check that the ideas you select for your business plan are SMART, that is: Specific, Measurable, Agreed, Realistic and Time-bound.

1. **Specific:** the idea should not be generic (create a new app) but detailed (create a new app for helping mothers to find kid's events for their children).
2. **Measurable:** if implemented, there should be a way to measure the impact of the idea by collecting evidence (for example, the number of kids who attend an event that their mothers have discovered through your app).
3. **Agreed:** to be realized, your idea should be agreed upon by your team.
4. **Realistic:** all good ideas take reality into account – this means collecting evidence for example about the market, the resources and technologies available.
5. **Time-bound:** good ideas should have a timeframe by which they should be realized – otherwise they are nice dreams.

### Conducting a SWOT analysis

A good way to discuss ideas within a team is by conducting a SWOT analysis. This is a session in which four types of items are discussed for each proposal idea: Strengths, Weaknesses, Opportunities and Threats.

- *Strengths* are internal features of the idea that make it strong. A business idea can be strong because it is original, because it answers a new need, or because the only expert in the nation on that technology is working in the team.
- *Weaknesses* are internal features of the idea that make it weak. A business idea can be weak because the technology it requires is not yet stable, or because it is very easy to duplicate or improve for a competitor.
- *Opportunities* are factors external to the company that might support the development of the business. For example, the fact that a big company is leaving the market or that other companies are too slow in responding to a new need.
- *Threats* are factors external to the company that can endanger the development of

the business; for example, a new competitor coming into the market or a new technology emerging which can make your technology obsolete.

Conducting a SWOT analysis will not make a decision for you, but it will help you identify the key elements for the decision.

### How to conduct a SWOT analysis

You can conduct a SWOT analysis by using a matrix, which is a board or sheet of paper where you can draw four quadrants: strengths, weaknesses, opportunities, threats. You can then use post-its to create items for each quadrant. When creating the items, try to think how harmful items can be transformed into helpful ones! (image by Xhienne from Wikimedia commons)

## SWOT ANALYSIS



### Useful materials

About the SWOT analysis: [http://en.wikipedia.org/wiki/SWOT\\_analysis](http://en.wikipedia.org/wiki/SWOT_analysis)

How to 3.1

## Tips for a local needs analysis

### Testing the idea

Now you have a business idea – but does the idea actually meet a *real* need? What you need is a reality check. A good way to test a business idea is by running **needs analysis**. A needs analysis is an investigation of potential customers' perceptions, expectations and needs.

For example, if you want to start a company that produces and sells fancy and technologically advanced headset microphones, your needs analysis would consist of going to people who regularly use headset microphones (for example, for talking on Skype). You would ask them which problems they face when using them and what they would like to have to solve such problems. Also, you would inquire about their opinions concerning existing devices and headset microphones in particular.

### Questions for a needs analysis

Your needs analysis should try to answer the following questions (we connect them here to the example of the headset microphone company):

1. What problems do users have with their headset microphones? How do they perceive such problems (important, not important, critical, urgent, etc.)?
2. Are there existing products already solving the problems? What are their advantages and limitations (for example, they might be too expensive)?
3. Is your headset microphone a good candidate for users to solve those problems? Do they “like” your headset microphone?
4. Would your clients actually buy the new microphone? For what price and under what conditions (for example, would they require a guarantee)?
5. Also, try to note any suggestions that would improve your product or service and make it more appealing for them.

### Who to contact?

Start with people close to you: neighbours, school mates, relatives, friends, etc. In order to collect data, you could make a short survey (see *How to 3.2, How to conduct a Google survey*) or interview them (see *How to 3.3, How to conduct an interview*).

## How to conduct a Google survey

### Why a Google survey?

Preparing a survey can be useful when making decisions about a product or service. After all, decisions should be made on the basis of evidence, not just thoughts! There are many ways to conduct a survey, here we suggest using *Google Survey* just because it is free and easy to use – but of course you can use other tools if you prefer.

### Step 1: your survey on paper

#### *Define your goals*

First of all you need to define the goal of your survey: do you want to check if your potential clients like your idea? Do you want to investigate the cost your clients would pay for your product? Do you want to explore user needs? Write a short sentence explaining *why* you want to conduct the survey.

#### *Creating questions*

When the goals of the survey are clear, you can start writing questions on paper. There are basically two types of questions: open-ended and closed.

1. An open-ended question invite people to answer with a short free text, as in:

Why do you like playing soccer? Write your answer below

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2. A closed question is a question with pre-listed answers: people can answer simply by ticking a box, using a drop-down list or entering a limited amount of data (such as age). You can also decide if the respondents can choose only one or more items and you can also add a text field for "Other". For example:

Which of the following sports do you practice? (tick maximum 3)

Soccer

Basketball

Volleyball

Hockey

Other, please specify: \_\_\_\_\_

Usually open-ended questions get more from respondents, but you will then have to read all the answers and interpret the results. Closed questions are easier to summarize: 40% play soccer, 25% play basketball, etc. Numbers will in this case make things easier. Of course you can create a survey with both open and closed questions.

### *Introducing the survey*

Keep in mind that respondents will know very little about what you are doing. Add a short introduction to the survey to explain its purpose and try to formulate very clear and non-ambiguous questions.

### *Who is responding?*

When creating the survey, do not forget to ask for information about those responding. For example, it might be interesting to identify young people or adults, men or women, to see if they have different ideas or different needs. This can help differentiate your products or services, or your marketing plan! 2-3 questions might be enough for this.

### *Test the survey*

When you are ready with all your questions written on a paper, you can test your survey draft with some friends and see if it is clear and understandable. Listen to their comments and fix the survey according to their precious advice.

## **Step 2: Google online survey**

Creating an online survey can help you because you can invite people by email, sending them the link to the survey. Also, the system will automatically and quickly collect results and also create some basic statistics, including charts and graphs.

### *Creating the survey online*

To start creating a Google survey, go to <http://docs.google.com/> and register (unless you already have an account). In Google Docs go to "New" then click on "Form". You can start inserting your questions and setting the response type (multiple choice, checkbox, text, drop down, etc.) and entering the possible answers. You can also choose if the question is required/mandatory or not: if it is required/mandatory, respondents will need to provide an answer before submitting (this is useful for you, but can be bothersome for the respondents if there are too many mandatory questions!).

When you have finished this step, you can select a theme (the "look" of the survey) and save it.

### *Inviting people to complete the survey*

When you finish creating the online survey, a link appears at the bottom of the page. You can copy this link and send it (via email, Facebook, etc.) to your target group. You can also ask your contacts to spread the link to other potentially interested people: this will help you collect more information.

#### *Reading the results*

Google Survey will automatically collect data and create a spreadsheet that you will find in your Google Docs document area.

#### **Useful materials**

Using Google survey is not difficult and there are many tutorials online. Here are some tutorials (text or video):

<http://www.online-tech-tips.com/google-softwaretips/how-to-create-an-online-survey-for-free-using-google-docs/>

<http://www.youtube.com/watch?v=gwQ4KAlykq4>



How to 3.3

## How to conduct an interview

### **Why interviews?**

An interview is a face-to-face dialogue about a specific topic, where one of the participants leads the conversation by asking questions. Interviews provide opportunities to gather more about the opinions of the people you meet, because they can talk to you and are not forced to follow a pre-written survey.

### **Step 1: Preparing the interview**

For preparing the interview, please refer to the Step 1 of How to 3.2. Also in this case, it is better to work on paper. An interview will best work with open questions.

### **Step 2: Conducting the interview**

When you identify whom to interview, find a quiet place, sit down with your interviewee and start going through the questions. Do not hurry and leave the person the time to think about what you are asking.

During the interview, you are not forced to follow the order of the questions on paper. Follow the interviewee and ask the questions in her or his thinking.

Bring a recorder: it will be useful to re-listen to the interview to find out more information. Remember to tell the person that the interview will be recorded: it is a legal duty!

### **Analyzing the interviews**

When you have a set of recorded interviews, listen again to each of them, and take summary notes for each of them, identifying the main themes or ideas. Each member can work on different interviews, making this step more rapid.

Then, bring together all summaries and compare them to identify the key information.

## Tips for market research analysis

### What is a market analysis?

Running a market research analysis means collecting and analysing data regarding (a) potential customers and (b) the competitors, that is, other companies that sell products or services similar to the ones your company provides. In short, a market analysis answers the question: **what market does my products or services actually have?**

### Understanding clients

A market research analysis should address people like your clients in terms of age, profession, lifestyle, wealth, etc. Let's say you target old people living alone. Relevant questions include:

- How many old people are there? How many of them live on their own and might be interested in my offer?
- What is the forecast: will the number of old people remain the same, increase or diminish?
- How much money are these old people likely to spend to solve the problem my product tries to solve?
- Where could old people learn about and eventually buy my products?

### Understanding competitors

It is important to know your competitors very well: you can learn from them and you should somehow be *different* from them. Relevant questions include:

- Who else is addressing the same problem or need as we are?
- With what products/services?
- Are they new or well-established companies?
- How many clients do they already have?
- What is their marketing and price strategy?
- What are the strengths and weaknesses of their products? (for example, very reliable, but ugly look, too technical)

The answers to such questions are central to determine your *placement*, that is, how you are different from the others. For example, you might choose to manufacture Smartphones and you decide to make something that has less features than an iPhone, but that is 60% cheaper and still looks good. This is a relative position within the Smartphone market.

A good way to look for competitors is by searching the web, the yellow pages or the local

business directory. It is not important that you make a complete list of all possible competitors, but that you identify the key ones and find your possible position in the market.

### **Useful data sources**

To conduct your market research, you will need some statistical data. You can find some useful websites here.

From this Eurostat page you can find link to National statistics offices:

[http://epp.eurostat.ec.europa.eu/portal/page/portal/links/national\\_statistical\\_offices](http://epp.eurostat.ec.europa.eu/portal/page/portal/links/national_statistical_offices)

The World Fact book has standardised information for every country:

<https://www.cia.gov/library/publications/the-world-factbook/>

The Organisation for Economic Co-operation and Development (OECD) provides a list of interesting detailed statistics on different topics: <http://www.oecd.org/statistics/>

## How to search effectively with Google

The Internet can be an incredible source of information, but there is so much information that it is better to know what to search for and how to search in the right way. Here are some simple rules and tips adapted to Google, a popular search engine.

### **Start simple**

No matter what you're looking for, "keep it simple." Start by entering a basic name or word. After having found some relevant documents, look carefully for the keywords *they* use, and search again using these new terms.

### **Use web-friendly words**

A search engine works by matching the words you enter to pages on the web. So, using words that are most likely to appear on pages will yield the best results. For example, instead of saying "my head hurts", say "headache", because that's the term a medical website would use.

### **Search with an exact phrase**

Put quotation marks around words such as in "discover new things" to search for an exact phrase, that is, those words in that exact order. This is useful, for example, if you want to find a song of which you remember one verse or the title of a book or movie. Keep in mind that searching with quotes might also exclude relevant results. For instance, a search for "Alexander Bell" will miss pages that refer to "Alexander G. Bell".

### **Find related pages**

Use the "*related:*" operator to find pages that have similar content by typing "related:" followed by the website address, as in "related: www.startup-eu.net". For instance, if you find a website you like (like a potential competitor), you can locate similar websites (maybe, other competitors!).

### **Shop and compare**

Use the "Shopping" link on the left panel on the results page to shop for products and compare prices across the web. This can deliver interesting results about prices of competitors (at least those that sell online!).

Moreover we advise you to try out the **advanced Google search**, just click on the "advanced search" link at the bottom of the results page. You will be able to limit your search, for example, by language, country, domain, or by avoiding some words.

### **What sources can you trust?**

Always pay attention to the **reliability** of sources when you use the internet. Who is the author of that piece of information? Is it trustworthy? When was that information written? What is the author's purpose in delivering such information? If you can, try to look for more documents on the same topic so that you can actually compare different sources.

### **More information**

These tips were extracted from the Google Guide, which is available at:

<http://www.google.com/intl/en/insidesearch/tipstricks/all.html>

## How to plan research & development

### What is R&D

The objective of **Research & Development** (R&D) in companies is to design and create better products and services. It is also necessary to transform an idea (which is generic) into a real product (which requires attention to details).

Research aimed at product development is based on data resulting from market research and from insights in technology advancement. All good products – from the iPhone to the GPS – are born through an intensive R&D process. For example, Apple set up an intensive research process, in collaboration with other companies, to select and produce the special glass of the iPhone multi-touch screen, which had not been previously produced.

### What is required

Transforming an idea into a real product might need different actions:

- Involvement of experts for acquiring leading-edge knowledge
- Market data
- Experiments and tests
- Contacts with potential provider companies
- etc.

### Planning your R&D process

#### *Objectives*

In order to plan your R&D process, write down carefully a few specific objectives. For example, if you are developing a new GPS device, you might want to invest in:

- Creating light and cheap cases
- Developing a new touch display
- Developing a new software
- etc.

#### *Data and sources*

Then, identify what information would you need (about the market, about new materials or providers, from test with clients or users), and how you can get them (visiting companies, asking a university to do research, contracting an expert, etc.).

### *R&D activities*

List the R&D activities you intend to conduct, with the time period (when they start, when they will be over) and an estimate of the costs.

### *Resources*

Planning R&D you must consider **staff, time and money**:

1. Who will work on the R&D project? What competences are required? Do you need external experts?
2. How long will it take? For example, testing a new 3D screen might seem easy but how can you test the product's resistance over time? How will your screen look after 5 years of use?
3. How much will it cost? Will you have to produce prototypes? To hire testers? To consult experts?

### *Making it understandable*

Once you have a clear idea about your R&D plan, you can make it more understandable (for you, as well!), by drawing it as a flow diagram. A flow diagram is a diagram that represents a set of actions: a sequence, or even actions that happen simultaneously. You can see some examples here: [http://commons.wikimedia.org/wiki/Flow\\_diagram](http://commons.wikimedia.org/wiki/Flow_diagram).

Take a simple example and present your R&D plan as a flow diagram. You can create the diagram with MS PowerPoint, with MS Word, or even, if you prefer, just with pencil and paper, and then scan it!

The challenge report to upload to the game platform will be the flow diagram with your comments to illustrate it.

## How to develop a marketing plan

### What is a marketing plan?

Good marketing is not just good advertisements. Good marketing means having the right product, sold at the right price in the right place and using the most suitable promotion. You have taken care of creating a good product in the previous Challenges, and you will determine price in Challenge 7. In this Challenge you will focus on defining your promotion and the places (including media) where its communication will take place.

A marketing plan outlines **what the company will do to reach the market**, make its products or services known and convince clients to buy them. You can divide your marketing plan into four main sections:

1. Client groups and their habits
2. Goals
3. Media selection
4. Key messages

### Section 1: Client groups and their habits

Start your plan with a description of your target groups. You can consider age, gender and any other important characteristics. Try to indicate how many there are (information you should have from your market analysis) and what their habits are (where they would find and buy your products, how and why they would use them, etc.). For example, you might want to sell a cheap GPS system to young mothers for tracking children during school time. You can find information about how much families usually spend for their children, and about where they shop more often, etc.

### Section 2: Goals

List your company's marketing goals. For example, you might indicate that in your region there are 50'000 families; you hope to reach 50% (that is, 25'000) of them through your marketing actions and you think that 10% (that is, 5'000) will buy your product.

Your goals need to be **realistic** and **measurable**, so that you will be able to evaluate your performance and succeed. "Increase sales" is an example of an ineffective goal, because you cannot determine if you reached it or not. You would be in a much better position with a goal such as "Increase sales of 10% in the next three months".



### **Section 3: Media selection**

In this section you should consider all the kinds of media you will use to deliver and promote your message: newspapers, TV, radio, web, social networks, stand at events, paper flyers, etc. The goal is not doing fancy things but **reaching your target group**. So the key question is: where can my potential clients learn about my product? What media do they use? You do not have to select just one media but create a “mix” of different media that can reach your target groups.

### **Section 4: Developing a key message for each media**

Once you have decided the media you will use to deliver your message, you have to create the content and the format of the message to be delivered. According to the features of each media, you will decide the **content** (what will be communicated? will it be more emotional or rational? will you focus on futures or on price?) and the **format** (what is the length of the message? will it be visual or textual?). Your messages must be developed according to the kind of audience and the media you have selected!

### **Useful materials**

Learn more about the Marketing Mix in *The Times 100 Business Case Studies* at:

<http://businesscasestudies.co.uk/business-theory/marketing/marketing-mix-price-place-promotion-product.html>

## How to make a financial plan

### Financial planning

Calculating price is quite a complex task. It requires learning about supply costs, staff costs, taxes and social costs, etc. Also, a real company needs to have cash every month, so it cannot invest more than what it has in its bank account, without getting a loan.

For this game you are required to make a draft financial plan, and to do this you will need to consider costs (what you have to spend) and revenues (what you get from your clients). In particular, you have to consider:

1. Start-up costs; that is, all the costs you will incur to when you set up your new company
2. Operating costs; that is, all the fixed costs that you have to cover during a “normal year of operation”
3. Staff costs; that is, salaries and social costs(in some countries known as overhead costs: pensions and insurance costs).
4. Sales revenues, that is, the money you make from selling your products or services

### Calculating price

One key element for the financial plan is prices: how expensive will your products or services be? How expensive *can* these be for your clients to actually buy them? Applying a wrong price (too cheap or too expensive) might actually endanger your business!

Here are a few tips for calculating the price of a product or service:

- First, consider the actual production costs: how much does the product cost “in itself”? This includes the raw materials or components, but also the staff time required to produce and sell it, and also the fixed costs (rent of an office, heating, etc.). Of course, if you think you will sell 1000 products in a year, the revenues should cover your costs.
- Second, consider competitors: for how much do they sell similar products? You can then decide to enter the market as the cheaper competitor or to make a very good and stylish product that is slightly more expensive – this is part of your marketing strategy.
- Third, consider your clients: how much are they willing to spend on your product? Interviews are a good source of information but also market statistics (for example, some studies indicate how much families or individuals spend for entertainment or travel yearly).

Many other elements can be considered – but this would already be a good start.

### **How to create your draft financial plan**

A spreadsheet template is available on the game platform to help you create your financial plan. Ask for support from your teacher, as the template might require modifications depending on your specific business!

## How to write an executive summary

### **What is an executive summary?**

The aim of an executive summary is condensing your business project in a document for non-experts readers who have only a few minutes to read it – for example, potential business angels or funders!

### **What is in a good executive summary?**

An effective summary should contain all the main points in the business plan, in the same order: business idea, description of the market, description of product or service, R&D plan, marketing plan, financial plan – but all in a much shorter form.

For example, you should remove technical terms, long sentences and details. In the executive summary template you can find the main points that should be included.

### **A remark about the style**

The language of a good executive summary is **clear, neat, positive and bold**. Such a style would make the document short, clear, and persuasive. Also, the whole document should not exceed 2 pages.

### **Testing the summary**

Proof read your summary carefully: spelling errors or grammatically incorrect sentences would convey the sense that you are not accurate and that you do not believe much in your own ideas.

It is also useful to ask a non-technical person to read it, since it targets this kind of reader; to make its content is clear, understandable, relevant and complete.

### **More information**

[http://www.ehow.com/how\\_16566\\_write-executive-summary.html](http://www.ehow.com/how_16566_write-executive-summary.html)

<http://www.wikihow.com/Write-an-Executive-Summary>

How to 8.2

## How to make an effective elevator pitch

### What is an elevator pitch?

An elevator pitch is a short speech used to quickly and simply present your business idea and its value.

Imagine that you enter an elevator. The person standing there is the richest person in your country. You know he is looking for brilliant ideas in which to invest: why not in *your* idea? You should be able to convince him in the short time of an elevator ride. An elevator pitch should sum up the unique aspects of your business in an exciting way.

### Make your elevator pitch

It is now time for you to create your own elevator pitch, in order to convince your audience (and the jury!) about the quality of your idea! Your elevator pitch will be **a video of maximum 3 minutes**. Of course, you will not be able to put every detail of your business plan in this short video – the point here is to make it **convincing**.

The video will start with the CEO introducing himself/herself and presenting the mission and the products/services of the business. Then the video will present the reasons for your business: what needs does it meet? The video will also briefly introduce the market, the marketing plan and the financial plan.

You can record your video using a (video) camera or a Smartphone, and then edit the video using simple software like WindowsMovie Maker (for Windows) or iMovie (for Mac).

### Tips for preparing your elevator pitch

- Prepare your pitch: do not improvise! Write down what you will say, at least the key points and the keywords.
- Try and use clear keywords that are important for your business and that will "remain" at the end of your pitch.
- Test your pitch: try to tell the elevator pitch to some friends and see their reaction: is it clear? Ask them what they think, if they understand what your business is and if your message is appealing to them. Ask for their advice.
- Use meaningful images: you can introduce pictures in the video, or show objects or diagrams. Use this possibility to illustrate your pitch.
- Keep it fresh – it's not school homework!
- Be committed to your business, people will see it!