

CULTART Trainers Book



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The units of this module are designed to provide learners with the most important insights regarding the subject matter of the module, in accordance with the findings of the analyses conducted in the framework of Intellectual Output 1 of the CULTART project.

The learning content provided here is intended to serve for independent learning and does not pretend to cover all possible aspects and related issues in terms of the subject matter covered.

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MODULE 1 Creative Thinking for Innovations

Exercises Unit 1: Concept development

Exercise 1 Customer feedback on the net

If you already have a business, look through the internet to see what your customers think or say about it. If you do not, then look at what is said of similar product or service or what is said about identified competitors to be.

What to do?

Have a look at the review left on websites: yours or competition, or of independent review website

...

Look at the posts on social media, where your brand, product, or service is tagged.

Do not forget any online mentions of your product/brand anywhere people might see it.... which is pretty much anywhere on the Internet.

What analysis can you do from this information?

List all the information, determine the 5 to 10 (max) different criteria that come more than once or that you believe of high importance. Then define 4 degrees of satisfaction (very satisfied, satisfied, not fully satisfied, very unsatisfied). Put that in a matrix and fill out with each feedback you found. You will see some lines of improvement very easy! Please note that you can find one comment that for you is "but of course". Make sure then it makes sense for everyone around you...

Exercise 2 Co-Creation workshop

Select three or five close and reliable customers for this exercise. Ask them if they would agree to spend 2 or 3 hours working with you.

Select one of the co-creation methods listed above (arenas, collaboration with clients...). In addition, ask clients questions to help you create the new version of product or service.

What to do?

Undertake the workshop following the rules

Put your clients at ease.

All along the workshop, note their comments, reactions, perceptions, suggestions and ideas.

Note how you run the discussion (be neutral, avoid influencing their perceptions...). Be ready for criticisms. It is not about you; it is about improving a service or a product.

Do not forget to make a feedback to the participants: how did their participation helped generate such "innovation", improvement or add value. In addition, thanks them.

Exercise 3 Using the service design score card

Using the service design scorecard to identify and prioritize ideas

The scorecard is a tool that you can use easily with different degrees.

For this exercise, list all the new idea of product or service you have a fill out this table. It will help you take a decision following the Service Design principles.

CRITERIA	STRATEGIC VALUE	DESIRABILITY	VIABILITY Business value	FEASIBILITY	TOTAL SCORE
	Does the idea align with my strategy?	How likely is it to connect with new-targeted clients? How much value does the client get in return?	How many potential customers? How much revenue might be raised?	How easy will I be to build/produce conceive? How will it be easy to implement new resources/ technologies?	
	1- Too far 2 - Tolerable 3 - Good 4 - Perfect	1 - Does not satisfy 2 - Neutral 3 - Highly Desirable	1 - Insignificant 2 - Medium 3 - Very large	1 - Very difficult 2 - Possible 3 - Easy	
Idea N°1					
Idea N°2					
...					

Good Practices Unit 1 Concept development

Good Practice 1 Lego: The power of customer co-creation

LEGO has always had a reputation for creativity. The company's commitment to innovation helped rescue the brand from a challenging financial situation in the early 2000s when facing brand dilution, competition, over-extended product lines, and excessive growth.

In 2004, a change in leadership resulted in a fresh approach to open-source product development and the creation of LEGO Ideas. Since then, the crowdsourcing platform has received suggestions from over 1 million people, with fans voting on the most popular ideas.

In return for contributing a winning idea, the creator could contribute to final approval for the product, be recognized on all packaging and marketing, and even earn a percentage of product sales.

This innovative approach helped drive the launch of 23 dedicated LEGO Ideas sets, which have proven very popular with LEGO fans. Not only has that, but the commitment to co-creation helped lift revenue, saving this beloved company from a crisis.

LEGO's embrace of customer co-creation shows how this kind of collaboration can help create new communities of fans around the world. The LEGO Ideas initiative has also driven a lot of media coverage and has strengthened customer loyalty.

Good Practice 2 Winners projects of the Service Design Award

On October 11, 2018, during the Service Design Global Conference in Dublin, Head of the Jury Kerry Bodine and President of SDN Birgit Mager took the stage to co-host the Service Design Award Ceremony and announce the finalists and six winners selected by the international jury of service design experts. Below a link towards the slide presenting the six winners.

<https://www.slideshare.net/sdnetwork/sdgc18-service-design-award-winner-presentations>

What is the Service Design Award?

The Service Design Award, founded by the Service Design Network in 2015, is the most prestigious award honoring service design excellence from around the world.

Good Practice 3 Service Design best practices

Visit the website: <https://www.servicedesigntoolkit.org/cases-older-citizens.html>

Moreover, you can read its siblings on the same website are good examples of what can be done with service design.

Exercises Unit 2 Problem Solving and Critical Thinking

Exercise 1 Brand Awareness

Exercise 1a

Give at least three examples of brand awareness. Explain which brands spark in your mind immediately when you experience some everyday problems, such as:

- Keep your toilet fresh and clean;
- You need to get bugs & cockroaches out of the office

Exercise 1b

Look at the ad bellow. Explain where is the Emotional Selling Point (ESP) and what kind of feelings the print induces? Does it support the Ukraine International Airlines brand awareness?



Image 1: Ukraine International Airlines – Statues. Agency Network: kaFe, Published/Aired: November 2012, Posted: November 19, 2012

Source: https://www.adsoftheworld.com/media/print/ukraine_international_airlines_statues

Exercise 1c

Think how you can boost your company brand awareness. Which of the explained creative tools you are going to apply and how?

Exercise 2 Turn attribute into a benefit

To arrive at the most convincing benefit, always think critically upon your product by asking yourself questions such as “Why should my audience believe me?” A good idea whenever you are working on a product is to have it on your desk – or at least a photo of it. However, your task is to turn an attribute to a benefit by considering the product bellow:



Image 2: A refreshing drink produced from bananas. It contains between 135 calories and 35 grams of carbs, 500 ml.

Source: <https://www.freepik.com/free-photos-vectors/food>" Food vector created by luis_molinero - www.freepik.com

The task: Carbs and calories are the key ingredient which are the main attributes. Come up with at least three slogans that could be applied for a print ad that could represent the main benefits.

Exercise 3 TV advertising

In order to do this exercise, you have to complete “Exercise 2 Turn attribute into a benefit”. Once you define the main attributes, come up with a very simple idea of TV ad that could lead the consumers to an immediate action. Think about the social impact of your advertisement as well as its ESP/USP. The idea should contain no more than

250 words.

Good Practices Unit 2 Problem Solving and Critical Thinking

Good Practice 1 Brand awareness: Keep the product in focus

If you keep the product in focus and relate its benefits to how the consumer views that product, you are far more likely to create effective advertising. For example, as a global brand, VW communicates within different political, economic, societal, technological, environmental and legal conditions. Mr. Bill Bernbach the founder of DDB who created the famous VW slogan “Think small”, once aired: “The product. The product. Stay with the product.” Moreover, the product-focused advertising is VW’s trademark and it continues to steer their distinctive, award-winning creative work in global market.

However, the product could be very creatively visualized in a way that provoke a subtle message. Look at the ad bellow:

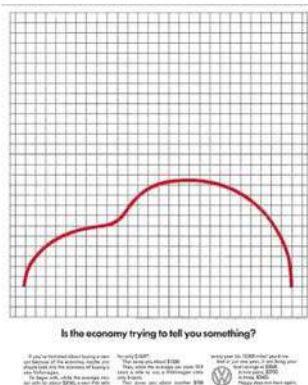


Image 3: VW ad: Is the economy trying to tell you something? Doyle Dane Bernbach (DDB)

Source: <https://bhatnaturally.com/2010/06/10/volkswagen-beetle-curves-are-back-not-the-ads/>

In their message to consumers that VW cars were more economical, DDB produced a graph, showing the downturn of the economy. Actually, the graph is the shape of VW’s classic model called “Beetle”. The car as a model had achieved a high level of brand awareness and a line drawing its shape was pretty enough to pay client attention back.



Image 4. One of the very first VW “Beetle” ads, launched in 1973

Source: <https://images.app.goo.gl/KnHu2qA6qTV2sQG4A>

However, it is a good trick if you find an archaic, very outdated model of the product you are willing to advertise. The image bellow is a great example of how to highlight the ESP of a product.



Image 5. Bosch TDA2080GB Sensixx Steam ad in Bulgaria. The translated slogan is “Full transformation.” It is devoted on the 150 anniversary of the famous German brand.

Graphic Designer: Keti Tserovska, launched by Bosch Bulgaria.
 Source: Tserovska K, (2014) Portfolio of Artworks.

The Bosch TDA2080GB Sensixx Steam Iron does not obtain any special features that would enable its quick recognition among the customers, therefore, the graphic designer decided to use ESP – make people smile by seeing one of the earliest Bosch models. The slogan is: “150 years evolution”.

Good Practice 2 Provide Instant Benefits

As we discussed in Unit 2, clients want to be completely aware with the product benefits and it is your role to define your product attributes and turn them into powerful benefits. It is a very good practice if you try to sketch down your product, e.g. in the image above, the graphic designer depicts the roof tiles. It would enable you to identify certain attributes and facts and then, to visualize them into benefits. Even if you are not gifted in drawing, this technique would unleash your creativity and help you to decide which benefit will be dominating.



Image 6: Sketching your product would be extremely useful. Credit: Keti Tserovska

However, thinks in terms of every single tiny details – in the example above, the main attribute which was identified is the ceramic – the material from which the new Tondach roof tiles was produced. Then, try to come up with a list of associations that match with your customer needs and demands. For example, according to Science Learning Hub, ceramic is “an inorganic non-metallic solid made up of either metal or non-metal compounds that have been shaped and then hardened by heating to high temperatures. In general, they are hard, corrosion-resistant and brittle.” On the other hand, the customers want to get sustainable, long-lasting roof tiles in order to avoid regular maintenance and reconstruction of their roofs. By taking this into account, the graphic designer came up with a meaningful slogan “A Ceramic Shield for Your Home.” People want to feel themselves safe at home and the word “shield” induce clearly this meaning.



Image 7. Tondach print ad “A Ceramic Shield for Your Home.”, launched in Bulgaria in 2015. Credit: Keti Tserovska.

Good Practice 3 Action and Politics

Political advertising ultimately requires an active response from the target audience. Thinking about voting, or thinking that you should vote, are both important responses and can prepare the ground for a person actually going to the polls and casting a ballot. But at a critical stage in the run-up to an election, the response you want and need from your target audience is action – as many people as possible turning up on the day to vote for the candidate your advertising supports. One of the most lateral and brilliant political campaigns designed to achieve this active, positive response was “The Great Schlep”, a viral commercial created by Droga5, an American agency led by the charismatic Australian David Droa. The campaign’s objective was to get the state of Florida which is the “cradle of the Republicans” to vote Democratic and help elect Barack Obama in 2008. However, Florida has a large Jewish population, but would they bother to vote and would they vote for Obama? Instead of targeting them directly, Droga5 used a different strategy. By encouraging younger people from other states who were confirmed Obama supporters to go and visit their Jewish relatives in Florida and convince them to vote for Obama, the state would swing to Democratic and thus, Obama would win. However, the audience responded and they made the so-called great “schlep”, originally a Yiddish term meaning “journey” - - thanks to a great performance by US comedian Sarah Silverman.



Image 8: An indecent proposal from Sarah Silverman.
Source: <https://images.app.goo.gl/fbX1JdbGdLuzN2bo7>

This viral, over four minutes long is well worth your time to look at in full online. Whatever your politics, this viral campaign achieved its desired audience response. The entire video you can watch here: <https://www.youtube.com/watch?v=AEGFQR1u-Mk>

Unit 3: Exercises

Exercise 1 Create a powerful tagline.



Image 1: Norwegian Airlines: From Cold To Hot, 2 by Kitchen Leo Burnett Oslo.
Source: <https://www.hongkiat.com/blog/creative-airplane-ads/>

Imagine you start your own airline low cost provider in Europe. Write five headlines in the style of the Norwegian's famous campaign "From Cold to Hot" (Image 1). Look at them and then write a few more, until you have 20. At the end, show them to a friend in a new random list. Ask him/her to pick the best three. The best ones should be in the middle to end of your original list.

Tips: When you brainstorm, take into account the following aspects:

- Clarity of message
- Creativity of phrasing
- Inclusion of a benefit

Exercise 2 Practise with the ad strategies: before & after

Part 1. Identify a target audience and the company benefit/s

Watch TV ads, or look in a magazine or paper and try to work out whom which ad is directed at or talking to as well as determining the main company benefit/s. Try to be as specific as possible. In other words, identify the target audience by considering the following characteristics:

- Gender
- Age
- Profession
- Social status (income level)
- Marital/parental status

Part 2. Think of a campaign by employing the "Before & After" strategy.

List a number of ten benefits that could be illustrated and then reduce its number to three. Discuss the selection with your fellows or friends and come up with on single feature that could be easily communicated through a print ad. Try to sketch your idea, although you are not a skilled designer. An example of a print ad, which incorporated this strategy, you can see in the image bellow. The main benefit: the product assures the best look for the male, thanks to its unique trimming technology



Image 2: Philips and its "before & after" print ad. "Designed for man, appreciated by women".
Source: https://www.adsoftheworld.com/media/print/philips_before_after

Exercise 3 Campaign ideas with exaggeration and humour

Think of five types of clichéd advertising styles that have yet to be parodied. Do the same for genres of movies and TV shows. Keep the list for potential future campaign ideas by using exaggeration with a humour. In order to get inspiration, look at the selected print ads bellow.



Image 3: DHL print ad and its tagline “If there is an address, we’ll find it”
 Source: <http://icanbecreative.com/article/funny-print-ads-advertisements/>



Image 4: Volkswagen: Park Assist Technology, Hedgehog/Fish
 Source: <https://www.webdesignerdepot.com/2013/03/40-humorous-print-ads/>

Good Practices

Good Practice 1 Be the Best Thinker by creating your Ad Hero

In order to be a successful “Thinker” you have to look at the things on a non-traditional way, by avoiding certain stereotypes. The next time you have to create your advertising campaign, try to run a brainstorming session (individual or in group) where you have to create your brand “hero”. In order to design or choose the right one, it is advisable to answer the following questions throughout your brainstorming session:

1. **Who are your customers and what is their lifestyle?** – The answer of this question would portray your clients – their needs and desire and with whom they would be able to associate with.
2. **If your clients are a hero in a story, what is happening in their story that causes them to need you?** – In other words, identify how you solve a problem for your customers. Try to figure out, why actually the customers choose your product. What would make them feel disengaged from your brand? It could be a very rare case, when the clients switch Internet providers because they sit at home and think, “I need faster speed.” Instead, they switch after several nights spent trying to watch Netflix while sitting through half an hour of nothing but the buffering symbol.
3. **How do you convey everything quickly?** – do not forget you have just a few seconds to catch your customer attention to your ad. Your idea should be extremely powerful that would enable to narrate quickly your story.

Let us consider the following example: the Socialbee campaign and its Socialhero. The creator of the campaign, Mrs. Ketj Tserovska had answered those questions before she determined what kind a hero to design.

<i>Question</i>	<i>Answer</i>
<i>Who are your customers and what is their lifestyle?</i>	The main target audience is the social networking users, aged between 18 – 35. Pew Research Centre conducted survey in January, 2014. The results show that the 89 % of the selected target audience use actively their social accounts by checking it more than 3 times per day as well as actively purchasing products online. The main selected target audience refers with the Generation Z – the generation born after 2000.
<i>If your clients are a hero in a story, what is happening in their story that causes them to need you?</i>	The Socialbee platform is drawn in way to create a completely new culture of local volunteerism, as well as encouraging the target audience to be socially responsible individuals. People like to do volunteering and to be the hero who change their lives for good.
<i>How do you convey everything quickly?</i>	To establish a strong emotional connection between the brand and its consumers, by choosing an easy- recognizable hero “Superman” – who is a well-known archetype, symbolizing the “new change” by doing good things on behalf of the society.

The selected person communicates clearly the main brand values and its vision (clothes, gestures and mimics) should be in-line with the brand promise “It is time to be social”.

Therefore, the name of the campaign is “Become a Social Hero”. In order to achieve a powerful visual influence, the following aspects were taken into account when producing the photo session:

1. Face gesture – reflecting a strong determination.
2. Body language – confidence.

3. Attitude – strong desire to solve problems, to be socially-responsible person.
4. Hairdo – enable the customers to associate themselves with this “Social hero”.
5. Clothes and accessories – communicates the hero social status.



Image 1. Preparation for the photo session.
 Photograph: Petyo Budakov.
 Concept: Keti Tserovska
 Source: Socialbee brand book (2016),
 author: Keti Tserovska



Image 2. Photo session. Photograph: Petyo Budakov.
 Concept: Keti Tserovska.
 Source: Socialbee brand book (2016)
 author: Keti Tserovska. Actor: Georgi Velev.



Image 3. Socialbee campaign “Become a social hero”.
 Photograph: Petyo Budakov.
 Concept: Keti Tserovska.
 Actor: Georgi Velev.
 Source: Socialbee brand book (2016),
 author: Keti Tserovska



Image 4. Socialbee outdoor campaign “Become a social hero”.
 Photograph: Petyo Budakov.
 Concept: Keti Tserovska.
 Actor: Georgi Velev.
 Source: Socialbee brand book (2016),
 author: Keti Tserovska



Image 5. Socialbee outdoor campaign “Become a social hero”. Photograph: Petyo Budakov.
 Concept: Keti Tserovska. Actor: Georgi Velev.
 Source: Socialbee brand book (2016), author: Keti Tserovska

Good Practice 2 Visual Simile

When you brainstorm in terms of your next print ad (e.g. billboard, flyer, brochure etc.), a very tricky approach could be to look for a visual similarity between your product and something else. Pete Barry called this technique in his book “The Advertising Concept Book”- “Visual Simile”. This is when something looks similar to something else. This is a common technique, especially in print advertising. It is when a visual object looks like something related to the proposition or the product itself. The “likeness” is usually result of the way an object is cleverly cropped, or due to a specific angle or point of view, that creates a similar shape or appearance.



Image 1. Ford. The first Urban Activity Vehicle. Agency Network: Ogilvy
 Published/Aired: May 2008.
 Source: <https://images.app.goo.gl/AKqxc7WuYaZ4Dhcs5>

You can find the *visual simile* in the image above in the contour of the key and the shape of a city. In addition, the key symbolises unlock new adventure, opening doors and new opportunities, whereas the city communicates the urban nature of the product. Being illustrated in this way, the visual resembles clearly convey on single message: The first Urban Activity Vehicle.

Visual simile ads are simple, rarely using more than one visual object. The challenge is to find a good way to make one object look like two things. Other than being original and clever, the key to visual simile is to make the visual “double meaning” clear and without the need of heavy manipulations. For example, a piece of uncooked spaghetti can be twisted to make virtually any letter, number, shape, etc. – not just the one that relates to your product or benefit, but it is more unusual and challenging in terms of visual simile – resulting in a clever, more original ad.



Image 2. Create a meaningful customer benefit to differentiate Gia Russa Spaghetti Sauce from other competitive sauces on the market. Gia Russa's select pasta sauces are made in small batches and produced from %100 all natural Italian ingredients. The visual simile here is in the Italian flag and the ingredients.
 Responsibility: Art Direction, Copywriting, Photography.
 Deliverables: Print Ad, Brochure, Table Tent, Wag. Awards: 2011 Gold Louie AAF Award for “Best in Show”.
 Source: <https://images.app.goo.gl/rwzMq4QhWykY2rdd7>

However, another example is the Sony Play Station print ad: Broken Thumb. The visual simile is skier’s broken foot is actually “gamer’s” thumb.



Image 3. Sony PlayStation - "Broken Thumb". TBWA\Paris Boulogne-Billancourt, France Source: <https://images.app.goo.gl/pKT9Mysqzde6bYfL6>

One more example with a laser-known but yet powerful ad of Heinz. The visual simile is the kitchen sink drain looks like a plate.



Image 4. Heinz. Salad Cream - "Sink". Credit: Leo Burnett London, United Kingdom
 Source: <https://images.app.goo.gl/pW7B43iqiMHNkvUd6>

To sum up, because visual simile is often the result of an inspired observation, it can be hard to expand one execution into a campaign. As a result, visual simile ads are more often cleverer one-shots than entire campaign. It is powerful technique, especially helpful when you are stuck into your daily creative process – by being naturally curious there is always what to find as a similarity between your product and the environment around it.

Good Practice 3 The Opposite Tool

Doing an opposite is a great practice. In case you fail, you will produce something different and unexpected but useless. At best, it can be brilliant, inspiring and even revolutionary. The opposite tool applies to strategies, ideas, headlines, taglines and directions. Find a negative about your product a unique feature and turn it into a positive, e.g. Guinness turned waiting much longer for a print to be served into a positive with “Good things come those who wait”.



Image 1: Guinness' advertising campaign based on the recommended settling time of 119.53 seconds (Photo Credit: Guinness)

Source: <https://www.forbes.com/sites/sujatakundu/2016/03/11/the-science-behind-pouring- the-perfect-pint-of-guinness/>

The creators claim that by following the provided instructions carefully, you will take a ‘perfect’ pint of clear, dark stout topped with a white, dense, creamy foam.



Image 2: The six steps you need to take in order to get the perfect pint.
Source: <https://twitter.com/homeofguinness>



Image 3. Duracell Ultra. Lasts 50% longer than ordinary alkaline batteries.

Source: <https://images.app.goo.gl/DjRqzrcnkXZkPCn38>

Make the customers the most important element in your ad. Headline: For better performance, change toy frequently.

If your product is usually sold to old men, try creating an idea that would appeal to young women. If sun cream is usually aimed at holidaymakers, persuade people to use it every day. If small cars are perceived as more vulnerable than big cars, create a convincing argument that says otherwise. For example, VW Polo managed to do this by observing that to increase their protection, humans and animals make themselves smaller. Briefly – turn the negatives into a positive.

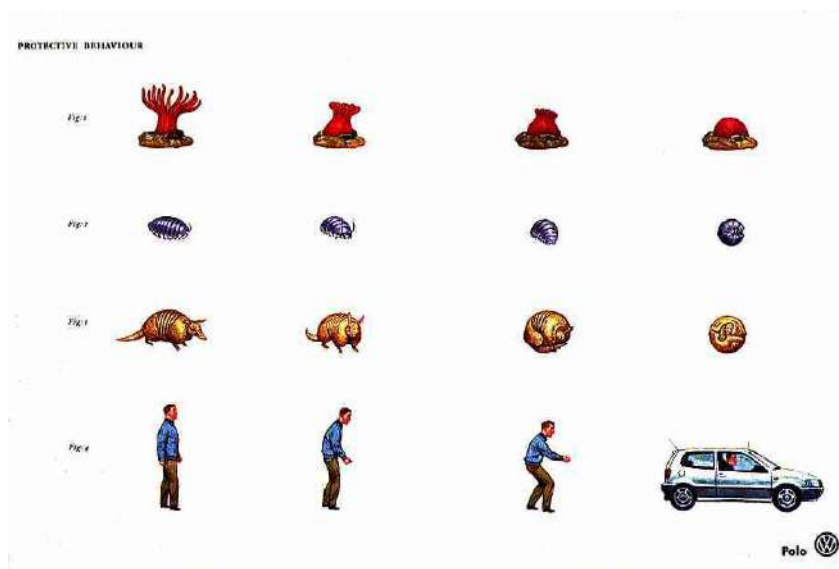


Image 4. VW Polo: Protective Behaviour.
Source: <https://images.app.goo.gl/rCM6VM5wiVZ7dGvP9>

MODULE 2 Business & Entrepreneurship

Exercises

Exercise 1 - SWOT analysis

Exercise 2 – Porter’s five forces diagram

Exercise 3 – Business Canvas model

Good Practices

Good Practice 1 – Warby Parker, Industry revolutionary business model

Good Practice 2 – Nintendo non-gamers strategy positioning

Exercises

Exercise 1 - SWOT analysis

It is time to conduct a SWOT analysis for your business. Please list the factors that influencing your business accordingly with the instructions in the template. The questions in the squares themselves will help you identify factors, especially if you miss someone or are unsure where they belong.

SWOT	Positive factors – Helpful	Negative factors - Harmful
Internal factors – You control them	<p>Strengths – Build and capitalize these factors</p> <p>What are you doing well? What do you have, but competitors don't? What do costumers and competition see as your strengths?</p>	<p>Weaknesses – Eliminate or minimize these factors</p> <p>What areas of your business you could improve? Products, services, organisation, marketing etc.? What competition have, but you don't? What do costumers and competition see as your weaknesses?</p>
External factors – You do not control them	<p>Opportunities – Explore and take advantage these factors</p> <p>What opportunities offer the market, government etc.? What trends are going in your favour? How can you turn your strengths into opportunities?</p>	<p>Threats – Be aware and avoid these factors</p> <p>What threat could hurt you? Are new competitor entering the market? Are there any factors that can expose your weaknesses?</p>

Exercise 2 – Porter’s five forces diagram

Fill the quadrants with the appropriate factors. The questions in each quadrant are only there to help you in case you are in doubt or don't know if you need to write a factor at all.



Exercise 3 – Business Canvas model

In the following table, enter the factors that describe your business model. For successful completing this exercise, please recall the Canvas Business model in Unit 2.

Text	Text	Text	Text	
Text		Text		Text
Text	Text	Text	Text	
Costs				
Text	Text	Text	Text	

Good Practices

Since at the heart of all great business plans there is a great business model, we will focus on the latter component in the following couple of cases, which we present as good practices. These companies through the process of writing a business plan, have made in- depth analysis that have helped them to realize that they need to think outside the box, to base their business model in a different, more innovative way than their direct competition.

Good Practice 1 – Warby Parker, Industry revolutionary business model

Warby Parker is an American online retailer company of prescription eyeglasses, sunglasses and accessories. Except for the retail, they are in- house designing and manufacturing their products, too. It was founded by classmates at the “Wharton School of the University of Pennsylvania”: Neil Blumenthal, David Gilboa, Andrew Hunt, and Jeffrey Raider in 2010.



Image 6. One of the very first designed eyeglasses – Roosevelt.
Source: <https://www.warbyparker.com/eyeglasses/men/roosevelt/jet-black-matte>

According to one of the co-founders Neil Blumenthal, their original idea in 2008 was to sell vintage-inspired designs of affordable frames with a prescription lens for less than 100\$ exclusively online. From the beginning, the idea was implemented that way, but soon they realised that people want to touch real products. Therefore, they opened first brick-and-mortar showroom in New York in 2013. Since then, the number of showrooms has grown over one hundred, at various locations in major US cities and several in Canada.

Where did the idea for their revolutionary business model come from? One of the founders, David Gilboa, spent several months on a journey before starting his studies at the business school where he forgot his 700\$ glasses on a plane seat. In the meantime, he bought an iPhone and iPad and wondered how the glasses could be made more expensive, taking into account the technology used in making those devices compared to the 800-year-old eyewear technology. So why are glasses so expensive? To get the answer, we need to know the state of the industry first. Several very large companies keep prices high. One such is Luxottica - the largest company that designs and manufactures eyewear frames of almost all well-known brands such as Ray-Ban, Oakley, Chanel, Polo, Versace, Tiffany, Prada and many more. Luxottica also owns international chain retailers of prescription eyeglasses and sunglasses.

Founders of Warby Parker have seen opportunity in that industry’s state in which eyeglasses market is dominated by one company, retailers are owned by the same company and normally prices are high. Warby Parker’s business model is based to online retail of prescription eyeglasses and sunglasses with similar quality with Luxottica’s products with much lower price. Warby Parker created low cost structure through cutting down the “middleman”. They design their own frames, thus avoiding licensing fees, source their own raw materials, and work directly with manufacturers. Also, for each sold pair of glasses they donate one to people in poor countries. In the showrooms, costumers can see and try different models of glasses, but buying have to be done online. Through their “try home” program, customers online can order five different models of eyeglasses which will be delivered to their home and choose which one will keep and others can return free.

Warby Parker’s model disrupts the eyeglasses industry which was dominated by one company. The increased use of the Internet and online shopping has contributed greatly to their success. Besides, another factor is the company's positioning as a rival totally opposite to Luxottica as a monopoly company that makes extra profits through the high prices of their products. Building a brand maybe is the most important factor in this success story because people are not totally rational. Including social mission in their business model through “buy one, give one” program, also helped to strengthen the position of the brand. At the end, costumers are the winners of Warby Parker’s success, because they are getting quality products on a par with Luxottica’s products, but for a much lower price. Often is described like Netflix of eyewear. This analogy helps people to better understand what Parker’s value proposition is.

Good Practice 2 – Nintendo non-gamers strategy positioning

There is hardly anyone who has not played or heard of the Super Mario or Pokemon or Zelda video games. The creator of the games is Nintendo Co. Ltd, one of the largest video games companies in the world and Japan's most valuable company with a market value of over 37 billion dollars in 2018. Nintendo was founded in 1889 by Fusajiro Yamauchi as a playing card company, but in the video game industry started with its first ventures in 1974. Several years later, the first attempts were made for creating the legendary game – Super Mario. Soon afterwards, the company started to produce gaming hardware – gaming consoles. Since then, Nintendo is still producing consoles and compatible video games which reduces the dependency on video games developer companies.



Image 7. Super Mario - Video game character.
Source: <https://yokoent.com/images/mario-png-old-15.png>

Sony and Microsoft are rivals of Nintendo which are producing gaming consoles too. But their consoles are designed for hard core and specific gamers. Unlikely them, Nintendo's consoles and games are for non-gamers e.g. for people who do not spend a lot of hours playing games, who do not play games competitively, who are playing just for fun, elderly people, women or whole families. Nintendo's games are simple and fun, also Nintendo differentiate from Sony and Microsoft's platforms due to portability of his newest console - Nintendo Switch. Nintendo Switch is console which can be attached to TV, but also have own screen and buttons on which can be played anywhere.

Nintendo's non-gamers strategy positioning facilitated reaching to the neglected customers who are interested in gaming. If Nintendo attempted to compete with Sony and Microsoft for customers - pure gamers, superior specs consoles by rivals probably would beat them. They have chosen the path that has taken them to a wider customer base, most of whom have been loyal to Nintendo for years. Often games are simply designed to be played by whole family, not only by kids, which gives additional value proposition to Nintendo's business model. This competitive advantage has made Nintendo not to have direct competition. This strategy approach is known as blue ocean strategy.



Images 8, 9 and 10. Nintendo Switch – different gaming modes. Source: <https://www.nintendo.com/switch/system/>

Nintendo's latest gaming console Switch is massive success comparing with previous gaming console named - Wii U. Till February 2018, Switch was sold over 32 million units which is less than competitors, but is closing the gap to Microsoft's gaming console. Switch's success largely due to in-house designed video game Super Mario - Smash Bros Ultimate that is fastest selling Nintendo game ever. According to Nintendo's figures, the game was sold over 3 million copies in just 11 days on the market.

MODULE 3 Management and Administration

Exercises

Exercise 1. Planning

Name of the freelancer, Start-Up, Company or Organization
Situational Analysis
What type of product or service do you offer?
What needs and wants does your product or services satisfy?
What is the core benefit level of your product? What is your actual product level? What is your augmented product level? Explain Why?
Characteristics of the CCI
Identify in which cluster of the CCI industry you belong? Are you a creative service producer, content provider, experience provider or original content provider?
What are the opportunities and threats in your cluster and how will you deal with the challenges?
Value Chain
What are the elements of the value chain of your product?
Value Creation and Proposition
Go through the steps in the process of Value Creation and Proposition for your product or a new one. What is your value proposition?
What are the points of your product that are unique? What are the points that are irrelevant to your customers? What are the points of similarity of your product with your competition?
Detailed Action Planning
What is the main problem that challenges you at your work?
Define a goal that can solve your problem.
Define the objectives that lead to your goal.
Describe the outputs that lead to your objective.
Describe the activities that lead to your outputs.
Describe the resources that are required.
Define a period for each activity and budget.

Exercise 2. Organizing

1. Choose an organization or a team in which you have participated/worked. Please describe the organization or the team based on key foundations learned.

Tips: Try to identify and describe the following things:

- What was the common purpose of the team? Did it unite the team, was it clear to all and was it providing a clear direction for you?
- Were the complex tasks divided systematically between team members? Did everyone know and understand his/her tasks? Was the team diversified considering each member skills or you had the same skills and specialty?
- Did you know who reports to whom and who has a power to command?
- Was the whole process coordinated well and by whom?

Was there a team leader and how she/he helped you?

2. Once you have described the organization, now try to draw an organizational structure, showing the hierarchy, communication direction and specialization of work.
3. What were the main challenges you had and what would you have done differently using the concepts of team formation and organization?
4. Think of a product that you want to create. What are the minimum elements, key functionalities or value that you need to create in order to test your product. What are the key resources that you need to develop a Minimum Viable Product? Focus on the people you need to develop it. How would you form a team using the organization concepts?

Exercise 3. Managing

1. Think of the main aspects of your work. What is the competitive advantage that your organization has? If you do not have an organization, think of a successful organization in your field of work. What is the core competence and competitive advantage it has over other organizations?
2. Think of a project that you have worked on. Describe the process of planning, organizing, leading and controlling? What could have been conducted differently in other to improve performance?
3. Think of a project that you want to work on, or idea you want to pursue. Use the Balanced Scorecard Bellow and fulfil the table:

Financial Perspective (How can we increase growth, profitability and return our investment?)

Objectives	Measurement	Target	Action Plan

Customer Perspective (How can we create product value and propose value to customers?)

Objectives	Measurement	Target	Action Plan

Internal Processes Perspective (What systems can we create or elevate to achieve operational excellence?)

Objectives	Measurement	Target	Action Plan

Learning and Growth Perspective (How can we promote learning, innovation, and the personal growth and retention of valued people?)

Objectives	Measurement	Target	Action Plan

Good Practices

Good Practice 1. Cirque de Soleil Value Proposition and Strategy

Cirque de Soleil is a Canadian entertainment company and the largest theatrical producer in the world. It was formed in Canada in 1984. From the beginning until today, the company has gone on to entertain million people all over the world. What is the key of its success? Cirque du Soleil reinvented the circus industry by pursuing both low cost and differentiation. At those times, a circus was mainly a travelling company of live performance conducted by animals, typically in a large tent on different places. The target customers were primarily children and their parents.



Image 6. Logo of Cirque du soleil Source: <https://www.cirquedusoleil.com/>

However alternative forms of entertainment also existed. Live entertainment, sporting events and home entertainment were on the market too. Also over time, children started being more interested in video games rather than live performance conducted by animals. Thus, the revenues and profit were declining.

The market was comprised of big companies such as Ringling Bros, Barnum & Bailey and many small companies competing with their smaller circuses. Many considered that the circus industry was not attractive and on top of everything, there was an increase in the movement against the use of animals and support for animal rights.

The circus standard was usage of animals in the performance act. The high cost for purchasing an animal, training them, providing them with medical care, appropriate transport and insurance affected the value chain by cutting profit.

Cirque du Soleil decided to remove the animals from the performance act. Instead, it only kept the tent, the clowns and the acrobatic acts. It decided to shift from the standard humour and animal acts into a more sophisticated and unique performance styles. It has also decided to invest in “renovating” and “glamorizing” the tent where the performance was held. Thus, comfort was provided. It has shifted from having a primary target group of children, towards adults and corporate clients willing to pay a much higher price than for traditional circuses. In return, they received an unprecedented entertainment experience.

Cirque du Soleil’s did not win by taking customers from the circus industry market. Instead, it created uncontested market space that made the competition irrelevant. One of the first Cirque productions was titled “We Reinvent the Circus”. Cirque du Soleil succeeded because it realized that in order to win in the future, companies must stop competing in markets where competition exists. Instead, they should create new markets of uncontested market space and make the competition irrelevant. Cirque de Soleil is one of the most used examples of the Blue ocean strategy.

Good Practice 2. Zappos Minimum Viable Product

Zappos is an online shoes and clothing retailer. It has more than 50.000 clothing items for sale and around 2 billion dollars of annual revenue.



Image 7. Zappos Logo Source: <https://www.cirquedusoleil.com/>

Originally, it started in 1999 when the founder Nick Swinmurn had a problem finding a pair of shoes that he wanted at his local mall. Out of the problem, he thought of an idea to start selling shoes online.

Even though the idea seemed reasonable to him, he did not invest all the money to create an online store, establish a complex e-commerce system, buy shoes and build inventories. At the time, the first impression of his potential investors when hearing the idea was not pleasant. They would say that there is no way that people would be willing to buy shoes online without trying them on first.

However, he decided to start systematically, first testing his concept idea. Nick went to the local mall and started taking pictures of shoe products with his camera. He would then publish a catalogue of multiple footwear brands on his website. Once a customer placed an order, he would go to the shop and buy the product. After that, he would send the product to the customer. He was losing a lot of money in the process. However, his concept idea was initially tested. His strategy of selling shoes online worked perfectly fine.

Nick was supported by Fred Mossler who had experience in the footwear industry and joined him as a co-founder. They started convincing manufactures to cooperate in e-retail operations, but it was very hard. However, 3 out of 80 brands agreed to work with them. The cooperation with this 3 companies has shown beneficial through the process. The questions that they were asking Nick and Fred were legitimate. They helped them learn and test their Idea. (i.e. How are you going to ship it, how do you plan to handle returns etc.). A series of tries have been made and they have reached a minimum viable product that could be launched on the market. After struggling and getting the first investments, they have launched their business and despite all challenges they have grown over time.

Source: 1. Eremina A. (2017). Comparison of organizational structures – CaseZappos. University of Oulu. Oulu Business School.
2. Kilpatrick B. (2017). Is Your MVP Minimal Enough? Lessons from Zappos - Atomic Spin. Retrieved on 22.07.2019 from <https://spin.atomicobject.com/2017/02/14/mvp-minimal-enough/>

Good Practice 3. TATE Balanced Scorecard

TATE is an institution that houses, in a network of four art museums, the United Kingdom's national collection of British art and international modern and contemporary art.

It has a mission to increase the public's enjoyment and understanding of British art to the present day and of international modern and contemporary art. A research on the TATE social-media strategy was carried out by Elena

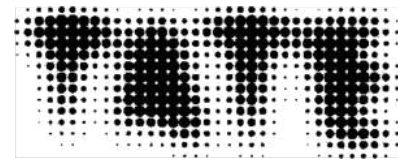


Image 8. TATE Logo. Source: <https://www.tate.org.uk>

OBJECTIVES	MEASURES	METHOD	INITIATIVE
Learning & growth			
Create a social media culture of multiple voices	Culture change Number of accounts (number of individuals, by activity, by audience, by department) People in the social media group, authoring blog content (informal) or with social media tasks in their job descriptions (formal) Number of social media projects	Social media platforms list Social media group members list / Job descriptions Social media plan Staff surveys, focus groups or interviews	Training programme, performance reviews, formalise tasks in job descriptions, communication
Increase staff skills and abilities	% Staff attended sm training course Number of hours of sm training in this period	Training records Training plan	
Provide tools and technology to work on social media	% computers with social media tools/ number users with accounts on these tools	IT records/SM tools users list	
Internal business processes			
Implement guidelines and policies	% published guidelines, adoption and milestones	Internal comms channels Staff surveys, focus groups or interviews	Digital Handbook (social media policies and guidelines: editorial layered control, moderation, safeguarding, digital asset management)/ Improve evaluation work / creation of networks / Standard processes and internal comms channels
Increase efficiency in the operations management (message coordination, community management, evaluation, archive)	Cross-department work Amount of published content (per platform) Number of staff responding to their own content (eg. blog comments by the author) Number of research and evaluation reports in this area Amount of archived content	CMS, social media sites Social media group members list Job descriptions Internal comms Archive records	
Establish a governance and organisation structure	Number of people in the social media/community network Amount of best-practice sharing	Milestones Internal comms channels	
Public & funders			
Access to art - Reach a wider audience - Distribute content	Reached users, size of the community, impressions New users Diversity of audiences Content views on social media Traffic from social media to the collection, blogs, videos or other type of content	Social media platform and website analytics tools (e.g. Facebook Insights, Twitter Analytics, Google Analytics)	
Conversation and interaction - Increase interaction - Generate dialogue, debate and interaction about art	Interaction rate, frequency of interaction, volume user-generated content Number of comments and replies, message direction, on-topic responses, length of comments, sentiment, tone, quality of the interaction	Social media platform analytics tools Social media platform analytics tools / Content, linguistic, sentiment analysis	Ongoing activities on the website and social media platforms
Communications and marketing - Generate revenue - Warm up the brand - Get advocacy from followers - Create awareness of the programme - Visitor services	Total revenue / Conversion rate Changes in brand perception Share of voice and attention Number of shares, recommendations, mentions Percentage of people aware of the programme via social media channels Number of enquiries responded on social media	Web analytics and surveys in the gallery Survey or focus groups Monitoring tool Social media platform analytics tools	Interactive participatory projects

Image 9. Balanced Scorecard for Tate's social-media activities

Source: <https://mw2015.museumsandtheweb.com/paper/an-evaluation-framework-for-success-capture-and-measure-your-social-media-strategy-using-the-balanced-scorecard/>

Villaespesa, using a balanced scorecard. The whole process was designed to develop a performance measurement framework that may help museums to define set of measures for carrying out a social media strategy. The research concludes that Balanced Scorecard can be applied to context of museums and social media. There are clear benefits of implementation of performance management systems and influence data-driven decision-making systems.

Source: The whole process is described in the article "An evaluation framework for success: Capture and measure your social-media strategy using the Balanced Scorecard." MW2015: Museums and the Web 2015. Published February 8, 2015. Consulted July 30, 2019, Link: <https://mw2015.museumsandtheweb.com/paper/an-evaluation-framework-for-success-capture-and-measure-your-social-media-strategy-using-the-balanced-scorecard/>; TATE website, Link: <https://www.tate.org.uk/>

Module 4: Project Management of IPR

Exercises

Exercise 1 Managing IP successfully

Select what elements are important for successfully managing IP

- Wait for others to contact you to protect IP
- Know what kind of protection your IP confers
- Have a well branded product or service based on IP
- Know, which steps hve to be taken to protect IP
- Establish personal connections
- Don't tell anyone details about your ideas/initiatives
- Only focus your IP management on trademarks
- Avoid infringements

Exercise 2 IP Recognition

Please list five elements of your business activites that could be considered as IP:

1. _____
2. _____
3. _____
4. _____
5. _____

Exercise 3 Licensing Agreement

Please select out of the five elements of your business activites described above as the one that can most realistically be considered as IP:

Now go to the internet and find a sample licensing agreement, which you would like to apply to the selected IP in order to be prepared for commercialising it.

Module 5: Fundraising

Exercises

Exercise 1. Set on the Path to Business Growth

No matter how ambitious and impossible sounds to make a plan in which direction a startup will go, keeping in mind many factors and obstacles that may affect the realization of the plan, however, it is very important from the outset to know where do you go and where do you want to go. In addition, you must have thought about this. You certainly have not started something without outlining a plan for your desired future achievements. You certainly are not by chance here.

Therefore, to set out on the path to massive growth, I encourage you to actually do this exercise, to write it, because “the thinking that got you here won’t get you there”.

Step ONE: Identify exactly where you are today, and what got you here.
What is your idea? Have you tested it with potential customers?
Have you generated income? Have you made sales?
According to the business lifecycle stages we have explained and their characteristics and challenges, can you recognize your startup stage?
What are your current expenses and incomes?
How much money goes into and out of your business over the course of a month and whether you have tried to plan for a future period?
How many employees do you have?
How many hours do you work per day or per week, just to keep things afloat?
Write the good and bad strategies (if have) that brought you here.
Step TWO: Identify exactly where you want to be one year from today.
What are your short and long-term goals?
What do you hope to accomplish one and five years from today?
How would your business operate? Would you do business offline, or online? How many hours would you prefer to work per day or per week?
Can you calculate potential income based on your projections of number of customers?
What knowledge do you need to acquire to reach this new level?
What kind of actions do you need to stop doing?
What type of people do you need to surround yourself with in order to grow?
How much money you need to borrow to achieve your plan?
What is your market opportunities?
Who has already achieved the level of growth you desire?
Step THREE: Identify how you’re going to get there.
Make a clear picture of the path that get you from point A to point B, in logical stages.

Exercise 2. Determine your Financial Need

Please try to answer the following key questions:

1. Why do you need money? Explain your financial need.
2. What is the maximum you will invest and how long will that allow the business to run? Make some projection.
3. How much time do you think you need to realize your business goal?
4. Have you ever tried to access some alternative financing and if Yes, which one?
5. What challenges have you faced on that path?

Exercise 3. Sources of Finance

True (T) or False (F):

Internal sources provide limited amount of money	T
Business finance is required for growth & expansion	T
Borrowed funds are provided by owners of capital	F
Retained profit is external source of finance	F
Long – term financing is more risky	T
Financing from external sources is more expensive	T

Exercise 4. Research your Finance Opportunities

How have you funded your idea/your business so far? Which sources of funding have you used?

Research several online platforms and centers that offer other creative funding different from the ones you have already used. Look at the services and opportunities they offer for businesses like yours.

Exercise 5. Prepare your Business' Pitch Presentation

Try to sum up all the information and exercises to make a perfect Pitch Presentation for your startup/business that will impressed the potential future investors as well as the clients

Good Practices

Good Practice 1. Why Adam Rolston (Film Producer) of 'A Street Cat named Bob' Chose to Raise Film Investment Through Venture Giants

This is a successful example for a film producer who brings a Novel to the big screen and become popular. It probably wouldn't have happened without the choice to raise the film investment through Venture Giants.

Adam Rolston graduated from Royal Holloway University of London with an MA in Screenwriting for Film and Television and in 2009 wrote a successful stage musical/play that was transferred to London's Wilton's Music Hall in 2010 where it enjoyed a sell-out run. Film Investment Venture Giant In 2011, the show later moved on and played at the Edinburgh Festival and then to the USA. The play featured extensively in the media, including the Daily Mail reporting that: 'The songs are woven together like a string of freshwater pearls by writer Adam Rolston'

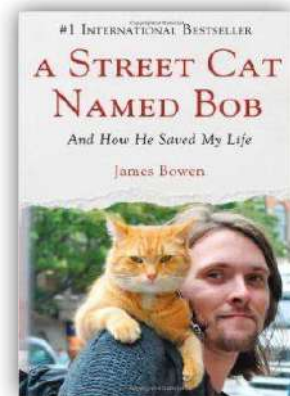


Image 9. Cover of the Instant New York Times Bestseller,
Source:www.google.com/a+streetcar

How all happened?

The best-selling children's book, "Street Cat Called Bob", has recently been released in Cinemas Nationwide in the UK and become a cultural phenomenon. The book was published in the UK in 2012 and spent a record 70 consecutive weeks in the Sunday Times Best-seller list. It sold over 6 million copies worldwide, was an 'Instant' New York Times Bestseller, and was nominated, 'top ten teen reads of all time' which included best-selling books such as J.K Rowling's Harry Potter and The Hunger Games.

Venture Giants, a Funding platform set up to bring entrepreneurs together with investors, was responsible for finding Adam Rolston's film investors for his first film project and Adam Rolston later went onto secure the film rights for 'A Street Cat named Bob' which is already destined to make big returns for its Film investors.

It was from this success that Adam decided to write and Direct 'Meet Me On the Southbank' and to do this turned to Venture Giants.

Micro budget film production in the UK especially has seen explosive growth as these films are relatively cheap to produce and can yield phenome growth and exits in relatively short period for angel investors. An example of this is a micro film aptly entitled 'once' that was produced in 2007 for £40,000 and yielded a Sundance award and generated over \$20m gross worldwide.

After submitting his Film development project to us, Venture Giants handpicked the film investors, private investors and angel investors to send Adam Rolston's film development project to.

With the introductions made through Venture Giants, Adam Rolston was able to successfully raise over 30% of the funds required for his production of a romantic comedy film entitled, 'Meet Me On the Southbank' from a private investor that Venture Giants introduced to him.

Remarkably, Venture Giants was the first place Adam Rolston had tried when trying to raise his film investment and had not raised any funds prior to this, as most of his productions had been self-funded. Ultimately, it was from this production that Adam was able to secure the film rights for "A Street Cat named Bob" which has released in cinemas on 4/11/2016.

As Venture Giants' Director, Rishi Anand recounts when he met Adam Rolston for the very first time - when Adam was only at his very early stages of his career - Rishi could not help but feel that there was something very special about Adam and that it was easy to see him not only as a successful film producer, but also as a great entrepreneur.

Why Adam Rolston, Producer of “A Street Cat named BOB”, chose Venture Giants to find him investors

"All of the contacts I received through Venture Giants were genuine investors with one particular contact from a high-net worth individual that was looking to invest directly in new businesses" Adam Rolston continued: "Venture Giants was the first site I signed up to. I can't imagine how I would have found the film investment otherwise."

Source: <https://www.venturegiants.com/news-channel-543-a-streetcat-named-bob.aspx>

Good Practice 2. How an&angel Became a World-Renowned Company

The company an&angel is founded in Riga at the creative business incubator “Creative Andrejsala” in Latvia. Their products are glasses, developed using unique, next-generation technologies and design. Now, their designs are available in 26 countries around the world. an&angel won the prestigious Red Dot design award in the Product Design category in 2013 and the German Design Award in 2015. These are only a part from the numerous design and export awards. **An&angel** has also participated in several design exhibitions, gaining international recognition.



Image 10. an&angel Tableware Products Source: <https://www.google.com/an%26angel>

The creative business incubator “Creative Andrejsala” has helped and supported an&angel with space, marketing and product manufacturing. It has also helped develop and strengthen the team’s business skills and overall strategy. As a result, the company raised its export turnover to 60%, opened a how-room and established a worldwide reputation. <https://angel.lv/>

Source: Good practice report, Access to finance for the cultural and creative industries (CCI), <https://publications.europa.eu/en/publication;>

Module 6: Marketing Strategy in CCS

Exercises

Exercise 1. Vision and Mission Statement

Find an entities business plan example and read the vision and mission statement illustrated there. After that, try to draft your own vision and mission statement.

Vision:

Mission:

Discuss them with your friends, family, team members or partners. Implement your vision and mission in your strategy as a start.

Exercise 2. Product / Service Strategy

Try to create your own strategy referring to your defended vision and mission statement:

1. What are the target customers of your products / services?
2. What are the main differences of your products / services in comparison with those of competitors?
3. Prepare your SWOT analysis.
4. What is your USP (unique selling proposition)?
5. Can you imagine how your product or service portfolio will look like in 3 years from now?
6. Define your marketing goals for 1 year, for 3 years, for 5 years from now.
7. Write down activities per goal to support the accomplishment.

If you have many very different products or services, it may be necessary to repeat these steps several times and create a separate profile for each product.

Exercise 3. Strategic Goals and Marketing Plan

Following your vision and mission, write down your goals as a roadmap elements and components of a plan on marketing activities you will undertake in the near future.

Good Practices

Good Practice 1 Spotify

Once you have identified your business idea you need to get the word out. This can often be increasingly burdensome. Targeting new customers and audience requires creativity. The way the audio streaming platform "Spotify" has successfully gained a lot of popularity over the past decade is simple, but efficient. At the beginning, the company operated with free accounts by invitation to manage the growth of the service as well as offering the possibility of paid subscription with more advantages for the customer. The invitation model made "Spotify" very attractive by giving the users the sense of exclusivity. In addition to this is allowed the company to easily target new customers as people were inviting friends and family over.

Good Practice 2 Gmail

Gmail is one of the worldwide know email platforms. It is dated back to 2004 when it was released to the public. What made Gmail so popular was the fact that they had come up with a great "What makes your business different from the competition?" Gmail was working on the invitation principle – each user could invite 10 friends to join the email service and Gmail was offering something unique and different to the market – namely the generous amount of storage space. Each user received 1 GB of space (allowing users to keep their emails forever) compared to the 2 to 4 MB email space that was the standard at the time.

This is an example for a USP that makes Gmail clearly standing out when compared to other businesses on the market at that time.

Good Practice 3 Airbnb

Airbnb journey is an example of a pioneer company, offering something new to the market, but in the same time entering an already existing market. Back in 2007, Airbnb founders Brian Chesky and Joe Gebbia just moved from New York. Without employment, they were having trouble paying their rent and were looking for a way to earn some extra cash. They noticed that all hotel rooms in the city were booked, as an event in the city had attracted many visitors. Seeing an opportunity in this they bought a few airbeds and quickly put up a site called “Air Bed and Breakfast.” The idea was to offer visitors a place to sleep and breakfast in the morning. They were successful at attracting people and tried to expand the market. However, they experienced many difficulties and had to overcome many obstacles on the way to success. It wasn’t until they discover that the main problem with the search for accommodations is that the pictures of most listings aren't good. As being entrepreneurs, they quickly resolved the problem – by buying a camera and going door-to-door to take better pictures of the listings. Today Airbnb has over 2 million listings in over 190 countries and 34,000 cities. What we can learn from Airbnb is that marketing strategies and of a constant need of revision. When changes on the market and on the customer behaviour occur, you can analyse your SWOT and look for where the problem hides. Once you have identified the problem, you will also have the solution to it.

Module 7: Networking, Building ecosystem & International Markets

Exercises

Exercise 1 Building successful network

Select what elements are important for successfully building a network

- Long-term initiative
- Wait for others to contact you
- Know what you need from a network
- Have a well branded product
- Time and professional commitment
- Establish personal connections
- Don't tell anyone details about your ideas/initiatives
- Only focus on public sector representatives

Exercise 2 Skills for networking

What personal skills/competences are helpful when networking?

- Be passive
- Ask others what you can do for them
- Capacity to follow up
- Only contact people that can help you
- Be accessible
- Only think about short-term solutions
- Provide as much information as possible
- Use active and passive networking

Exercise 3 Marketplace network

Describe your marketplace network

Module 8: Design Thinking

Exercises

Exercise 1 Empathizing by Creating Personas

Empathy is a critical starting point for any design-thinking endeavour. It means making design and business decisions from the perspective of the end-user or customer and truly understanding and anticipating their needs. These exercises will help you get into the minds of your users, identify patterns and challenges, and relate these to the problem your team needs to solve (e.g. Unit 1 Empathize).

Creating personas is an effective way to focus on your exact target audience and ensure that you are designing for their top needs. Personas are a representation of your target user – their typical characteristics, challenges, and desires. On average, you create one to three personas for your project, e.g. your new product/service so that you can focus on different needs and inspire divergent ways of looking at a problem. Therefore, create two personas – male and female, by taking the following steps:

1. Take a photo or sketch a portrait of someone that represents your clients.
2. Come up with their names. Each Persona should have a unique name. It gives it a rational fraction and will help to bring Persona to discussion or any other research material.
3. Describe the outfit of your persona. It should include the background of your fictional character, as well as their current desires. For example, what is their primary motivation for using your service or tool?
4. Problems - every Persona represents different problems. Add all of them to this section to have a summary of the personal struggle.

Once you created your two Personas, you have to share them with your team. Persona has no value if it is not distributed well within your organization. Your entire team member should be familiar with your primary Personas. It will help you be up to date with the main problems for your target users and how they differ within disparate groups.

Exercise 2 Define a problem to work on

Design Thinkers often face challenges how to frame a problem they are given. In reference with Unit 2 Define & Research, this exercise called “Dream/Gripe Session”, created by IDEO would enable you to better define a problem and therefore to find an effective solution. Pairs in groups of any size (engage your teammates) and take 15-30 minutes. The only supplies you have to take are pen and paper. Follow the steps bellow:

Step 1: Decide on a topic for discussion, e.g. launching new products/services, culture of the organization and etc.

Step 2: Pair up with another person and select one person to go first (Partner 1)

Step 3: Partner 1 airs their dreams and gripes for five to seven minutes, while Partner 2 listens and takes notes.

For example:

DREAM: “I wish we could get our customers to read the instructions.” **GRIPE:** “It’s so noisy around here that I have trouble concentrating.”

Step 4: Partner 2 reframes the dreams and gripes into open-ended questions that make for good innovation challenges. We usually start with the phrase “How might we...?” A good “How Might We” question should not be so narrow that it suggests a solution (even if it’s a good idea). Initially, you’re just trying to capture the problem, not jump to possible solutions. It should also not be so broad that it stymies the flow of ideas (rather than generates them). A good “How Might We” question should allow someone to easily come up with 10 different ideas.

Partner 2 should aim for three to five well-framed innovation challenges and share them with Partner 1.

For example:

GRIPE: It’s so noisy around here I have trouble concentrating.

Challenge that’s too similar: How might we reduce noise so you don’t have trouble focusing? Challenge

that’s too narrow: How might we create more private offices so employees can concentrate better?

Challenge that’s too broad: How might we help people focus?

Challenge that’s just right: How might we design the space to accommodate a range of working styles?

DREAM: I wish our staff got their expense reports in on time.

Challenge that’s too similar: How might we get people to be more timely with their expense reporting?

Challenge that's too narrow: How might we use a smartphone app to speed expense reporting?

Challenge that's too broad: How might we get people to have more respect for deadlines?

Challenge that's just right (with empathy for the employee): How might we simplify the expense reporting process so that people can complete it more quickly?

Step 5: Switch roles and have Partner 2 air dreams and gripes while Partner 1 listens and then offers “How Might We” innovation challenges.

References: IDEO, www.ideo.com

Exercise 3 Add Constraints

Sometimes restricting yourself can kickstart your creative problem solving.

To spur some creativity, try adding some constraints to the product or service you are currently developing (e.g. take Unit 3. Ideate whereas you can learn valuable insights about using “constraints”). Then, come up with three different constraints (describe them in max 100 words each) that refer to your next product or service. For example, non-priority passengers can check them online just 24 hours before their flight.

Exercise 4 Designing your MVP/Prototype

Take your next product or service idea, and brainstorm about how best you could find out *with the help of a prototype or MVP* (1) if the need that you'd be meeting with the realization of your product idea really exists in the world, and (2) if your proposed product/service would indeed be a good way of meeting that need. Consider what functionality and visual fidelity your prototype/MVP should have for maximal effect and minimal effort & cost. Discuss your ideas with at least two domain experts and, considering their input, write up a script about how you would use your MVP/prototype to reach your business goals.

Good Practices

Good Practice 1: The Third Person Technique

The simplest way of obtaining information through indirect questioning is to ask a respondent the view of an unnamed neighbour. This permits the respondent to project his or her own views without feeling social pressure to give an “acceptable” answer.

An **early study on instant coffee by Mason Haire (1950)** used this technique. This study was conducted when instant coffee was first introduced. The purpose was to determine consumers' attitudes toward instant coffee in general by comparing Nescafe, a brand of instant coffee, to Maxwell House, a brand of drip grind coffee. A questionnaire with direct questions asked things such as “Do you use instant coffee?” and (if “No”) “What do you dislike about it?” The majority of the unfavourable responses were a generic, “I don't like the flavour.” However, blind taste tests suggested that this was not necessarily true. The response was probably due to a stereotype rather than the true reason.

Using third-person techniques, respondents were asked to describe the housewife shopping for either “Nescafe instant coffee” or “Maxwell House coffee (drip grind).” This indirect approach found a different reason. The woman buying instant coffee was characterized as being lazy, unorganized, a spendthrift, and a worse wife than the woman shopping for the traditional coffee. These imputed characteristics were projected feelings toward instant coffee from the respondents.

Good Practice 2 Define the Problem - Oral B electric toothbrush

A great example of how the Define mode works is illustrated by Braun/Oral B electric toothbrush. The team at design company Industrial Facility were given the challenge of creating a better experience with the Braun/Oral B electric toothbrush.

Instead of looking at the client's idea of tracking a user's brushing performance, the company executed a thorough research among the dissatisfied customers. The conducted qualitative research found out that the main frustrations among the end customers are the following:

- Forgetting to purchase replacement brush heads;
- The toothbrush running out of power;

Once the reasons had been identified, Industrial Facility created toothbrushes with charging capabilities. The toothbrushes were also fitted with a button that users could press that would send a reminder to their smartphone to purchase a replacement.



Image 1: <https://www.oralbarabia.com/en/products/electric-toothbrushes/oral-b-smart-6-6000n-electric-toothbrush>

Good Practice 3 Observation

There is nothing simple about determining whom to observe, what research techniques to employ, how to draw useful inferences from the information gathered, or when to begin the process of synthesis that begins to point us toward a solution. It makes sense for a startup company to familiarize itself with the buying habits of people who inhabit the centre of its current market, for they are the ones who will verify that an idea is valid on a large scale.

For example, the Swiss company Zyliss engaged IDEO to design a new line of kitchen tools. The team started out by studying children and professional chefs – neither of whom were the intended market for these mainstream products. For that reason, however, both groups yielded valuable insights. A seven-year old girl struggling with a can opener highlighted issues of physical control that adults have learned to disguise. The shortcuts used by a restaurant chef yielded unexpected insights into cleaning because of the exceptional demands he placed on his kitchen tools.

The IDEO team realized that a great ice cream scoop would not only be good at getting ice cream out of the carton, it would also lend itself to licking off that last bit of ice cream when you were done with the job. Therefore, they set out to make a “mouth-friendly” scoop. For starters, that meant ensuring no sharp edges or moving parts that a tongue could catch on. Design thinkers could have simply asked people how clients use an ice cream scoop. However, they probably would not have mentioned licking the scoop, and might have even denied it. In other words, field research entails more than simply asking people what they want. In addition, it does not absolve you of the need to generate good ideas. Nevertheless, it does help you get at latent needs, the non-obvious ones that people are not conscious of. An interview will not give you that. Sometimes you need to follow consumers into the kitchen.



Image 1: The award-winning design for this “mouth-friendly” ice cream scoop came from observing that people tend to lick the utensil after use.
Image courtesy Zyliss Source: <https://slate.com>

The exaggerated concerns of people at the margins led the team to abandon the “orthodoxy” of the “matched set” and to create a line of products united by a common design language but with the right handle for each tool. As a result, Zyliss whisks, spatulas and pizza cutters continue to fly off the shelves.



Image 2: Zyliss Kitchen Gadgets by IDEO Source: <https://images.app.goo.gl/vSGuKa72fbE63iW7>

Good Practice 4 Reinvent Your Business Before It's Too Late

A legacy company that produced the first phone book in Australia more than 130 years ago—and the disruptive change it represented—became directories company Sensis. As Sensis made the transition from a print directory to a digital service in recent years, the company came to IDEO to foster a start-up mind-set.

Together, Sensis and IDEO identified four ways for Sensis to become more agile: Focus on the company’s core skills, revitalize the product development process, develop insights about Sensis’ global competitors, and strengthen connections to current and potential customers. After prototyping more than 65 ideas, the team decided on an app, Skip, with which a customer connects remotely to their favourite café right from their phone, sends their order, and schedule a time to pick it up. Then they breeze past the line when they arrive at the café.

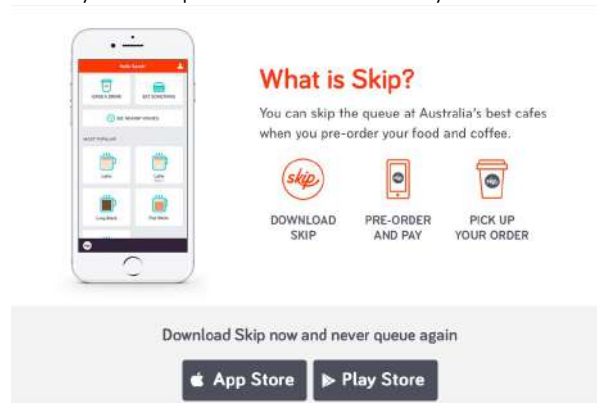


Image 1: Customers could pre-order their coffee and pays through the app., Source: Screenshot

To understand how this app might work in the real world, the team fanned out across Melbourne, talked directly with café owners and their customers, gathering data, and watching behaviour, then launched the live app just 10 weeks after developing the first prototype.

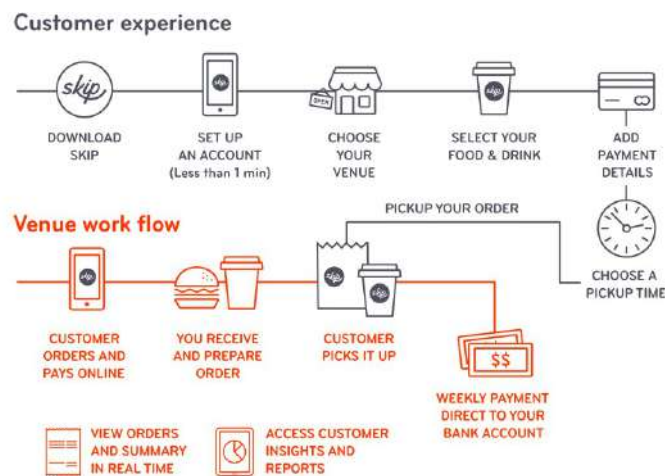


Image 2: Customer Experience, Source: Screenshot

Module 9: Visual Identity

Exercises

Exercise 1 Design Brief Worksheet

In order to create a successful design that meets your exact needs, you must first take the time to get to know better your company's needs. Below is a client brief that a design company uses when beginning a job for a client. Complete this worksheet for your own company. Only type in the row below the question.

Name of Company or Organization
Project Summary
What type of product or service do you offer?
How long have you been in the business?
What do you hope to accomplish with your new identity?
What are your long-term goals?
Audience Profile: Who is your target audience and what do they care about?
Please, describe your existing audience
Who would you like to add to your audience?
Perception/Tone/Guidelines: How you want your target audience to respond to your logo?
Do you have any colours in mind for your logo? (if you have, explain the reason and its meaning)
Do you have any specific images or icons in mind that you would definitely like to see incorporated into your logo?
Communication Strategy: How do you intend to reach your target audience and what is the message?
What is your tagline or slogan?
What is the overall message you are trying to convey to your target audience?
Where will your new logo be used?
Competitive Positioning
Who are your competitors and what do you think about their logos?
List competitive URLs if possible
What sets you apart of your competitors?
Target Message
State a single-minded word or phrase that will appropriately describe your company:

Exercise 2 Logo design challenge

Since you now know what a logo is, what it is supposed to do, and what it should represent, you will now be tasked to design a logo of your own company or to re- design the current one.

Materials

- Sketch paper
- Pencil/coloured pencils/coloured markers
- PC/Mac
- Access to the Internet

The criterion for the logo design project is as follows:

You are asked to create a logo design that represents your company. Your logo must represent/symbolize your corporate values and beliefs.

Follow the logo design process (provided below):

1. Use up to three colours (no more) within the design: keep it simple, not too visually distracting.
2. Create an initial sketch of the logo.
3. Create a final computer graphic design of your logo.

Helpful hints

Characteristics of an effective logo design:

A. Your logo must be simple, easy recognisable and memorable. For example, if you were designing a logo to represent your company that is active into the fintech industry, it would be appropriate to use elements, shapes and forms that communicate this feeling in order to support your design.

B. Understand the Logo Design Process: In short, the logo design process usually consists of:

- Research & brainstorming other logos and what they stand for.
- Sketching out your ideas.
- Prototyping & conceptualizing what your logo will represent.
- Review your design.
- Revise & add final changes to your overall design.

C. After you established your initial ideas from brainstorming and have sketched an initial design, you can then use the computer to formulate your logo. Because logos need to be versatile (be able to work across a variety of mediums and applications), your logo should be able to be made as a computer graphic as well. Using Microsoft Paint, Word or PowerPoint, you must make a very simple digitized version of your logo design on the computer. The most professional software which is used by all professionals are Adobe Illustrator and Corel.

D. After you have a good graphic logo concept completed, share your logo design/s with your fellows, or with your family and friends. Collect their feedback and comments.

Extension

Determine three different ways you can use your logo (e.g.: use in publications, business cards, on a product, or in advertisements).

Exercise 3 Brand Personality

Describe the personality of the following brands:

- Samsung
- Disney
- Amazon
- IKEA
- Lacoste
- Gillette
- L'Oréal
- Netflix

*Choose one or two dominant brand personality traits from **sincerity, excitement, competence, sophistication, and ruggedness**. For example, Wal-Mart: Excitement, Toyota: Ruggedness. Pepper: Excitement Evian: Sophistication, Apple: Competence, sophistication, IBM: Competence, Harley Davidson: Ruggedness*

2) Please, list some brands, which you think are strongly associated with masculine image or femininity image. For example, masculine brands: Harley Davidson, Old Spice, Marlboro, Dos Equis

Feminine brands: Victoria`s Secret, Virginia Slims

3) Please, list your brand characteristics and sketch a very simple drawing about it. Think about it could talk in its daily life: formal or informal as well as is s/he married or single, what are his/her friends' interests and hobbies.

Good Practices

Good Practice 1 The Brief: Socialbee

Here, we will consider a real-world example of a design brief: Socialbee logo, proudly designed by the Bulgarian graphic designer Mrs. Keti Tserovska.

What are the prime objectives of this project?

Socialbee is an internet platform that aims to create a sustainable culture of youth volunteering engagement. It focuses on facilitating the building of social relations and communities among the users, aged between 18 to 35 (target audience), who share close interests, activities, backgrounds, or real-life connections. Design a logo of this social networking site which is stylish, flat and simple, match with different media (the logo will be used on business cards, brochures, billboards, TV spots and mobile) and enable clients to recognise it easily. It aims to engage the selected target audience to take action in social challenges and initiatives that make a strong impact on the society they live in. Our company would help the people for being aware that by joining efforts, social problems could find appropriate solutions. Socialbee is an innovative and independent social networking site that connects volunteers and social projects on a global scale. Based on the latest web technology, the platform offers a user-friendly experience. Organizations can manage multiple social projects. Submit volunteer programs. Receive applications and volunteers from abroad. Volunteers can explore, compare, interact and apply to social projects worldwide according to personal preferences concerning location and tasks.

Color Preference

Pick colours that inspire volunteering, connectivity and social responsibilities among the cited target audience.

Why is this project necessary?

By promoting social entrepreneurship, our company helps the society to effectively solve crucial problems and social challenges.

What business outcomes do we want?

In general, our product aims to stimulate the youth people into running social initiatives and to be socially responsible. Nowadays, there are a large number of non-profit organizations which regularly promote their volunteer opportunities throughout their websites. However, most of the socially oriented web sites are built around things that matter to individuals.

What are the most critical aspects of this project?

How to obtain remarkable and easy-recognisable corporate identity that would enable clients to clearly distinguish **Socialbee** from its competitors. The new logo must reflect the main product features by communicating clear and consistent message to its target audience "It's time to be social".

Deadline

First draft – March 1st 2021 (timely feedback) Final outcome: March 13th 2021

Budget

1800 EUR

Good Practice 2 The Collaboration Between Non-Designer and Designers

Trust Your Designers

Peter Phillips suggests in his book "Creating the Perfect Design Brief: how to manage design for strategic advantage (pp. 13)" that "designers shouldn't be taxi drivers". Whenever you arrived at the airport in a city, you face a business problem to be solved. You can find yourself at the airport and need to get to your hotel. By leaving the terminal building, you could see a number of taxis waiting to take passengers to their destinations. All you have to do is tell the taxi driver exactly where you want to go. The taxi takes you to your destination, and you pay a fee for this service. But think about if you have a transportation consultant available rather than a taxi driver. You could take a great opportunity to explain your business needs to a transportation expert, e.g. - to get to a certain destination, but you have time constraints, budget constraints, and perhaps other issues that you would need to explain. The expert would then present you with a number of options, each with its own unique abilities to solve your problem: A taxi service will be direct, but cost more than a shuttle van. The shuttle van is cheaper, but it will probably take longer depending upon the number of other passengers in the van and their particular destinations. Therefore, try to treat designers as being your corporate identity consultants who offer a numerous of effective solutions, rather than just accomplishing a task. Many designers overlook the myriad uses a good design brief offers. A well-written design brief is a written agreement, or contract, between the parties involved with the project. Phillips (2004) compares a design brief as a road map, that defines the various steps that will be followed from the inception of the project to its completion. Design briefs must keep the balance between both business strategy and design strategy. Moreover, it is quite useful to think of a design brief as a business plan. Since the time-management plays a crucial role here, the design brief is also a project-tracking tool.

Whenever you can, avoid using the word “client” or “designers”. Instead, think about “partnering” with people - the representative of the creative and cultural industries and entrepreneurial must work in a close conjunction on a project. Do not make the mistake of treating your creative team as just a service provider.

Good Practice 3 Socialbee logo design

In this section, you can explore the workflow of a successful logo design. The Socialbee logo was designed by Mrs. Keti Tserovska in 2016. The logo was awarded on several design contests and it was presented on the prestigious conference – The Falling Walls, Berlin, November 2016.

However, after identifying the brand mission and vision (See Good Practice 1), a thorough research was done in order to explore the **Socialbee** competitors.

After getting familiar with the company competitors, Mrs. Tserovska decided to identify the main symbols by using their semiotic meaning.



Image 1: Competitors of Socialbee
Source: Socialbee brandbook (2016). Produced by: Keti Tserovska

Symbol	Semiotic meaning and information	Cue
Bee	The bee symbolizes community, brightness and personal power. Bees can carry 300 times their weight and never shirk their duty to community contributions.	You need help communicating with other people. You question if you are aligned with your goals in life. By symbolising the coming of the spring season, bee refers to associations with the desired social change and how the connection between the “earth” and “sky” could be associated with the blended connection between “online” and “face-to-face” communication.
Honeycomb	It is literally the place where a bee stores its honey. Symbolically, a bee is a spiritual traveler, honey is spiritual input, and thus a honeycomb is symbolically a place in the body where spiritual input can be stored.	The symbol here represents the unification of the social networking users who shares the interests, mission and goals in order to create a co-working social space where everyone could give their input.
Beehive	A beehive is a symbol of the cone with its levels and layers. There is added symbolism created by the fact that as one gather more honey more layers are added to the hive.	A beehive consists of two basic colours – blue and yellow. Blue colour associations refer to: power, calmness, success, trustworthiness, spirituality, femininity, devotion, justice, rationality, contentment, hygiene, authority, dignity, loyalty, wisdom, dependability, constancy, water, sky, peace, purity, holy, confidence, strength and security.
Yellow colour	The yellow colour stands for attention and learning as well as being associated with a support when it comes to overcome obstacles.	
Balloon	Balloons symbolically represent one of two things. Either they are just another version of the egg.	It has been related with active conversation and a quick share of information and facts.



Image 2: Start sketching, Source: Socialbee brandbook (2016).
Produced by: Keti Tserovska



Image 3: Come up with several options, Source: Socialbee brandbook (2016). Produced by: Keti Tserovska

Then, Keti tried several options by incorporating the same symbols. Once the paper sketch has been done, the corporate designer created the trademark in Adobe Illustrator by using grid in order to be precise. Furthermore, the Golden Ratio was used here – the ellipses interact between each other by setting an angle of 23.45°, which is equal to the Fibonacci number: 1.618 that symbolizes sustainability and perfection.

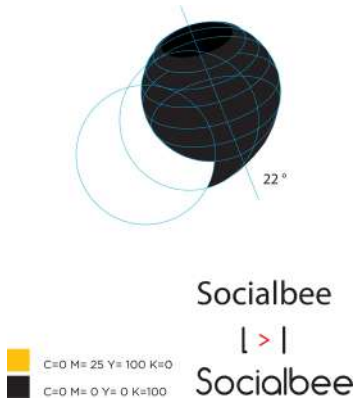


Image 4: The Golden Ratio, Source: Socialbee brandbook (2016). Produced by: Keti Tserovska



Image 5: The Socialbee logo (for international usage) in Adobe Illustrator Source: Socialbee brandbook (2016). Produced by: Keti Tserovska



Image 6: The Socialbee logo in Bulgarian language (for domestic usage) in Adobe Illustrator Source: Socialbee brandbook (2016). Produced by: Keti Tserovska

However, you can see the outcome (with grid) above Image 5 and Image 6. Mrs. Tserovska took into consideration the nature of the selected font and manually set up a visual balance by giving certain space between the letters.

Finally, the corporate designer had to define the logo usage.



Image 7: The Socialbee logo – definition of the colour background and monochrome version Source: Socialbee brandbook (2016). Produced by: Keti Tserovska

To sum up, the Socialbee logo satisfies all requirements that a powerful logo should reflect: it is a scalable, easy to reproduce, memorable and a distinctive trademark. If it is enlarged, it can be reduced significantly not only in colours but also in black and white so that it can be faxed, photocopied etc. In addition, the Socialbee corporate mission and values are communicated through a powerful symbolic meaning, which is incorporated into the logo by using certain shapes, forms and colours.

Module 10: Media and Content

Exercises

Exercise 1: Social media content

Taking into account that social media content is part of some coordinated marketing efforts and is designed to reinforce the information about a product/service/brand, through at least one social media platform, consider some of the latest social media campaigns, powered by:

- Volkswagen
- Lego
- Starbucks

Try to outline the post you like best and identify:

- The main goal of the campaign?
- What is the main message they want to convey?
- What kind of design they use, e.g. photos, illustrations, infographics etc.

Exercise 2: Create an Interactive Content

The interactive social media content enables the users to respond with more than just simple likes and comments. It refers to online quizzes and surveys. By using this type of social media content, you could significantly boost your target audience engagement – enjoy your clients by making them familiar with a large number of benefits your brand offers. Therefore, think in terms of developing a short social media quiz, which consists of maximum 5 questions. Write down your draft of questions and think what should be your incentive that would drive the attention of your target audience to participate.

Exercise 3: The Hashtag

Being aware that hashtags indicate topics or themes, and play an important role in your social media communication, list a number of hashtags that could be relevant for your next post. Check their relevance into an appropriate website such as <http://best-hashtags.com> Think in terms of your hashtag language and whether your hashtag would include numbers. Nevertheless, you probably do not possess special drawing or design skills, make a basic sketch of your post which main objective should be to identify the visual hierarchy.

Exercise 4: Content Management System (CMS)

Go to wix.com and set up your free account there. Choose an appropriate website template that fits with your business needs and by using all intuitive Wix tools customize it in order to stick to your visual corporate identity. Think in terms of how to assure user-friendly experience to your visitors, how to achieve simplicity and pure design that convey effectively your brand promise. Finally, set up your blog there and come up with a short article.

Good Practices

Good Practice 1: Social Media Analytics

Before launching your social media campaign, it is advisable to analyse your target audience behaviours. It is quite valuable to know to whom you will communicate via Facebook, Instagram, Twitter etc. Therefore, investigate their age, living place, living standard, social status, their incomes and profitability.

In order to get a real understanding of your consumer lifestyle, use social media analytics. For example, a deeper understanding of where and how users interact with your business across your website, app, Facebook Page, and more you can find into your Facebook Analytics and then, to take actions in order to optimize and growing. To see the number of people who viewed your Page, click Insights at the top of your Page, and then click Page Views on the left. From here, you can see views by Section (example: Posts, Videos, and Photos).

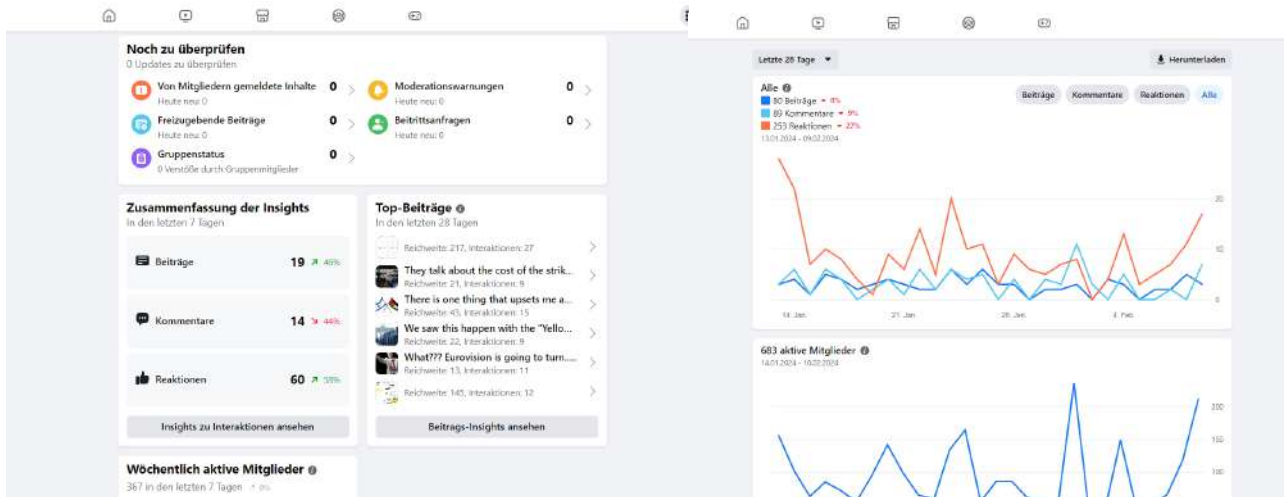


Image 1: The Facebook Analytics of Eurofacebook, <https://www.facebook.com/groups/1512985489002462>

At the very first glimpse, it looks a bit confusing, but actually, there are three important aspects that you have to take into account when you start:

- Page likes: How many people liked your page over the last seven days?
- Post reach: How many people saw all the content you posted over the last seven days?
- Engagement: How many people liked, shared, or commented on your posts over the last seven days?

However, if your main goal is to achieve a social media fast grow your, you can track how your page likes and reach have changed over the last week. According to the social media expert - Bailey Seybolt, once you see a pattern developing or want to learn more, you can dig deeper into other sections. (Seybolt 2018).

Good Practice 2: The Right Length for Your Social Media Post

Creating an appropriate social media content means that you have to be aware of all features of your preferred social medium. Therefore, thanks to the social media post expert - Cas Johnson-Villalobos we are giving you some tips in terms of the text content and what to bear in mind in the very beginning (Johnson-Villalobos 2019).

Instagram

Instagram photo or video captions can be up to 2 200 characters long with a maximum of 30 hashtags. Instagram is unusual in that outside research recommends a longerpost length than the platform. In fact, Sprout Social found that Instagram posts between 138- 150 characters received the highest levels of engagement (Jackson 2019). For example, if you are a brand like this you even have never ever thought of the length of your post, just because you are using “shorten text strategy”.

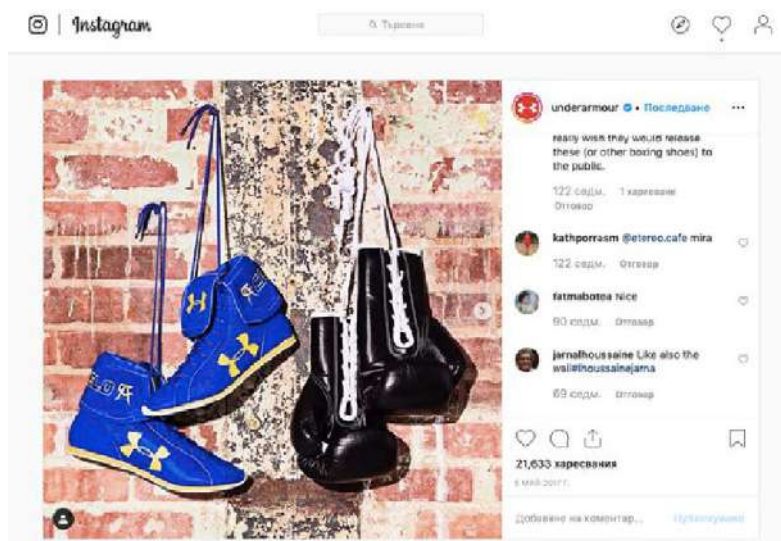


Image 1. Underarmour. “This ones for Italy” Source: https://www.instagram.com/p/BTwaPQHhV_N/?utm_source=ig_embed&utm_campaign=dlfix, Screenshot

Facebook

Facebook is currently the most popular social media networking. It features a maximum character limit of 63 206, which allows users to post long-form content. Facebook itself recommends that post descriptions range between 100 and 250 characters, citing that posts under 250 characters receive 60% more engagement than those that are longer.

Twitter

Twitter's famous 140 character-long limit was doubled in 2017 to 280 characters – something which was not clearly outlined by the social platform, although the original limit was modelled after the average character count limit of a text message. To encourage your posts to be retweeted, even with more characters allowed, 71-100 characters remains the ideal range. According to Social Report, posts at this length are 17% more likely to be retweeted than those outside the character range.

LinkedIn

LinkedIn limits posts to 700 characters. However, like Facebook, it features a tab "See More" which allows 1,300 characters for statuses on individual accounts. The social platform and outside researchers recommend that 140 characters – Twitter's old limit – is the ideal upper limit for a LinkedIn post to ensure maximum visibility.

Good Practice 3: Your Post Design Must Be Outstanding

Here, you will find some creative examples of powerful social media posts.

Dunkin Donuts posts firmly stick to their style and tone of voice. They are bright, imaginative, and cheerful. Humour is an effective tool that makes the posts popular and shareable among their clients. The brand never does direct advertising, instead choosing to create a subtle message.



Image 1. Dunkin Donuts post. "The closer it gets, the most delicious it looks." Source: <https://www.postplanner.com/blog/25-brands-visual-content-marketing/>

Another inspiring example is Nike. Nike understands marketing on Instagram as well as the mentality of their target audience, and they use this knowledge to effectively showcase their brand.

The brand loves to post inspirational hashtags and photos showing everyday moments related to sports. The focus is on speaking to everyone who has a dream and encouraging them to "Just do it!".



Image 2. Nike / Just Do It Campaign. Source: <https://www.postplanner.com/blog/25-brands-visual-content-marketing/>

Cook Smarts

The graphics posted by **Cook Smarts** are a fantastic example of how visual marketing should be used. Their Twitter page is full of shareable: simple images with witty and creative text.

They also have numerous infographics, which provide their audience with handy tips and other info.



Image 3. Cook Smarts on Twitter.
<https://www.postplanner.com/blog/25-brands-visual-content-marketing/>

Coca-Cola's content marketing strategy is built on visual marketing. They provide their audience with fun, colourful and quirky visuals that are easy to like and share.

The company concentrates its efforts on interactive content to keep their audience engaged.

Coca Cola also has uniquely designed animated gifs and plenty of brand memorabilia that reminds the audience whose page they're on.



Image 3. Coca Cola
<https://www.postplanner.com/blog/25-brands-visual-content-marketing/>

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Our entrepreneurial training programme contains the following modules:

Module 1: Creative thinking for innovation

Module 2: Business & Entrepreneurship

Module 3: Management and Administration

Module 4: Project Management and IPR

Module 5: Fundraising

Module 6: Marketing Strategy in the CCS

Module 7: Networking, Building Ecosystems and International Markets

Module 8: Design Thinking

Module 9: Brand Identity & Visual Branding

Module 10: Media and Communication

All modules are created by the guidance and support of the international CULTART team of business developers and players in Creative industry sector, based in five European countries: Bulgaria, Austria, Italy, Greece, and the Republic of North Macedonia.

You can find more information at the project's homepage: <https://cultart.eu/>

Our online learning platform: <http://cultart.dyndns.org/login/index.php>