

COACHING MANUAL

Quick and easy guide
to 20 tools for
effective and diverse
startup coaching



SALES- AND MARKETING TOOLS

- Social Selling
- Own-earned-bought-media
- Customer Journey
- Product Matrix

01-04

BUSINESS MODEL TOOLS

- Value Proposition
- Traditional Business Model Canvas
- Lean Canvas

05-07

STRATEGY TOOLS

- The Boston Matrix
- SWOT Analysis
- Business Areas Matrix
- Strategy Profile

08-11

SELF-LEADERSHIP TOOLS

- Self-Leadership
- Design Persona

12-13

INDUSTRY- & COMPETITOR ANALYZE TOOLS

- The Value Chain Thinking of Product/Services
- Porter'S Five Forces
- Competitor Analysis
- PESTE(C) Analysis

14-17

MANAGEMENT TOOLS

- Eisenhower Matrix
- Kanban/Scrum
- Balanced Scorecard

18-20

SALES- AND MARKETING TOOLS

BUSINESS
MODEL TOOLS

STRATEGY
TOOLS

SELF-LEADERSHIP
TOOLS

INDUSTRY- &
COMPETITOR
ANALYZE TOOLS

MANAGEMENT
TOOLS

PURPOSE

For demonstrating modern content marketing and social network based sales model.

WHEN TO USE?

When planning the sales and marketing activities.

HOW TO USE?

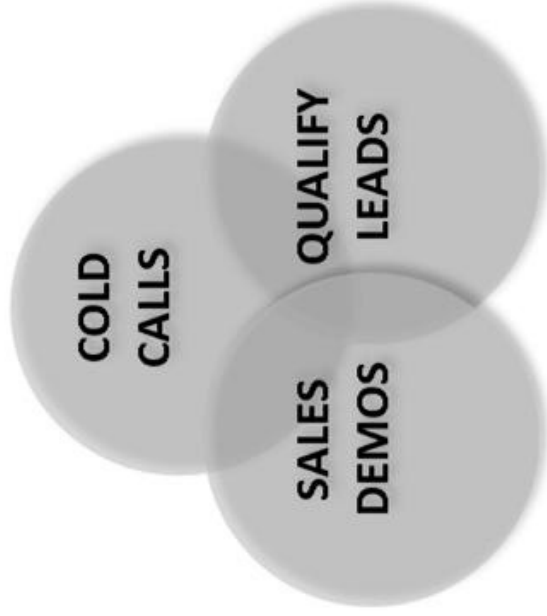
When it's needed to educate the modern (social) selling framework instead of shotgun approach with slow and often ineffective cold calling method.

MORE INFORMATION

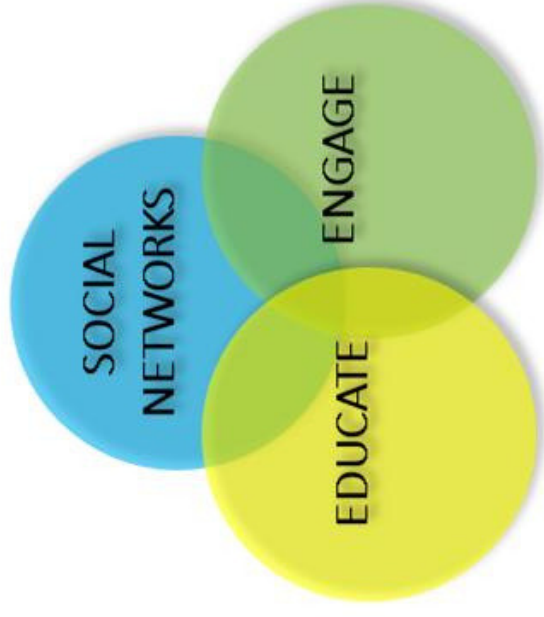
LinkedIn (social selling index) -> <http://bit.ly/2bP8RQR>

Infographic -> <http://bit.ly/2rLsFPW>

OLD SALES MODEL



NEW SALES MODEL



SOURCE: <http://topdogsocialmedia.com/how-to-use-social-selling-to-sky-rocket-sales/>

PURPOSE

For understanding the modern (digital) marketing.

WHEN TO USE?

In planning (digital) marketing strategy & -activities

HOW TO USE?

Start with Own media, continue with Earned media. Leverage with Paid media (depending on the budget).

STRENGTHS

Modern approach cultivating earned media (Earned media is free and very effective).

MORE INFORMATION

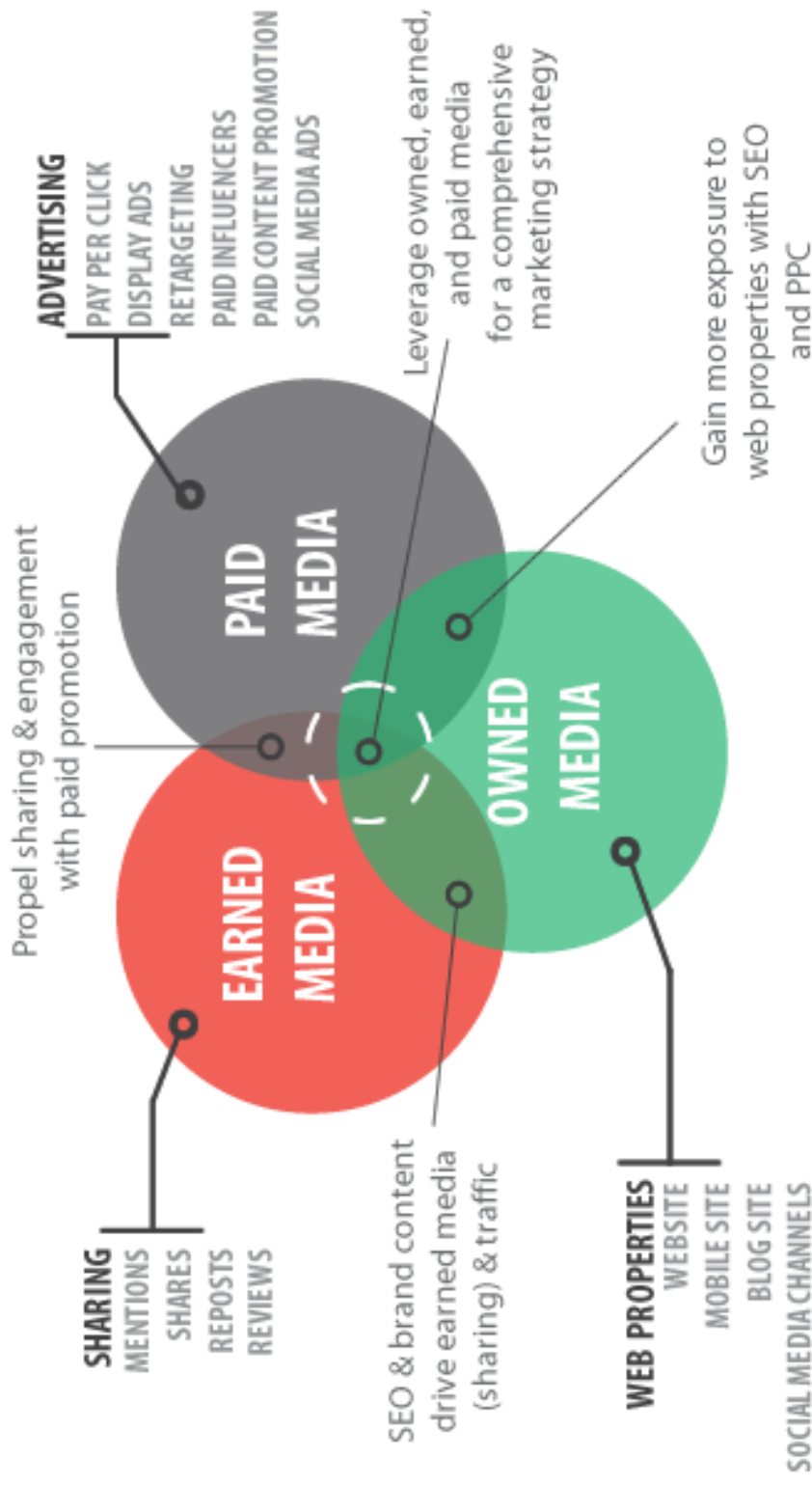
Basics O-B-E roles by Forbes -> <http://bit.ly/2skR0Li>

Medium reading (Titan SEO) -> <http://bit.ly/1LQh0CC>

Advanced reading by Smart Insights -> <http://bit.ly/1kc56zA>

DIGITAL MARKETING TRIFECTA

EARNED, OWNED & PAID MEDIA



SOURCE: <https://www.titan-seo.com/newsarticles/trifecta.html>

PURPOSE

For mapping out the customer's phases and your related touchpoint to plan customer (consumer) driven model.

WHEN TO USE?

When planning e.g. integrated marketing efforts or consistent sales & marketing activities for new/existing business.

HOW TO USE?

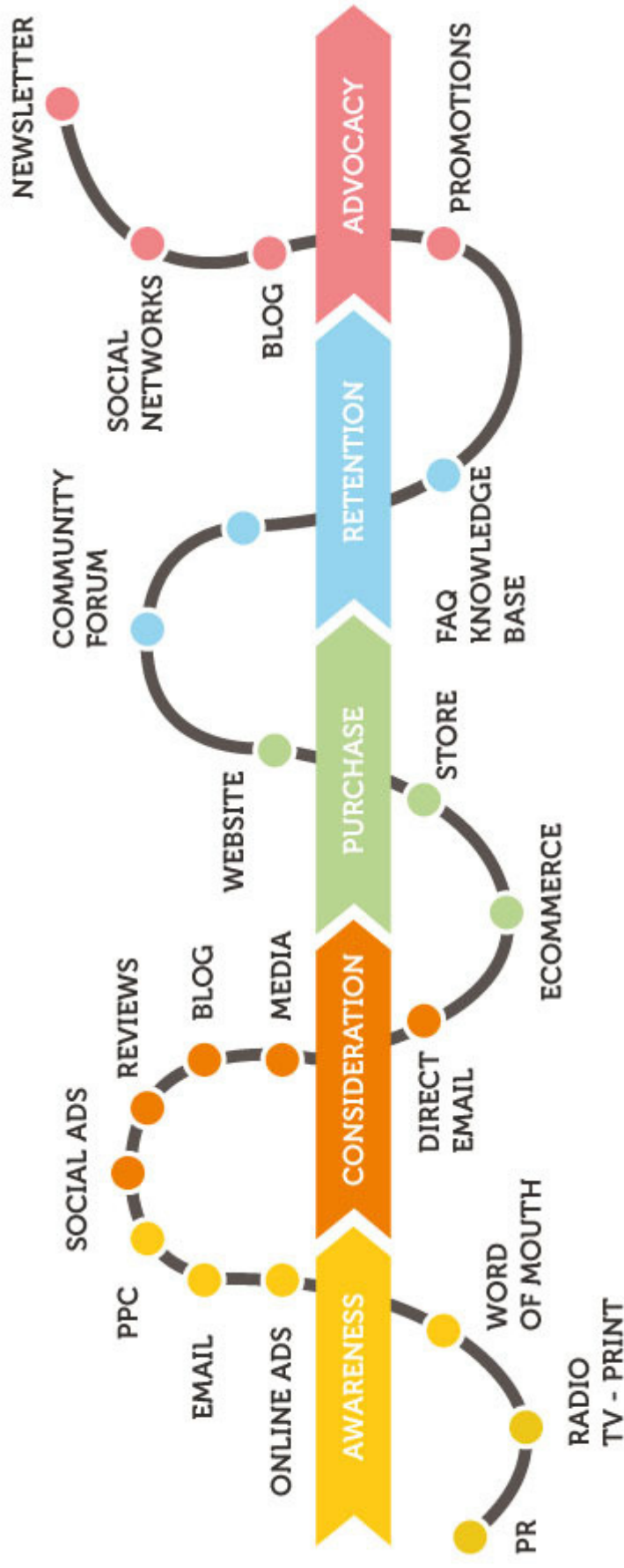
Map out customer's journey based on the customer's buying phases.

STRENGTHS

Changing a viewpoint from production/channel oriented marketing to coherent customer journey focused marketing.

MORE INFORMATION

Journey Map -> <http://bit.ly/1WJRQJt>



SOURCE: <https://www.surveygizmo.com/survey-blog/how-to-collect-consumer-insight-with-a-customer-journey-map/>

PURPOSE

For defining the Product Roadmap. A Product Matrix combines two or more related products into a single composite product and assists to notice the mix of features across the product set. With the product matrix customers can identify the feature they need.

WHEN TO USE?

When there is a need to find new ways to increase profits and reach new customers.

HOW TO USE?

Download a product matrix template and start answering the questions. Once you have completed each section refer back here for the next step. 1) Decide what you wish to achieve, 2) Installation, 3) Validate installation by using example scenarios, 4) Define your Shipping Groups.

STRENGTHS

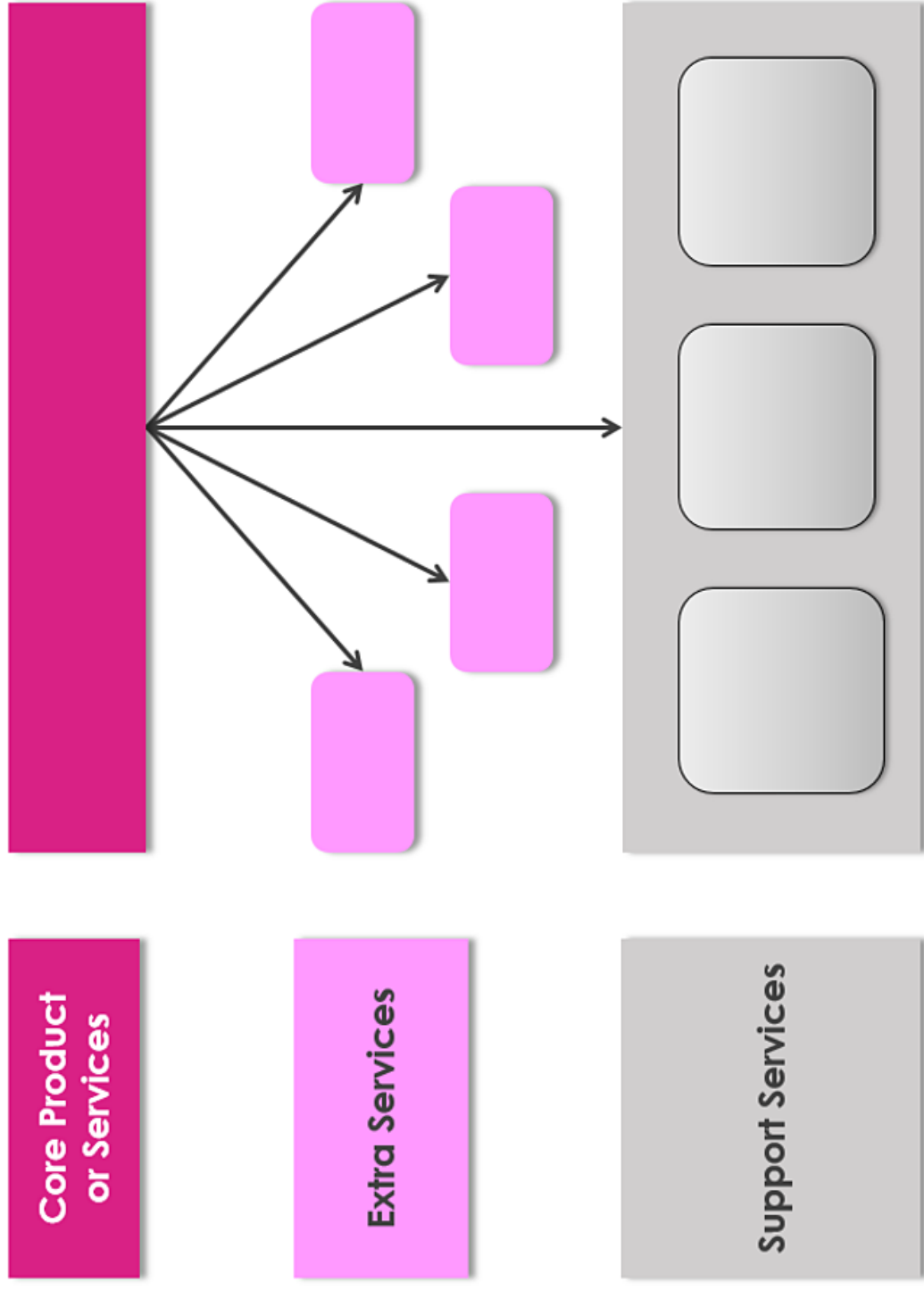
- Support the developing features which customers want as well as the time allocated to the development work.
- Helps to understand the marketing message.
- Offers scope to controlling business.
- Improves the product development plan.
- Ensures a consistent message to customers.
- Help customers choose the correct product.

WEAKNESSES

It fails to take into account all of the elements that can impact a market.

MORE INFORMATION

Nonhomogeneous Matrix Products (Hartfiel, D. J. 2002)



Tools and platforms included in this guide have been tested and refined through a series of Smart City Bootcamps with startups and talents. The co-creative BootCamps under BELT project (Baltic Entrepreneurship Laboratories) are designed to bring together startups, teams and talents from Sweden, Latvia and Finland to jointly develop and elevate business plans and cases to the next level. The Bootcamp achievements are complemented with business coaching with the ultimate goal of creating cross-border companies and joint venture opportunities.

**SALES- AND
MARKETING TOOLS**

**STRATEGY
TOOLS**

BUSINESS MODEL TOOLS

**SELF-LEADERSHIP
TOOLS**

**INDUSTRY- &
COMPETITOR
ANALYZE TOOLS**

**MANAGEMENT
TOOLS**

PURPOSE

For helping to understand customer/consumer driven product and service development.

WHEN TO USE?

In developing new products or services. Startup planning, for existing businesses: new product/service development.

HOW TO USE?

Start with the right side first (customer). Based on customer understanding, build the left side (your value proposition).

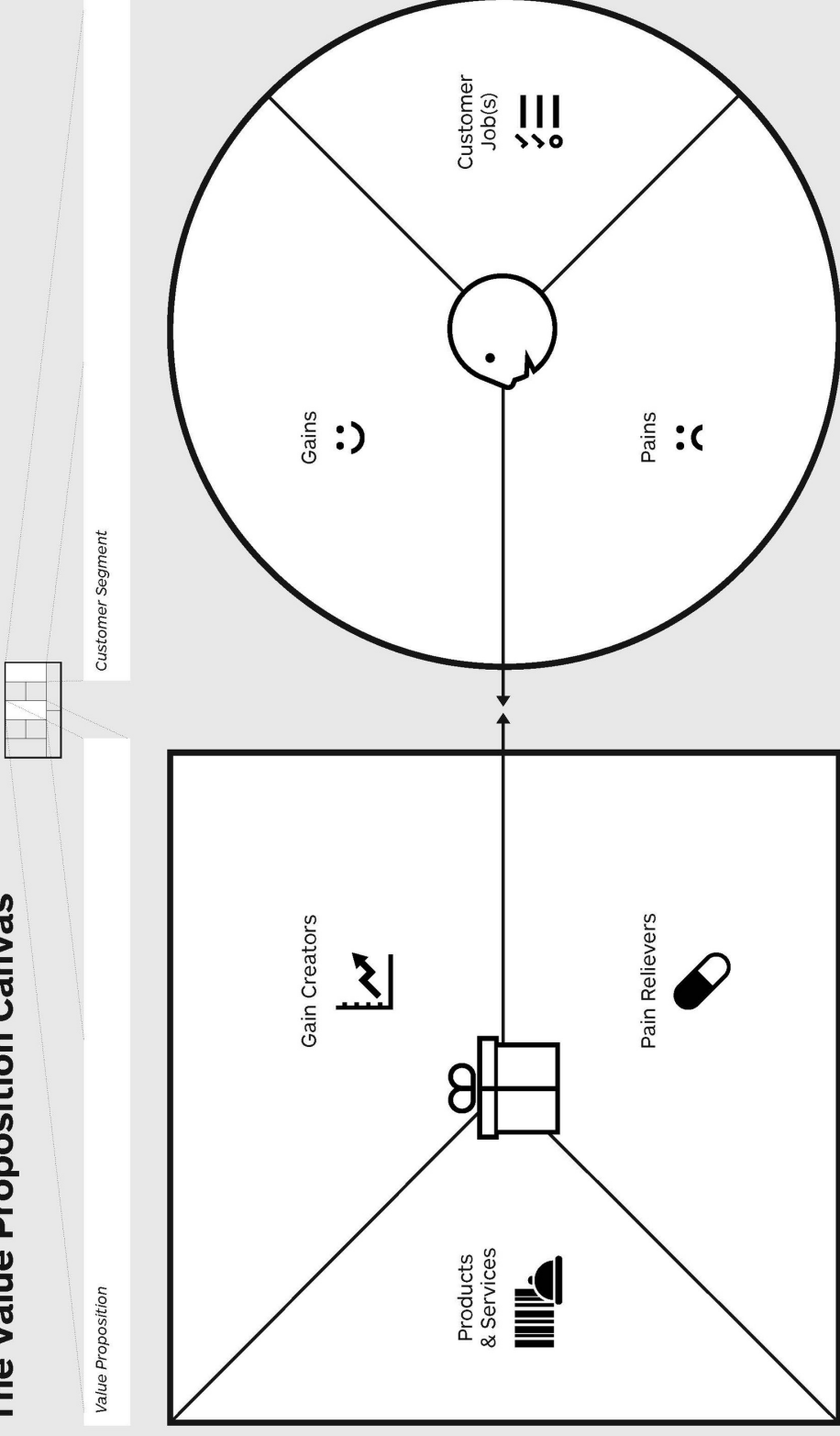
STRENGTHS

Simple, visual approach, helps in communications between people.

MORE INFORMATION

The Value Proposition Canvas -> <http://bit.ly/1xRy4QL>

The Value Proposition Canvas



SOURCE: <https://strategyzer.com/canvas/value-proposition-canvas>

PURPOSE

The method and a visual tool for brainstorming, evaluation and planning new activities. Also for service development, new business development and evaluation, visualization of business and to renewal business.

WHEN TO USE?

In business model innovation:

- a. Focus: to improve and clarify the focus of the business.
- b. Flexibility: single page model.
- c. Transparency: it is easier for the customers and collaborative partner to understand the business model and to buy the vision when it's laid out on a single page.

HOW TO USE?

- a. Print out the whiteboard
- b. Fill out the elements for the business

Ask yourself "Does this make sense? What are the most important linkages and components of the model"?

STRENGTHS

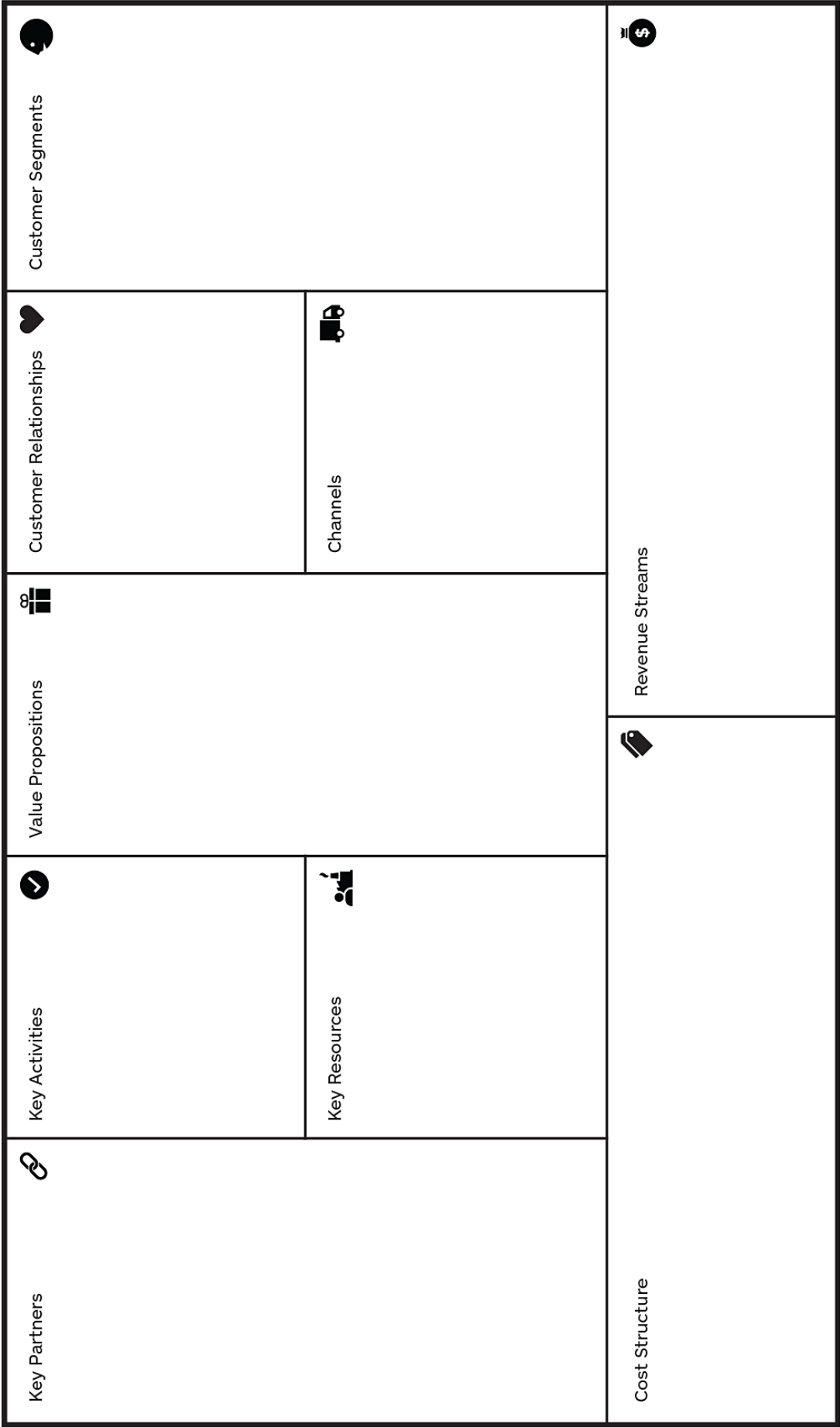
- The purpose to deliver value to the customers is recognized and acknowledged.
- Helps to clear architecture of what the business is doing, relations between companies and different players are recognized.
- Visual representation.
- Better communication between different disciplines.

WEAKNESSES

- The absence of external factors such as competition, market forces and other external forces.
- Competitive strategy is missing in the elements of the Business Model Canvas, to cope with harms from outside of the company.
- Limited usability excluding social or non - profit purposes of an organization.
- Brainstorming with only using the BMC may be risky (not enough attention to competition, situation and competitors).

MORE INFORMATION

- Business Model Generation. (Osterwalder, A. & Pigneur, Y. 2010).
- Using the Business Model Canvas As a Methods Approach to Teaching Entrepreneurial Finance. (Jackson, W. , Scott, D., Schwagler, N. 2015).



SOURCE: <https://agileleanlife.com/business-model-you/>

PURPOSE

Lean Canvas helps to address the most pressing business goals and needs focusing on factors such as uncertainty and risk.

WHEN TO USE?

It majorly targets entrepreneurs and startup businesses when they are focusing on operational and strategic management and marketing plans. Lean canvas helps to focus on problems, solutions, key metrics and competitive advantages.

HOW TO USE?

- a) Print out the whiteboard
- b) Fill out the elements for the business

STRENGTHS

- The Lean Canvas helps to create a full business plan.
- It's a tool for brainstorming possible business models, prioritizing where to start, and tracking ongoing learning.
- It helps to turn the idea into a set of assumptions to test by going out and talking to potential customers.
- It supports to think about every aspect of the business.

WEAKNESSES

- Lean Canvas does not give the expected approach when the solution given to the initial problem becomes unrealistic.
- There should be more focus on activities and not specified in detailed resources and partnering.

MORE INFORMATION

Running lean: iterate from plan A to a plan that works (2012 Maurya, Ash)

PROBLEM <i>List your top 1-3 problems.</i>	SOLUTION <i>Outline a possible solution for each problem.</i>	UNIQUE VALUE PROPOSITION <i>Single, clear, compelling message that states why you are different and worth paying attention.</i>	UNFAIR ADVANTAGE <i>Something that cannot easily be bought or copied.</i>	CUSTOMER SEGMENTS <i>List your target customers and users.</i>
EXISTING ALTERNATIVES <i>List how these problems are solved today.</i>	KEY METRICS <i>List the key numbers that tell you how your business is doing.</i>	HIGH-LEVEL CONCEPT <i>List your X for Y analogy e.g. YouTube = Flickr for videos.</i>	CHANNELS <i>List your path to customers (inbound or outbound).</i>	EARLY ADOPTERS <i>List the characteristics of your ideal customers.</i>
COST STRUCTURE <i>List your fixed and variable costs.</i>	REVENUE STREAMS <i>List your sources of revenue.</i>			

SOURCE: <https://www.blankcanvas.io/canvases/lean-canvas>

**SALES- AND
MARKETING TOOLS**

**BUSINESS
MODEL TOOLS**

STRATEGY TOOLS

**SELF-LEADERSHIP
TOOLS**

**INDUSTRY- &
COMPETITOR
ANALYZE TOOLS**

**MANAGEMENT
TOOLS**

PURPOSE

- Informal marketing tool/model used for product, brand, portfolio and business analysis and management.
- Helps to identify where to use resources in order to maximize profit from a product management perspective.
- Describes the impact of market share and market growth on businesses by using four categories: dogs (confronted with low market share and low market growth problems), cash cows (a high market share in low growing market), question marks (low market share in a high growing market and need to be analyzed to decide whether they are worth the investment required to increase market share) and stars (represent the ideal combination for a company: high market share in a fast growing industry, two elements which generate cash and further opportunities).

WHEN TO USE?

When analyzing or planning the company that has a large and diverse product portfolio.

HOW TO USE?

1. Identify clear strengths of the company. Internal things, which company is doing better than the competitors.
2. Identify clear weaknesses of the company. Internal things, which company is doing worse than the competitors.
3. Identify potential opportunities that markets might bring in the future (external things).
4. Identify potential threats that markets might bring in the future (external things).
5. Identify clear action points how to utilize existing strengths, and opportunities.
6. Identify clear action points how to avoid threats, and existing weaknesses.
7. Identify which action points company need to do now, and which can be conducted in the future.

STRENGTHS

Use the Boston Matrix model as an overview of the products. Look at each of quadrants:
///Dogs: The usual marketing advice is to remove dogs from your product portfolio as they are waste of resources.

///Question marks: These products often require significant investment to push them into the star quadrant.

///Stars: Can be the market leader though require ongoing investment to sustain and generate more return on investment than other product categories.

///Cash cows: Often well established products.

- Provides help to define company's strategy.
- A useful tool for analyzing product portfolio decisions.
- Simple to use and explain.
- A reputable and long-standing strategic model that has proven to be worth of using in the competitive environment.
- An important model for allocating resources for companies pursuing market share goals.
- The most beneficial for large-scale producing operations.

WEAKNESSES

- Offers only a snapshot of the current position. Does not cover extraneous variables that may impact markets.
- Does not take into account environmental factors.
- When focusing on market growth and market share it can encourage to disregard other key factors that define your competitive position.
- Does not pay attention to the interdependencies between the products.
- Unable to observe the characteristics of the particular industry sector you are operating in.
- Has also been criticized for seeking to place all strategic business units or brands into one of four graph quadrants.
- While the matrix is easy to use the simplicity may be misleading.

MORE INFORMATION

The complete marketer: 60 essential concepts for marketing excellence
(McDonald, Malcolm; Meldrum, Mike, 2013).

STAR



QUESTION MARK



MILKER



“STREET DOGS”



PURPOSE

- For strategical discussion in order to find clear action points how to utilize strengths and identified opportunities in the business.
- Also, clear action points should be identified how to avoid existing weaknesses and potential threats.
- Company's internal and external resources are identified.

WHEN TO USE?

It is an excellent tool to summarize business in a nutshell.

HOW TO USE?

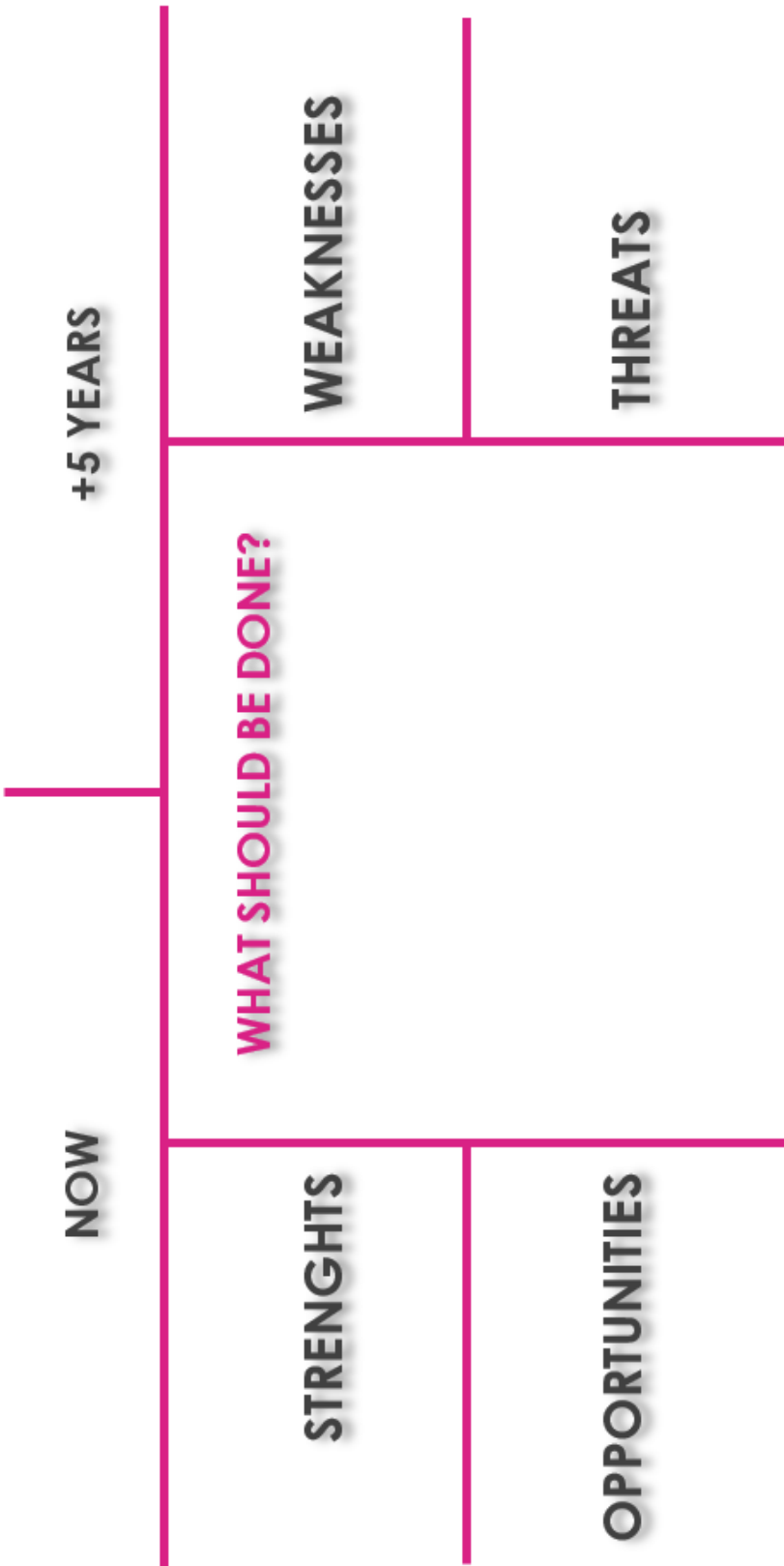
1. Identify clear strengths of the company. Internal things, which company is doing better than the competitors.
2. Identify clear weaknesses of the company. Internal things, which company is doing worse than the competitors.
3. Identify potential opportunities that markets might bring in the future (external things).
4. Identify potential threats that markets might bring in the future (external things).
5. Identify clear action points how to utilize existing strengths and opportunities.
6. Identify clear action points how to avoid threats and existing weaknesses.
7. Identify which action point's company need to do now, and which can be conducted in the future.

STRENGTHS

Includes all the relevant elements for strategic discussion.

WEAKNESSES

In the basic version of SWOT, strategical action points are not discussed. Analysis may remain too general.



PURPOSE

Business areas matrix offers formal, information-based routines and procedures for managers to maintain the organizational activities. The matrix helps businesses in periodically setting business goals and provides feedback to managers on progress towards those goals.

WHEN TO USE?

Business areas matrix is useful when organization wants to systematically:

- monitor and control;
- maximize the effectiveness of the improvement effort;
- achieve alignment with organizational goals and objectives;
- reward and discipline.

HOW TO USE?

Organization has to define the need for measurement and improvement, the process continues through the following steps:

- Define key performance areas and understanding the metrics (usually profitability).
- After defining the metrics, the measurement system must be implemented, taking into account required resources, technology, training and communication.
- The management team must systematically use the measurement system to assess performance, determine improvement actions and review the impact of these actions.

STRENGTHS

- Offers visual view from organization's situation.
- Increase the memory and processing resources available to the user.
- Reduce the search for information.

WEAKNESSES

Many organizations have challenges with the following measures:

- data quality and information system integration problems;
- lack of linkage to strategy or fundamental differences in how a strategy is formulated and executed in the organization;
- unclear metrics identification processes;
- analytical skills challenges;
- knowledge as a social phenomenon, judgment and decision prejudices.

MORE INFORMATION

Performance Measurement and Control Systems for Implementing Strategy (Simmons, Robert 2000). A conceptual and operational delineation of performance, in Business Performance Measurement: Theory and Practice (Lebas, Michel & Euske, Ken 2002).

CUSTOMER	Product/Categories		
	CATEGORY 1	CATEGORY 2	CATEGORY 3
Customer 1	SBA I	SBAII	
Customer 2	SBA III	SBA IV	SBA V
Customer 3		SBA VI	SBA VII

PURPOSE

- For bringing out the advantages and disadvantages of the strategic profile.
- For mapping out Our Competitors VS Us, offering strength for mapping out “as is” or for developing differentiation/strength in offering elements.

WHEN TO USE?

- In strategic planning or analysis.
- Strategy profile helps to understand weaknesses/needs for changes in order to be more competitive.

HOW TO USE?

Find out (main) competitors, map out offering dimensions (X-axis), draw competitor profiles on it (Y-axis: offering strength from low to high).

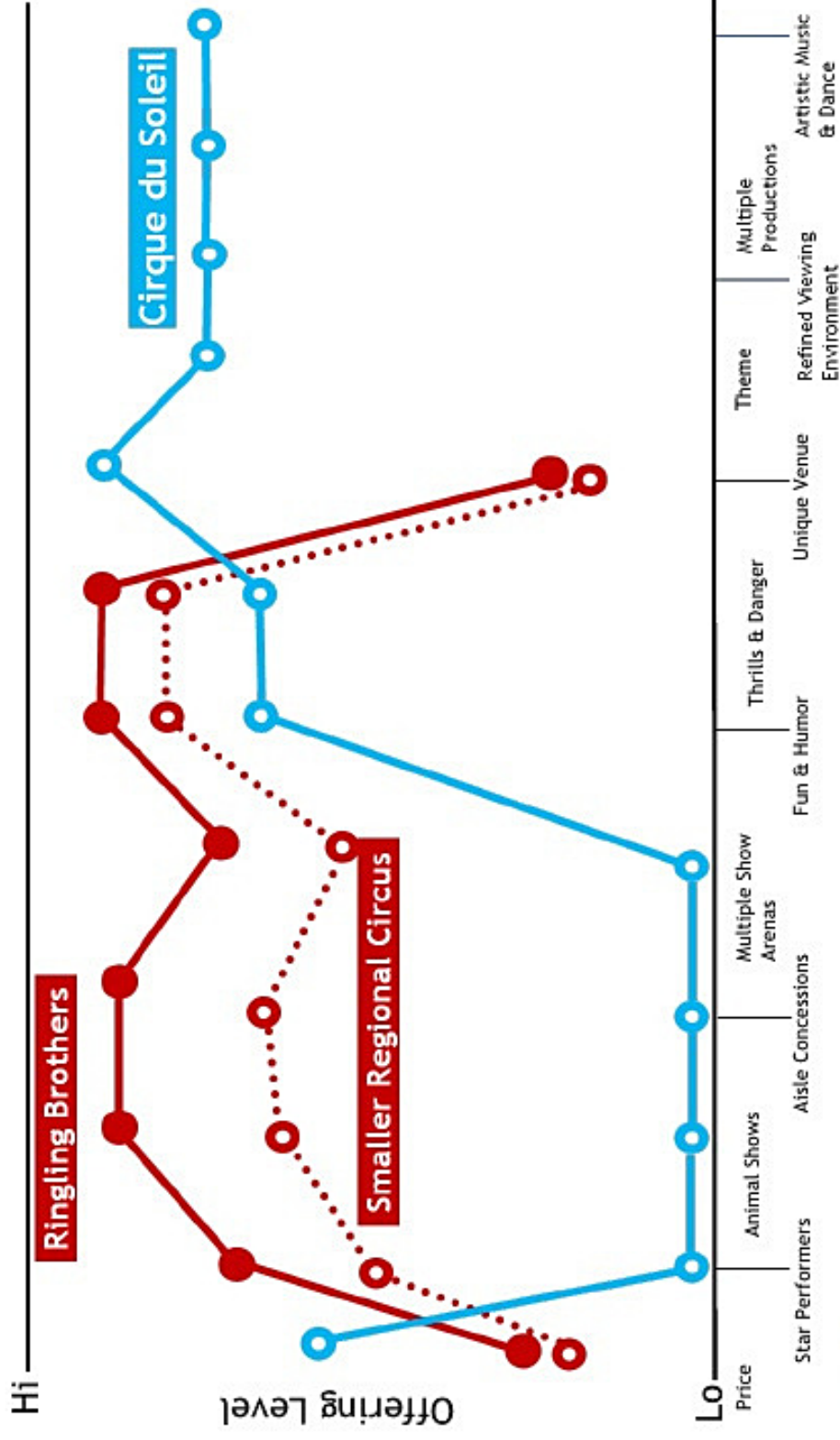
STRENGTHS

Visualization of differences in competitors' offerings.

MORE INFORMATION

HBR article with examples -> <http://bit.ly/2sKC6i2>

The Strategy Canvas of Cirque du Soleil



SOURCE: <https://www.slideshare.net/SageGrowthPartners/blue-ocean-innovation-bli>



Ask about
→ to research
testing types

SELF-LEADERSHIP TOOLS

SALES- AND
MARKETING TOOLS

BUSINESS
MODEL TOOLS

STRATEGY
TOOLS

INDUSTRY- &
COMPETITOR
ANALYZE TOOLS

MANAGEMENT
TOOLS

PURPOSE

Self-evaluation helps to find out personal strengths and weaknesses and see how far the person is from the set goals. Everyone needs to be able to understand his/her own behavior and the reason behind it in order to maximize one's potential.

WHEN TO USE?

For analyzing your performance in specific areas and to find out how emotions and actions affect people around you.

HOW TO USE?

- Seek feedback: Ask your colleagues anonymous opinions on your strengths and areas in need of improvement.
- Utilize tools for understanding yourself. The tests do not provide an exhaustive description of an individual's personality, but they can be effective tools for recognizing how you interact with other people, what motivates your decision-making and how you approach problems.
- Create tangible tools for self-reflection. Write down key decisions and motivations that influenced those decisions and later re-examine those decisions and the ways in which your assumptions were accurate or misguided.
- Admit mistakes. Taking responsibility for the actions and apologizing when you've made a mistake shows the value you place on openness and accountability.
- Be aware of others. Through understanding different personalities, it's possible to manage communication styles and the different ways people approach projects and deadlines. In addition, strong teams are composed of different personality types with different skill sets.

STRENGTHS

Those who are aware of their strengths and weaknesses are recognized to be more flexible, innovative, respectful and open to new ideas, inquiry and constructive criticism.

WEAKNESSES

- Self-reflection takes time, and it cannot be thought of as passive exercises.
- Usually self-leadership tools are not objective.
- The biggest challenge to use self-leadership tool is always yourself.

MORE INFORMATION

Coaching for performance: GROWing human potential and purpose : the principles and practice of coaching and leadership (Whitmore, John, Sir & Nicholas Brealey 2009).

How should I use my worktime per week (5 days):

	%
	%
	%
	%
	%
	%

TOGETHER 100%

Time thief in my own life (at work and freetime): What could I do for that?:

- | | |
|----|----|
| 1. | 1. |
| 2. | 2. |
| 3. | 3. |
| 4. | 4. |

PURPOSE

For creating common understanding of the customer/consumer/user. Once documented, easy to share and test it.

WHEN TO USE?

For understanding the consumer behavior, BEFORE internal efforts to forming a product/service.

HOW TO USE?

Take a ready template or make your custom-version, get consumer data by observation, interviews or market data.

STRENGTHS

Helps to focus your development efforts.

WEAKNESSES

If not properly made, will mislead the efforts. If too internally made, can be misleading, justifying the (false) beliefs.

MORE INFORMATION

-> <http://bit.ly/2ryR3jH>

-> <http://bit.ly/2sO7D3t>

-> <http://bit.ly/1Rurf1G>

PerfectPersona

AGE
TITLE
TIME IN JOB
WORKS WITH
TARGETED
RESOURCES:

DAILY TASKS/RESPONSIBILITIES

LIKES ABOUT HER JOB

DISLIKES ABOUT HER JOB

NEEDS (TOPICS, GAPS IN KNOWLEDGE)

WHERE CAN WE HELP?



"Quote"

PERSONALITY

Extrovert Introvert
Sensing Intuition
Thinking Feeling
Judging Perceiving

TECHNOLOGY

IT and Internet
Software
Mobile Apps
Social Networks

BIO

**SALES- AND
MARKETING TOOLS**

**BUSINESS
MODEL TOOLS**

**STRATEGY
TOOLS**

**SELF-LEADERSHIP
TOOLS**

**INDUSTRY- &
COMPETITOR
ANALYZE TOOLS**

**MANAGEMENT
TOOLS**

PURPOSE

For working out how to create the greatest possible value for the customers. In most cases, the more value you create, the more people will be prepared to pay a good price for the product or service. The approach helps to understand how to describe the status of the value chain, to identify who is in charge and who handles the supply. The main goal of value chain management is to maximize gross revenue that benefits all parties.

WHEN TO USE?

In order to improve competitiveness and promote value (in the local economic development).

HOW TO USE?

Identify all the activities which create a differentiation advantage or make costs. Group minor activities together in categories e.g. "other marketing activities".

Value Chain Analysis is a three-step process:

- Activity Analysis: Identify the activities you undertake to deliver the product or service.
- Value Analysis: For each activity, think through which action would add the greatest value for the customer.
- Evaluation and Planning: Evaluate whether it is worth making changes, and then plan for action.

Value chain analysis is easier when brainstorming with group of people.

STRENGTHS

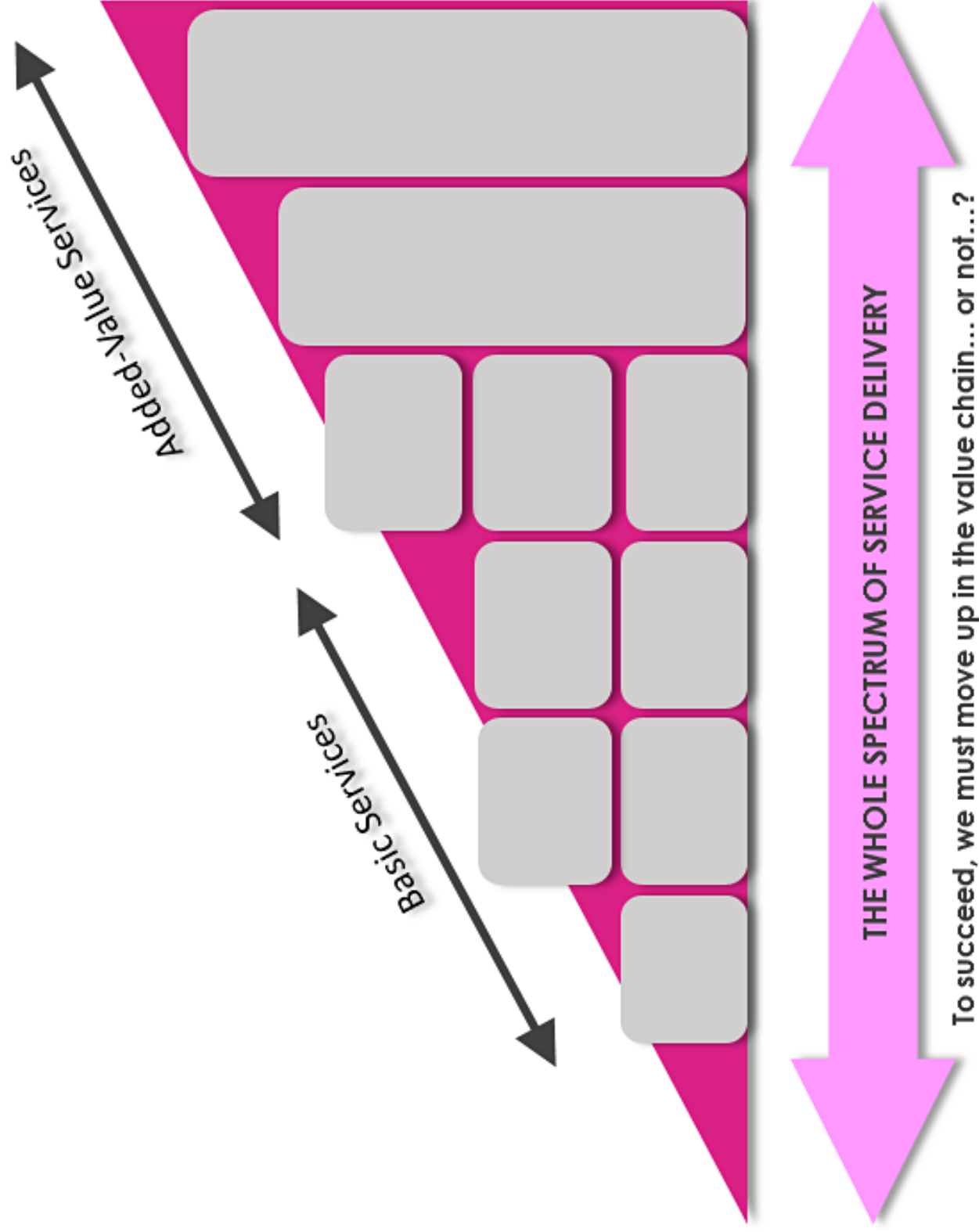
- The value chain is a flexible strategy tool for looking at your business, competitors and the respective places in the company's value system.
- Can be used to diagnose and create competitive advantages on both cost and differentiation.
- Helps to understand the company's issues involved with the promise of making customer value commitments because it focuses attention on the activities needed to deliver the value proposition.
- Using the value chain in comparison the business model with competitors, offers a deeper understanding of your strengths and weaknesses to be included in your SWOT analysis.
- Can be adapted to any type of business.

WEAKNESSES

- Value Chain thinking has to be adapted to a particular business situation.
- The format of the value chain is oriented to a manufacturing business and the language can be unknown/unrelated for other types of business.
- The scale and scope of a value chain analysis can be scary as it can take a lot of work to finish a full value chain analysis for your company and for your main competitors.
- Only few people are experts in value chain thinking.
- The idea has been adopted by supply chain and operations experts, and therefore its strategic impact for understanding, analysing and creating competitive advantage has been reduced.
- Business information systems are often not structured in a way to make it easy to get information for value chain analysis.

MORE INFORMATION

- Key Elements of the Value Chain Approach. USAid/Accelerated Microenterprise Advancement Project (Campbell, R. 2008) -> <http://bit.ly/laDjrG>.
- Value chain analysis in interfirm relationships: a field study. Management Accounting Research. (Dekker, H. C. 2003).
- Competitive advantage: Creating and sustaining superior performance (Porter, Michael E. 1985).



PURPOSE

- For analyzing the structure of the company as well as its corporate strategy.
- Helps to explain why different companies are able to sustain different levels of profitability.
- Helps to determine company's weaknesses and strengths. Five forces which are used in analyzing are: 1. Competition in the company, 2. Potential of new openings to the company, 3. Power of suppliers, 4. Power of customers, 5. Threat of substitute products.

WHEN TO USE?

When starting a new business or looking for more insight into the existing company's prospects.

HOW TO USE? To apply: answer following questions.

- Force 1: Threat of New Entry?

What kind of threats does a new business face in this sector? Is a new business easy to start up? Existing rules and regulations? What kind of finance would be needed? Barriers?

- Force 2: Buyer Power?

How powerful are the buyers and how many are there? Can the buyers get costs down and do they have the power?

- Force 3: Threat of Substitution?

Existing alternatives to this product or service? Can it be outsourced or automated?

- Force 4: Supplier Power?

How many suppliers are in the market and who controls or lowers the prices? How easy is it to switch and what is the cost of that?

- Force 5: Competitive Rivalry?

The level and situation of competition in this sector?

STRENGTHS

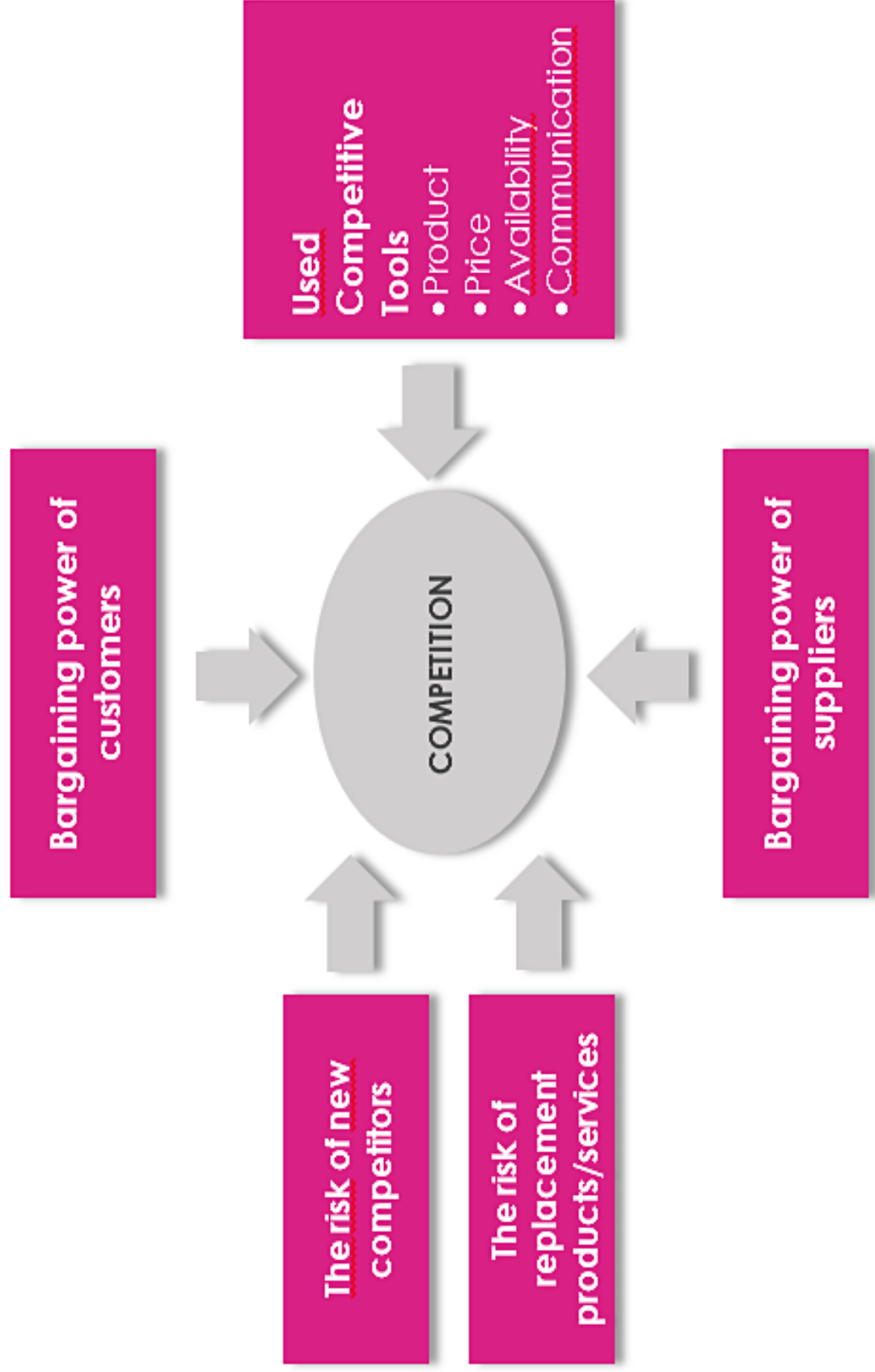
- Porter's Five Forces model helps to start a new business and to analyze the competition.
- Model looks at five specific factors that help determine whether or not the business can be profitable, based on other businesses in the industry.

WEAKNESSES

- Model was developed in an environment which differs from nowadays organizations and provides only a snapshot of the environment.
- Market structures were seen as relatively static.
- The model does not consider non-market forces.

MORE INFORMATION

Understanding Michael Porter: the essential guide to competition and strategy (Magretta, Joan. Harvard Business Review Press cop. 2012).



PURPOSE

Core competences help companies to concentrate on things they do well and outsource as much as they can. Focusing on core competences, products will become more advanced than those of competitors and products may build up more and more of a market lead.

WHEN TO USE?

When companies want to empower an organization (e.g. Leadership, Workforce Capability and Engagement, Operational Performance, customer satisfaction and relationships, innovation) to create and sustain value, core competencies help to achieve the mission.

HOW TO USE?

Three perspectives to help testing the true core competences:

1. Relevance – The competence must give customers something that strongly influences to choose your product or service. If it does not, then it has no effect on your competitive position and is not a core competence.
2. Difficulty of imitation – The core competence should be difficult to imitate to help produce products that are better than those of your competition.
3. Wideness of application – It should be something that opens up a good number of potential markets. If it only opens up a few small, then success in these markets will not be enough to sustain the growth.

STRENGTHS

Resources that the company possesses and capabilities that the company has developed.

WEAKNESSES

Resources and capabilities that are lacking or deficient and that prevent the company from developing a competitive advantage. They need to be corrected if they are in important areas that are preventing the company from developing competitive advantage.

MORE INFORMATION

From knowledge management to strategic competence: measuring technological, market and organisational innovation (Tidd, Joseph, 2006).

CORE COMPETITORS	STRENGTHS	WEAKNESSES	MARKETING STRATEGY
1.			
2.			
3.			
4.			

PURPOSE

To offer a quick view of the whole environment from many different angles and situation analysis about political-legal, economic, socio-cultural, and technological factors which might effect on the organization's long-term plans. The external factors are:

- Political: Laws, global issues, legislation and regulations which may have an effect on the business.
- Economic: Taxes, interest rates, inflation, the stock markets and consumer confidence all need to be taken into account.
- Social: The changes in lifestyle and buying trends, media, major events, ethics, advertising and publicity factors.
- Technological: Innovations, access to technology, licensing and patents, manufacturing, research funding, global communications.
- (Legal: Legislation which have been proposed and may come into effect.)
- Environmental: Environmental issues either locally or globally and their social and political factors.

WHEN TO USE?

- To define the environment companies are operating in or are planning to launch a new project/product/service etc.
- Use this tool together with other tools such as SWOT and other strategy tools.

HOW TO USE?

By answering certain questions:

- What is the political situation in the country and how can it affect the industry?
- What are the general economic factors?
- How does culture influence on the market and what are its determinants?
- What technological innovations are likely to pop up and affect the market?
- Are there any current legislations that regulate the industry or can there be any change in the legislations?
- What are the environmental concerns?

All the aspects of this technique are crucial.

STRENGTHS

- Provides a simple framework for the analysis.
- Involves multidisciplinary skills and expertise.
- Helps to reduce the impact and effects of potential threats.
- Encourages the development of strategic thinking within the organization.
- Provides a mechanism that enables to identify and exploit new opportunities.
- Enables to assess implications of entering new markets both nationally and globally.

WEAKNESSES

- Simplification of the information that is used for making decisions.
- The process has to be carried out regularly to be effective.
- Users must not give in to where they gather too much information and forget that the objective of this tool is the identification of issues so that the action can be taken.
- Organizations often keep under control who is involved to the process due to time and cost considerations which limits the effectiveness of techniques as a key perspective may be missing from the discussions.
- Users' access to quality external information is often kept under control because of the cost and time needed to collate it.
- Assumptions often create the basis for most of the data used, making any decision made based on such data subjective.

MORE INFORMATION

PESTLE Analysis, Strategy Skills -> <http://bit.ly/1M3C7hZ>

	2016	2017	2018
P OLITICAL			
E CONOMIC			
S Ocial			
T ECHNOLOGICAL			
E COLOGICAL			
C ONSUMER			

**SALES- AND
MARKETING TOOLS**

**BUSINESS
MODEL TOOLS**

**STRATEGY
TOOLS**

**SELF-LEADERSHIP
TOOLS**

**INDUSTRY- &
COMPETITOR
ANALYZE TOOLS**

**MANAGEMENT
TOOLS**

PURPOSE

For prioritizing your to-do list/action points. Classification of action points based on urgency (time) and importance (impact).

WHEN TO USE?

When in firefighting mode, when in need to prioritize your personal to-do list/action points.

HOW TO USE?

Start with your To-Do/Action Point list. Prepare a grid like shown in the graphic (on the right). Evaluate each item on your list based on the dimensions (urgency & importance). Place the Action Points of the grid. Start acting in the order 1,2,3,4 and stop procrastinating.

STRENGTHS

Simple, visual, helps to find focus in firefighting mode.

WEAKNESSES

Does not solve resourcing problems.

MORE INFORMATION

-> <http://bit.ly/1q8x9dx>

IMPORTANT	URGENT	NOT URGENT
	<p>DO</p> <p><i>Do it now.</i></p> <p>Write article for today.</p>	<p>DECIDE</p> <p><i>Schedule a time to do it.</i></p> <p>Exercising. Calling family and friends. Researching articles. Long-term biz strategy.</p>
NOT IMPORTANT	<p>DELEGATE</p> <p><i>Who can do it for you?</i></p> <p>Scheduling interviews. Booking flights. Approving comments. Answering certain emails. Sharing articles.</p>	<p>DELETE</p> <p><i>Eliminate it.</i></p> <p>Watching television. Checking social media. Sorting through junk mail.</p>

SOURCE: <http://jamesclear.com/eisenhower-box>

PURPOSE

Modern project management way of working for dynamic environments. (Ct. traditional, Waterfall-method in project management).

WHEN TO USE?

Any project, especially in a startup, dynamic, ad hoc projects and operative environments (e.g. managing a new department or development project).

HOW TO USE?

A) Continuous way of working (Kanban) or

B) Iterative way of working (Agile).

For A, list your Action Points (AP) in ToDo-category. Priorities on top. Take only one action point per person at any time to "Doing"-category, and try to finish it at once (e.g. in one day). Once AP is done, move it into Done-category. Keep working in this way.

For B, agree on sprint duration (e.g. 1-3 weeks) and agree with the team what you plan to accomplish in the next sprint. After the sprint, conduct retrospective meeting, learn and plan next sprint. You can use "Backlog" in order to keep and prioritize your overall tasks with the customer (and take first priorities always to next sprint).

STRENGTHS

Easy way of working, gives (customer's) priorities to every person in a team. No need for excessive planning and reporting, "as is" situation and progress is always visible for the team (and customer and other stakeholders). Agile way of working is best in dynamic, chaotic and changing environments.

WEAKNESSES

In repetitive projects and static environments, the traditional waterfall & PMI project management methodology might be more familiar to people.

MORE INFORMATION

Agile is not limited to software projects but since it has its roots there, more information can be found here -> <http://agilemanifesto.org/>.



SOURCE: <https://resources.workfront.com/project-management-blog/kanban-system-agile-marketing-beginners-guide>

PURPOSE

- BSC is a multi-dimensional control system of organization's operation, which allows organizations to look at their activities from different perspectives:
1) financial perspective, 2) customer perspective, 3) process of perspective and 4) learning and growth perspective.
- With these elements BSC model is intended to provide a view of the short- and long-term objectives of the organization between economical, non-economical, as well as future-looking and the review of past.

WHEN TO USE?

- It is used for the company's strategic management system.
- The idea of creating BSC system is to highlight the clarity of vision and strategy.
- Implementation process of BSC helps all the organizational levels to understand the meaning of the process.

HOW TO USE?

The BSC starts from the company's vision and strategies where critical success factors are defined. Implementation of BSC begins at the corporate level, but it is useful at all levels of the company and it forms the basis for promoting behavioral changes in the company to conform with the vision and strategy. Often this means pushing the scorecard methodology down through the company.

STRENGTHS

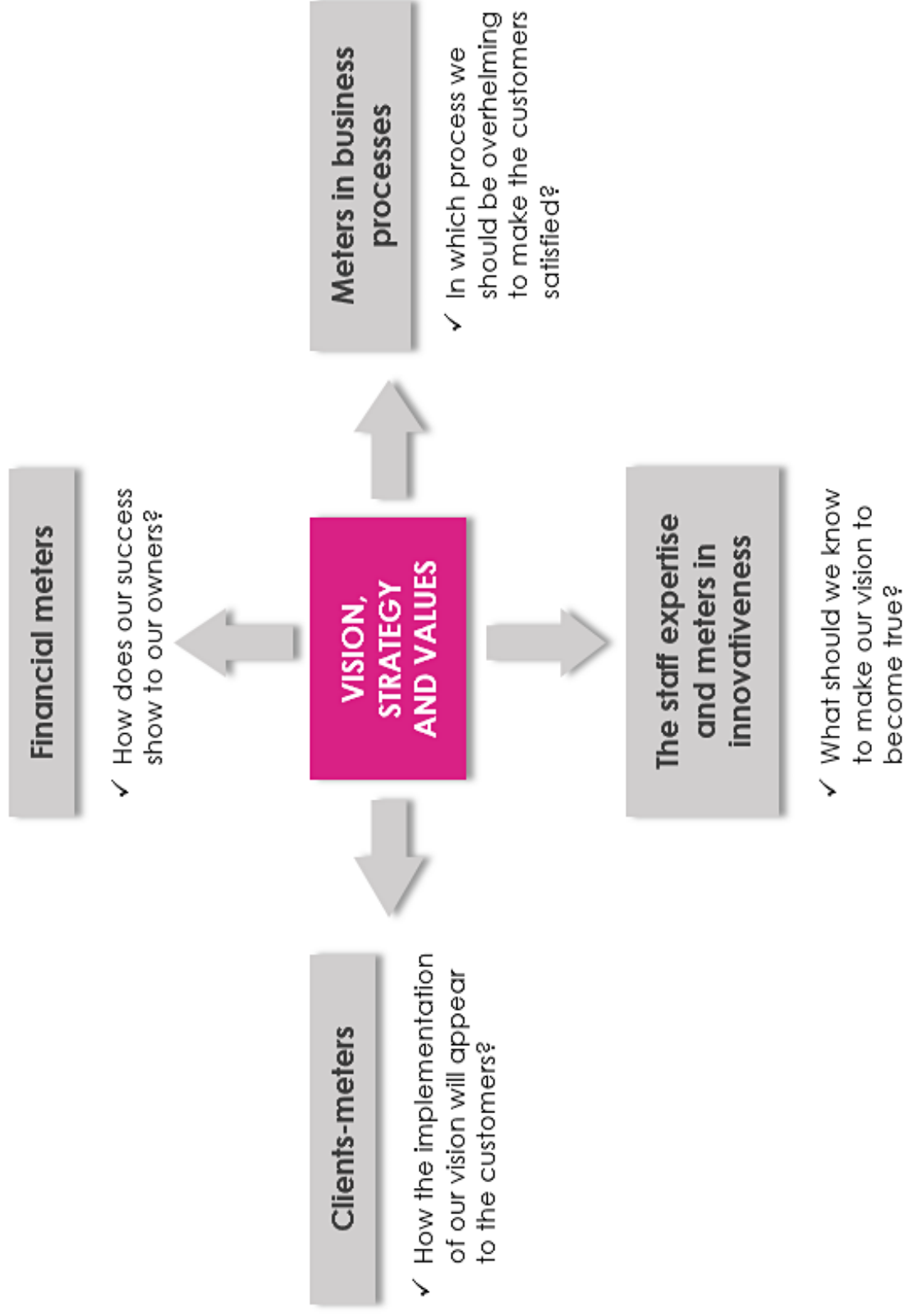
- The biggest advance of BSC is when exploiting it in the process of changes.
- Offers an umbrella for the company's strategic planning and process of budgeting.
- The balanced scorecard offers a full picture of the company.
- Makes it possible to integrate short and long time operational and financial targets.
- The whole organization's strategic management system.

WEAKNESSES

- The balanced scorecard is based on consideration. The model needs time and planning!
- Four areas BSC views do not paint the whole picture. The financial information included on the scorecard is limited.
- The implementation of BSC needs to be carefully planned as the challenge is to use metrics that are not applicable to company's own situation.

MORE INFORMATION

The strategy-focused organization: how balanced scorecard companies thrive in the new business environment (Kaplan, Robert S. & Norton, David. P. 2008).



FOLLOW BELT:



BELTCB



www.beltproject.net



www.facebook.com/projectbelt/



POWERED BY:



European Union

European Regional
Development Fund



Interreg
Central Baltic

PARTNERS:



SUOMEN ITÄMERI-INSTITUUTTI
THE BALTIC INSTITUTE OF FINLAND

**UUSI
TEHDAS
/NEW
FACTORY**



RIGA TECHNICAL
UNIVERSITY



LAUREA
UNIVERSITY OF APPLIED SCIENCES

DEMOLA
TAMPERE

DEMOLA
EAST SWEDEN