文藻外語大學獎補助教學創新課程成果報告

<div align="right">申請日期：111 年　　月　　日</div>

壹、基本資料

申請教師	楊惠娥		職稱	副教授	
所屬單位	國際企業管理系		**E-mail**	96063@mail.wzu.edu.tw	
聯絡電話	6201				
課程名稱 （中、英文）	中文：創新與創業管理 英文：Innovation and Entrepreneurship				
開課時間	110 年度第 2 學期		學分數	3	
開課年級	碩士班一年級				

執行團隊 （含申請教師，表格若不敷使用請自行增列）	所屬單位	教師姓名	職稱	若獲執行績優課程之獎勵金分配比例
	國企管系	王立勳	教授	33.33 ％
	國企管系	楊惠娥	副教授	33.34 ％
	國企管系	蔡振義	助理教授	33.33 ％

課程屬性	☒系所中心必修（國企管系） □系所中心選修（＿＿系所中心） □院共同科目 □校共同必修科目	□學程必修（＿＿＿＿＿學程） □學程選修（＿＿＿＿＿＿學程） □其他（＿＿＿＿＿＿＿）

授課對象 （可複選）	□日四技（　　年級）　　□進四技（　　年級）　　□日二技（　　年級） □進二技（　　年級）　　□日五專（　　年級）　　☒研究所（一年級） □碩專班（　　年級）		

過去開課經驗	□曾開授本門課程 □曾開授類似課程（課程名稱：＿＿＿＿＿＿＿＿） ☒第一次開授本門課程		

實際修課人數	9		

棄修人數	＿＿0＿＿人，棄修比例：＿＿0＿＿％		

重點推動項目對應 （單選）	□Future Work Lab 職涯導向課程 ☒雙語化學習融入課程設計與教學 □文藻月桂方法融入課程設計與教學 □跨領域課程	□數位科技融入課程設計與教學 □USR 精神融入課程設計與教學 □IR 融入教學優化及改革課程 □教師自主定義課程創新設計

	備註：若為「教師自主定義課程創新設計」者，請於本欄位填寫項目名稱，並簡述推動之必要性。
實際觀課週數	1
預計申請政府部門補助計畫名稱及時程	無

簽核欄			
申請教師	開課單位主任/所長	開課單位院長	教務處綜合業務組承辦人
對應推動項目檢核單位（由教務處分辦）		教務處綜合業務組組長	教務長

簽核流程：

開課單位主任/所長→開課單位院長→教務處綜合業務組→對應推動項目檢核單位（由教務處分辦）→教務長→教務處綜合業務組。

貳、成果報告內容

一、　計畫摘要

本課程為台法俄碩士三聯學程的一部分，因此整學期課程以全英語授課，並且以前、中、後三個階段串接起來，俄羅斯的課程教授 "Design Thinking – Preliminary Company Creation" 每一位學生提出一個創業構想，並且設計藍圖或草圖，學生的創業種類琳瑯滿目，包括咖啡館、線上語言學習、健康食譜 APP、植物掃描 APP、客製化馬克杯、文化旅遊雜誌等。然而，該成果僅為非常初階的構想，沒有任何具體的行銷企劃、品牌策略、財務規劃等，因此當台法俄三國學生實際在台灣上課時，由本系三位老師共時授課，結合跨領域的專業師資與業界專家，教授行銷企劃、品牌策略、價值主張、經營模式、資金募集與運用等創業知識的內涵與訓練，以更務實的方式，教授學生創業所需的專業知識與技能。

除了課堂上的正規授課，本課程安排四次參訪行程，四個參訪地點的選擇皆有其代表性，包括(1)半導體設備廠商:台灣半導體產業為世界首屈一指，透過此一機會得以讓學生瞭解半導體產業為國家重點發展產業；(2)窗簾出口廠商:台灣一直以來仰賴外銷賺取外匯，使外匯存底名列世界前茅；(3)高雄市數位內容創意中心:隸屬於高雄市政府經濟發展局，該中心提供許多資源輔導新創企業；(4)屏東佳冬活的博物館:為社會創新的代表，當地保存多戶老宅、古蹟、古厝，是一規模完整而緊密連結的老客家庄。透過上述四個據點的簡報導覽解說，得以認識創辦人或相關單位的動機、理念與價值主張，使學生體會創業背後的機會與挑戰。

二、　現有教學問題或議題說明

本系大學部課程以理論為基礎，以實務為進階，所有企業管理相關領域皆以單一課程呈現，例如:行銷管理、人力資源管理、財務管理、企業經營策略等，皆是本系專業必修課程，學生修習上述課程，受限於單一課程由單一老師教授，較難獲得連貫性與整合性的概念；因此到了碩士班課程，透過這一門更進階的實務課程，讓學生把所學的基礎課程融會貫通，同時考量所有的內部條件與外部環境，提出一個具創新性、實務性、可行性的創業計畫，並且在學期末的時候簡報發表，由三位授課教師共同評分並給予學生回饋和建議。

三、　計畫內容

（一）　課程/教材設計理念

本課程搭配學術理論與實務案例，介紹創新的內涵與運用，包括制度創新、管理創新、技術創新、產品創新、策略創新、服務創新等，即以創新為企業的策略。課程目標包含:

1.介紹創新的本質、挑戰與重要性，能規劃創新為企業轉型驅動主力，並有效執行。

2.訓練創業的過程，機會辨識、相關規範與運用，及完整的創業能量培育。

3.創業的實際案例與工作坊訓練。

　　本課程教授學生創新及創業相關知識，內容包括創新的本質及內涵、創業的理念及模式、創新與創業的管理與運用，聚焦在上述三大面向，以創新、創意的模式探討創業的動機、機會、模式、管理與運用。此課程採三位專任教師共時授課，結合跨領域的專業師資與業界專家，教授行銷企劃、品牌策略、價值主張、經營模式、資金募集與運用等創業知識的內涵與訓練。

　　（二）　課程/教材內容及目的

　　學期初，每一位學生即有一個創業構想，並且以簡報的方式呈現給所有任課老師，讓參與授課的三位老師，能夠初步掌握學生的想法與概念，進而再根據學生的創業構想，透過不同的學理基礎與實務應用講述，讓學生逐步修正自己的創業計畫，使之具有可行性。內容包括三大部分:

1.　行銷部分:

(1)　企劃情報: 外部環境的 PEST 分析，包括政治(Politic)、經濟(Economy)、社會(Society)、科技(Technology)，以及內部環境的資源盤點；

(2)　企劃方針: SWOT 現況分析，包括優勢(Strength)、劣勢(Weakness)、機會(Opportunity)、威脅(Threat)，以及關鍵障礙、階段性目標、STP 行銷策略要素，包括目標市場(Segmentation)、目標客群(Targeting)、產品定位(Positioning)；

(3)　行銷戰術:7P 戰術設計，包括產品(Product)、價格(Price)、宣傳促銷(Promotion)、通路(Place)、人員訓練(People)、有形展示(Physical evidence)、服務流程(Process)，以及 AIDAS 顧客心理程序，包括引起注意(Attention)、增加興趣(Interest)、刺激慾望(Desire)、促使行動(Action)、提高滿意(Satisfaction)。

2.　策略部分

(1)　創業與創業企劃書：創意產生 (Idea generation)、環境分析與尋求商機(Environment analysis)、策略與商業模式發展 (Strategy and Business model)，以及可行性分析 (Feasibility)。

(2)　創業本質與創業歷程：討論創業機會的覺察(Recognition)、掌握(Seizing)與實踐(Implementation)，以及創業歷程關鍵活動與里程碑 -草創期(Blueprint)、驗證期(Validate)、擴張準備期 (Prepare)與擴張期(Scale)

(3)　商業模式創新：討論商業模式與廠商策略之異同，商業模式觀念演進與商業模式

關鍵要素，包含價值創造 (Value creation)-價值主張(Value proposition)與獲利公式(Profit for-mula)，以及價值遞送 (Value delivery)- 廠商關鍵資源、能力與流程(Resources, Capability and Process)

(4) 開放式創新，平台商業模式與創業：討論開放式創新與平台經濟的趨勢，以及與創業共通特性，包含開放性(Openness)、風險分攤 (Risk sharing) 與協同合作 (Collabora-tion)。

3. 財務部分:

(1) 指出過去創業失敗的原因有七成是因為財務控管不佳所致，了解財務管控工作在創業過程中的重要性；

(2) 教授財務估計的方法，學習成本估計的方式，以降低創業時因不夠瞭解事業而產生的風險；

(3) 教導創業投資的評量方法，以資本預算方式建構專業的評估能力，作為投入創業前的重要決策依據；

(4) 揭露創業資金的可能來源，導入各階段創業的發展重點與投資對象，進而探討PITCH 的重點；

(5) 以核心價值、市場規模等重點觀念結合財務分析，確認創業成功的可能性，並以此規劃 PITCH 的結構。

（三） 學習成效評估方式

由於是研究所課程，因此成績評量不以傳統筆試方式進行，尤其創新與創業管理為一門實務課程，因此特別著重學生的應用能力。在行銷部分，利用行銷企劃表單，訓練學生將自己的創業計畫與構想，呈現在表單裡，每位學生使用自己的筆電上課，並且利用Microsoft Teams 螢幕分享功能，讓學生得以互相觀摩他人的作品，授課老師也可以適時給予建議或修正，學生作品如[附件一]所示。

在策略部分，授課老師首先講解創業機會與商業模式的基礎理論，並且提供四篇的期刊論文，分別是 Baron (2007)、Johnson, Christensen & Kagermann (2008)、Nambisan, Siegel, & Kenney (2018) 與 Shane & Venkataraman (2000)，請學生閱讀完之後寫出評論，這樣的過程可以訓練學生批判思考(critical thinking)與反思的能力，學生作品如[附件二] 、[附件三]所示。

在財務部分，授課老師教授現金流量預測，包括可能的支出、收入，損益平衡點(Break-Even Point)等，以及創業資金的來源，然學生在缺乏實務經驗的情況下，往往對於自己的創業提案過於樂觀，因此授課老師也會給予適時的修正與建議。
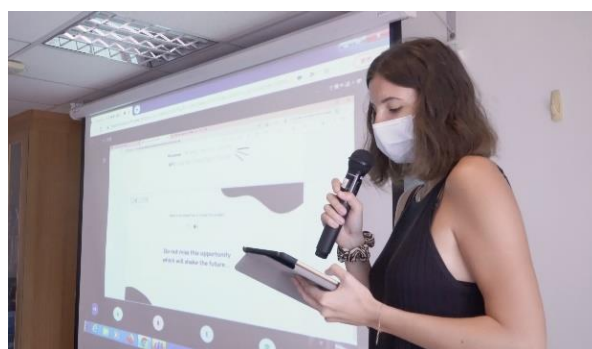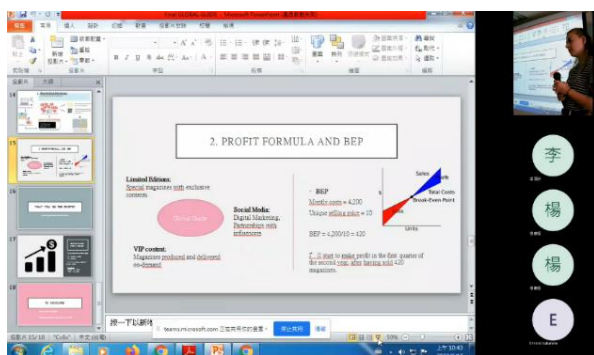
四、 成果與討論

（一） 學生參與狀況說明（提供質量化說明及佐證，如照片）

該班學生共 9 名，包括法國籍 6 名、俄羅斯籍 2 名、香港籍 1 名，初期在防疫旅館隔離期間，師生以遠距方式上課，如下圖所示。
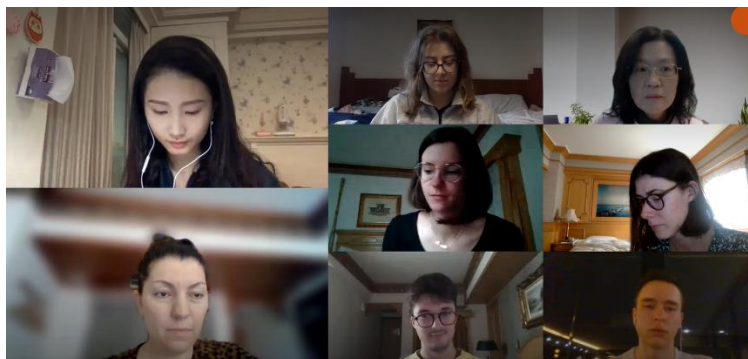
期末報告發表時，採混成方式上課，3 名學生遠距報告，6 名學生現場報告，三位授課老師皆出席擔任評審，並給予學生回饋和建議，如下圖所示。

（二） 學生學習成效評量與探討（含成效評量實施狀況）

由於是研究所學生，因此成績評量不以傳統筆試方式進行，取而代之的是質性的書面報告和口頭報告，以及期末的簡報發表。本學期總計安排四次參訪行程，所有的參訪行程，多數單位皆能自行安排英文導覽，少數無法提供英文導覽的部分，則由本校翻譯系碩士班的同學協助，在導覽過程中提供口譯。在參訪結束之後，每位學生必須繳交一頁的心得反思報告，說明參訪過程中觀察到什麼、學習到什麼。四次參訪說明如下：

1. 鈦昇科技股份有限公司

該公司成立於 1994 年，位於高雄市燕巢區，是一個股票上櫃的跨國企業，全球營運據點包括美國、泰國、越南、馬來西亞、菲律賓、中國等。該公司提供高品質，高技術能力，高科技的自動化設備製程能力，專注於半導體設備開發，並為 LED、主被動元件、生技醫療等產業提供服務，目前已成為跨越 IC 封測、晶圓級封裝、系統級封裝等半導體設備的主要供應商。

選擇此一參訪企業，主要目的乃台灣在半導體產業的發展為世界首屈一指，透過參訪導覽，外籍學生得以認識台灣半導體產業的競爭優勢。該公司的董事長與副總親自接待並簡報，其中提到台灣有許多高科技產業都是世界第一，背後的原因在於台灣人勤奮工作，而且努力不懈，俄法外籍生們聽得津津有味，因為感受到相當大的文化差異與文化衝擊，尤其對法國學生而言，完全無法體會台灣人為了獲取競爭優勢，可以一天工作 12 小時! 學生的反思報告如[附件四] 所示。

2. 榮豪股份有限公司

該公司成立於 1993 年，創辦人在創業之前曾經在中華航空公司服務，後來離開台北回到高雄，決定自己創業而不再受雇於企業。該公司主要是窗簾及周邊金屬製品的出口商，工廠設於彰化，且公司有著特殊的商業模式，即專注所有資源在開發新產品，無須花費額外心力負責銷售，銷售端則交由一美國堅定且信任的夥伴，該夥伴負責產品的銷售、通路、推廣等，過去好長一段時間全公司只有一個唯一顧客，便是美國大型百貨公司 JCPenny；後來 JCPenny 因財務問題無法再提供豐厚且穩定的訂單，因此創辦人也感受到應分散風險，進而將市場轉戰加拿大與墨西哥。

選擇此一參訪企業，主要原因是台灣一直以來依賴外銷賺取外匯，有許多的隱形冠軍企業締造了台灣經濟奇蹟。值得一提的是，這是典型的華人家族企業，創辦人不諳英文，因此全程皆由女兒協助翻譯，看在俄法學生的眼裡，父女能夠一起工作開創事業，是非常

難得可貴的，尤其家族企業在歐洲國家相對比較稀少，外籍生在參訪過程中再次感受到文化的差異。學生的反思報告如[附件五]所示。

3. 高雄市數位內容創意中心

高雄市數位內容創意中心於 2011 年成立，位於高雄市鹽埕區公有零售市場三樓，隸屬於高雄市政府經濟發展局，同時也是為高雄產業轉型發展及推廣扶植數位內容產業，而設立營運的單位，以「HUB」概念串流整合數位內容產業資源，串接中小型企業、個人創業者、城市自由工作者，致力於提升社群互動、學界與研究界串接，人才資源匯流，使產業得以群聚與連結，是大高雄地區發展數位內容文創產業的前哨站。選擇此一參訪單位，主要原因是這是全台灣第一個由政府直接營運的 co-working space 共同工作空間，是一個給年輕人創業機會的基地。

當天中心也安排兩家進駐廠商分享成功的創業經驗，一是哇哇科技，由一群愛好遊戲的熱血青年所組成，擅長跨領域整合 IoT／AI／AR／VR 之原創遊戲內容開發，從 2D 原畫師、3D 建模、動畫師、企劃設計至程式研發，運用遊戲包裝讓科技貼近大家的生活，2018年至今獲得多項國內外獎項與入圍提名。另一是高谷科技有限公司，專注投入於基層診所資訊服務領域，包括診所通提供 24 小時行動掛號，以減少櫃臺人力接電話負擔；一鍵叫號，提供患者 APP 及診所螢幕號碼同步更新；客製化推播，主動提醒定期回診、健檢預約、拿(慢性病)藥及注射疫苗；診所資訊儀錶板，清楚掌握診所動態趨勢、長假開診查詢等。近期更整合衛生福利部中央健康保險署所建置個人健康存摺資料，提供健保保險對象可隨時隨地便利地查詢個人的健康資料，掌握健康大小事、做好自我健康管理！學生的反思報告如[附件六]所示。

4. 佳冬活的博物館

屏東縣佳冬鄉六根村是縣級古蹟保存最多的客家聚落，當地保存多戶老宅、古蹟、古厝，如楊氏宗祠、蕭家祖屋、張家商樓、楊及芹祖堂、西隘門、敬字亭等，是一規模完整而緊密連結的老客家庄。

有別於其他參訪單位都是以獲利或營利為目標，此一地點充分展現社會創新與創意，透過佳冬文史協會的協助，將古蹟建築與現代生活融為一體，讓世人得以認識客家文化與建築，因此才稱為活的博物館。另外，俄法外籍生對於台灣的傳統建築是備感好奇的，學生在台灣期間，已經看過許多類似古厝或廟宇的建築，但是從來無法得知其中的奧妙，經過這次的英文導覽解說，學生終於理解這些建築背後的意義與精神，以及其中富涵的文化底蘊與人文意境。這次的參訪行程令所有學生感到最為滿意！學生的反思報告如 [附件七]所示。

（三）　學生進步狀況說明或具體教材產出

有別於過去單一課程的教授，此一課程結合創業所需的知識與能力，包括行銷企劃、策略制定、財務資金三個面向，學生能夠通盤了解創業的完整面貌及其可能的困難或挑戰。一開始在行銷部分，學生往往過度樂觀甚至天馬行空地設想所有可能的行銷方案，而到最後的財務部分，授課老師將協助學生收斂、務實、具體地規劃創業計畫，尤其資金通常是創業者最感困難的部分，不論是自有資金或是借貸，資金都是非常侷限，背後代表的是高昂的成本甚至是失敗的可能，尤其當現金流量不足的時候，將直接衝擊到延續的可能性。透過這一學期的課程，學生將更嚴謹看待創業一事，不論是市場競爭或是資源有限，都是創業者必須面對的難題。

（四）　創新規劃導入前後差異（列表）

	導入前	導入後
授課教師	單一教師授課	三位教師共授
專業課程	單一領域授課(ex: 行銷、策略、財務)	結合不同領域之整合性課程
授課方式	教室講授	安排參訪導覽行程
評量方式	紙筆考試，以量化的方式呈現學生學習成果	書面回饋反思報告，以質性的方式呈現學生學習成果

五、　　未來精進與改善建議

此為研究所高階課程，且因為修課人數較少，一位學生一個創業提案，授課老師可以針對每一位學生的創業提案，給予個別輔導或建議。類似課程未來可以考慮開設在大學部，讓更多學生有機會學習創新與創業管理的知識與實務；然大學部學生人數較多，必須改以分組方式進行，一組一個創業提案，相信大學部學生的創意，更能顯得多元、豐富。

另外，許多大學校院舉辦創業競賽，開設此課程的同時，建議授課老師可以指導學生參加校外競賽，透過競賽可以與他校學生交流、觀摩、學習，不但可以豐富自己的視野與角度，也可以增加自己的歷練與經驗。專業課程結合校外競賽，應是一個提高學生學習動機與樂趣的方法。

六、　　政府部門補助之課程與教學計畫申請規劃

倘若未來能夠在大學部開設此一課程，應可搭配教育部之教學實踐研究計畫，用行動研究的方法，將教學理論與實務結合，學生有機會獲得較完整的學習，授課老師亦有經費支持從事相關教學與研究，可謂是教學相長的好機會。

七、　　參考資料

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- Shane, S., & Venkataraman, S. (2000). The promise of entrepreneurship as a field of research. *Academy of management review*, *25*(1), 217-226.

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- 高雄市數位內容創意中心，https://dakuo.co/

- 鈦昇科技股份有限公司，https://www.enr.com.tw/

參、實際教學綱要及課程內容

一、課程基本資料

課程名稱	創新與創業管理		
課程類別（學制）	碩士班一年級專業必修		
開課單位	國際企業管理系		
授課教師	楊惠娥	職稱	副教授
師生互動	辦公室	Z512	辦公室電話	6201
	電子信箱	96063@mail.wzu.edu.tw	
	約談時間	Any time by appointment	
學分	__3__學分	選課別	☑必修 □選修
開課類別	□學年課　☑學期課	開課年級：　1 年級 授課班級：國企碩士班一年級	
課程內容概要	一、課程內容概要：課程內容概要創新創業課程是一門提供研究生關於創新及創業相關知識的實務性課程，內容包括創業過程及創新策略運用於企業的實際操作。課程設計係針對新創事業的設立及創新模式在企業營運模式中的角色進而強化企業競爭優勢的角色及淬鍊企業成為學習性組織。 二、主要授課語言:英文		
課程學習目標	使學生能：		

系培育目標與核心能力以及學習目標（表格若不敷使用可請自行增列）	系培育目標	核心能力指標編碼	核心能力	學習目標
	具備組織經營與管理能力	1-1-2	培養事業經營之國際化思維	學習事業經營與管理能力
	具備創新與創業實務應用能力	3-1-1	認識創意產業的特性與創業機會	學習創新與創業實務技能

學生先備知能	行銷管理、策略管理、財務管理	
教學學理基礎	1. 在行銷部分，包括 SWOT 分析、7P、STP 分析 2. 在策略部分，包括商業模式、價值主張、獲利公式 3. 在財務部分，包括成本估計方式、創業資金來源	
授課資訊（表格若不敷使用可請自行增列）	課程類型	一般課程
	教學平台	Microsoft Teams & 實體教學
	主要教學策略	講授、實作、參訪
評量	評量方式與評分比例分配	出席參與 20%、成果報告 80%
	課堂要求	準時上課並積極參與討論
教材	教科書	無

	參考書目或網址	授課教師視課程進度隨時補充
(請條列式敘述)		
教學用軟體	Microsoft Office、Microsoft Teams	
補充資料	授課教師視課程進度隨時補充	

二、課程內容與進度

週次	上課日期	單元名稱	授課方式	作業、報告、考試或其它	授課教師
1	2/23	(接續俄羅斯課程) 創業構想發表	簡報發表	報告	王立勳 楊惠娥 蔡振義
2	3/2	現況分析	講授&實作		楊惠娥
3	3/9	行銷目標	講授&實作		楊惠娥
4	3/16	行銷策略	講授&實作		楊惠娥
5	3/23	行銷戰術	講授&實作		楊惠娥
6	3/30	鈦昇科技 股份有限公司	參訪	參訪	王立勳 楊惠娥 蔡振義
7	4/6	創業與機會	講授		蔡振義
8	4/13	創業歷程與企劃	講授		蔡振義
9	4/20	價值主張與經營模式(1)	講授		蔡振義
10	4/27	價值主張與經營模式(2)	講授		蔡振義
11	5/4	業師協同演講	講授		王立勳
12	5/11	新創募資流程	講授		王立勳
13	5/18	資本預算與評價	講授		王立勳
14	5/25	榮豪股份有限公司	參訪	參訪	王立勳 楊惠娥 蔡振義

15	6/1	高雄市數位 內容創意中心	參訪	參訪	王立勳 楊惠娥 蔡振義
16	6/8	佳冬活的博物館	參訪	參訪	王立勳 楊惠娥 蔡振義
17	6/15	情境與敏感性分析	講授		王立勳
18	6/22	創業計畫發表	簡報發表	報告	王立勳 楊惠娥 蔡振義

肆、共同授課教師基本資料

系所中心	教師姓名	於創新課程執行內容	成果與建議
國際企業管理系	楊惠娥	行銷的目標、策略、戰術	感謝創新課程經費的支持，讓學生有機會見識到台灣企業的能力與實績。
國際企業管理系	蔡振義	創業歷程、價值主張與經營模式	
國際企業管理系	王立勳	新創資金規劃與募集	

伍、經費實際運用情形

經費項目	預算數	執行數	執行率	差異說明
鐘點費	$ 24,000	$22,800	95%	多數講者提供2000元鐘點費，其中一講者經協商提供1600元鐘點費。
補充保費	$ 508	$481	95%	由上述鐘點費差異造成
交通費	$ 16,000	$13,125	82%	原本規劃參訪地點之一為台南市企業，因受疫情影響更改參訪地點為高雄市企業。
保險費	$ 2,400	$2,240	93%	少數同學因故請假無法出席企業參訪行程。
印刷費	$ 3,000	$ 3,000	100%	無
雜支	$ 1,000	$ 1,000	100%	無
總計	$46,908	$42,646	91%	

文藻學校財團法人文藻外語大學教學創新課程補助

成果報告附件

課程名稱:創新與創業管理

開課班級:國際企業管理系碩士班一年級

授課教師: 王立勳、楊惠娥、蔡振義

附件一
行銷企劃表單

Title/Subtitle	Competitive Intelligence Analysis
scaNature / see-scan-learn	PICTURETHIS: - available worldwide - has a free version, but some options require a premium account - more than 10 000 plants species - proposes only a diagnosis of the plant (to know what is its problem) PL@NTNET: - available worldwide - free - more than 20 000 plants species - descriptive sheets, photos of plants, identification by scan, and community of specialists - possibility to exchange tips via chat
Planning purpose	
- not only a way to learn more about nature, but stands out for its educational aspect (intuitive games for children, videos for adults...) - to help travelers and nature lovers on the field to discover new things (even without wifi and mobile data) - give visibility to natural resources, help to know what is good and what is not (for your skin, your health, to cure…) - available for a wide audience (languages, on every device, for adults, for children…) - partnership with Ecosia (for each additional research on scaNature, a tree is planted thanks to Ecosia)	

External environment (PEST analysis)		Consumer Intelligence Analysis
Political/Legal： The European Directive 2004/27/EC5 was published to provide for a simplified authorization regime for the marketing of traditional herbal medicinal products. Five criteria were defined to qualify traditional herbal medicinal products: -Have indications specific to traditional herbal medicines designed and intended for use without the supervision of a physician -Be administered in a specified dosage and dose -Have oral, external and/or inhaled forms and preparations -**Have a recognized medical use for at least 30 years prior to the date of application, including 15 years in the**	**Economics/Consumption：** Medicinal plants **are grown on 18,451 ha** in 2018 for a number of **producers of 453** with a strong growth of about 16% since 2014 but **stable between 2016 and 2018**. This medicinal plant sector includes the largest number of species (more than 50 species are identified in 2018) there are 4 ways to consume medicinal plants: -dry -fresh (including for freezing) -essential oil -other (hydrolate, oily macerate, powder…) The value of marketing in "essential oil" predominates on the whole of the medicinal plants with 41,5 %. Processing	- in 2021, 95% of the population aged 15 and over will have a cell phone: 77% will own a smartphone (accessibility) - in 2019, personal travel accounts for 80.9% of all long-distance travel (travellers) - 3-5% of patients in Western countries, 80% of rural populations in developing countries and 85% of populations south of the Sahara use medicinal plants as their main treatment (using plants to cure) **Need for consumers:** - know what this plant is - what are its effects (benefits? toxicity?) - learn about the world around them

Corporate Intelligence Concept Analysis

European Community
-**Have sufficient data on the traditional use of the medicinal product (demonstrated safety, specified conditions of use, pharmacological effects, and efficacy plausible due to their age and experience)**

into "dry" and "fresh/frozen" represents 28.6% and 25.9% respectively; the remaining 4% belongs to the other

- know that the information is safe and true

Pain for consumers:
- wifi/internet problems
- don't have much room in their suitcases/backpacks (for travelers and backpackers), so they can't bring books and magazines about the plants
- problems of comprehension (medical jargon, ...) which is not understandable for everyone
- no time/want to carry your phone with you when you travel. travelers prefer to enjoy lava, their vacations,… instead of searching for plants on their phones

Social/Population：
Surveys conducted at the beginning of the 21st century reveal that 3-5% of patients in Western countries, 80% of rural populations in developing countries and 85% of populations south of the Sahara use medicinal plants as their main treatment.

45% of French people say they use medicinal plants or plant-based medicines to treat themselves.

worldwide 14-28% of plants are listed as having a medicinal use.

Technology：
Creating a partnership with Ecosia (which is an international website, where, for every research done, a tree is planted), so that we can plan trees thanks to scaNature.

Industry Intelligence Analysis	Internal Intelligence/Resource Inventory
Supplier power: high because few suppliers in the market **Buyer power:** low because I'm the only brand to offer these options (which are very different and interesting) **Competitive rivalry:** high, because there are only few suppliers on the market, but the desire to connect with nature, to heal oneself and to eat naturally is becoming more and more fashionable. So I can expect more and more competitors to enter the market **Threat of substitution:** low, because it's brand new, and books are not high-tech and carriable everywhere **Threat of new entry:** high because it's new, there are only few brands, and , as I said, this need to know more about nature is becoming trendy.	**Key resource:** - available on every device, with a lot of different languages - available for adults and children **Key capability:** - doctors/nutritionists/pharmacists' advice - partnership with Ecosia and other influencers operating in the nature and health food market

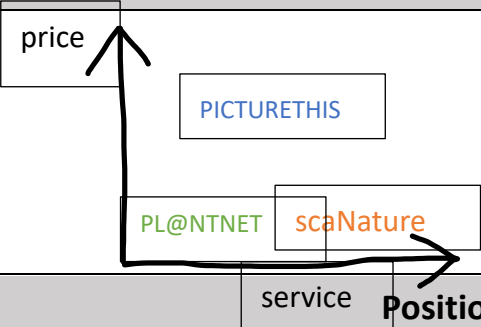# Current Situation Analysis and Strategic Goal Setting

Internal / External	S	W
Internal (diagonal split) **External**	**S** - medical/nutritional advice - brand new on the market - available for everyone, everywhere (languages, children mode, every device,..)	**W** - not promoted (no one heard about the app) - limitation of my resources (at the beginning)
O - only few direct competitors, that do not offer as many options as my application has - society's desire to cure itself by healthy and natural ways (especially in recent years) - possibility of eco-friendly partnerships (as it is becoming the trend)	**SxO** - S1xO2medical advice to help people to be healthy - S3xO3create eco-friendly partnerships with different countries in order to attract more clients	**WxO** - W1xO3use Ecosia to promote my application - W1xO2propose to doctors, nutritionists, pharmacists,... to promote my application to their clients. In return, I can mention them on my application so that they have visibility
T - Possibility of new entries and competitors - Amendment of the laws concerning medical information on the internet	**SxT** - S3xT2ensure the security of customers' personal data - S1xT2propose trainings between employees and lawyers to make framework the laws and rules of my application	**WxT** - W1xT1do a big marketing and advertising campaign to sell my application to a maximum of customers before a competitor appears
Strategic goal	**Objectives & Goals**	**Key obstacle/Gap**
scaNature is an application that educates people (adults and youth) about the nature around them. This allows to reduce the number of people who	Directional: become a well-known application in 2 years. The main goal of my application is to educate people (children and adults), so I want it	- the number of interested people is too low - the laws of data sharing on the internet

cure themselves or eat genetically modified products, but to use natural resources.	to be accessible to everyone by being free. I know it's complicated to create a free application, but I want to reduce the costs as much as possible. To reduce costs as much as possible, I will propose an exchange of good practices to my information providers (doctors, nutritionists,...) by proposing them to mention them and propose them to my consumers via my application. Visibility is always a necessity, especially for people who have a relational job My application costs about 30 000€ per year (promotion, room rentals, remunerations,...). It is necessary for me that this sum is reimbursed by advertisements and donations on my application my goal is to have 1000 downloads per weeks (new consumers)	are tightened - suppliers (doctors, pharmacies, nutritionists) are not interested - the partnerships are not profitable enough for my application to work without paying for it

Solutions to the gap

- marketing: use the help of influencers and public people to increase my visibility
- purchases: propose to customers to make donations to help the application evolve, while remaining free
- HR: hire a lawyer to help us manage changes in laws and adapt the application data
- offer visibility to our suppliers by proposing new and free consultations with them (for the clients)

STP Marketing Strategy

Product／Service name： scaNature

Segmentation				
Segmentation variable		**Segmentation A**	**Segmentation B**	**Segmentation C**
	Jobs-to-be-done	- learn - try, taste, consume - desire to use natural resources and not pay for it in the stores	- learn about nature - play interactive games while learning	- need to treat oneself in a healthier way (than with medication) - desire to use natural resources and not pay for it in the stores
	Demographic	young backpackers (18-25)	schools (5-18) children	nature lovers (30-45)

Targeting	Characteristics of product or service
SEGMENTATION B – SCHOOLS	main colors: green and white
	easy to understand and use, simple to understand logos for everyone
Positioning	sources?
	- flowers information: 25% - trees information: 20% - mushroom & other: 10% - games: 25% (puzzles and recognition games, name it,...) - videos: 15% (recipes, informative videos, conferences with professionals,...)
Position statement	

Focus on the age of 5-12 and provide a teaching about nature	- chat system 5%

Marketing tactics (7Ps)

Product	application that gives information about plants, flowers of nature around the world. in addition, offering interactive games (for children and adults) and educational videos	**Promotion**	- influencers (who are focused on healthy living) - brands (focused on healthy living, local and natural products) - workers (doctors, nutritionists, dieticians,...) - advertisement - promotion on social networks - word of mouth	**People**	- Designers - Programmers - Marketing staff - Developers - Information providers (doctors, nutritionists,...) - Lawyer (to help me with the rules and laws concerning access to medical information on the internet)
Price	Free for every user	**Place**	Online application	**Physical Evidence**	- photos and videos on my application - testimonials from professionals and users - chat that allows you to discuss techniques for plants
				Process	opening of the application scan of the plant information about the plant possibility to go further by playing games, watching educational videos,...

Marketing activities design

Customer mental process (AIDAS)	Marketing communication activities	Outcome/goals (creation/change)	Marketing communication budget	Remark
Attention/ Awareness	Posters Flyers Instagram Tiktok	Posters – 500 per quarter Flyers – 2000 per quarter Instagram – 200 followers Tiktok – 1000 followers	Posters – 100€ Flyers – 300€ Instagram - free Tiktok - free	Estimated by quarter
Interest	Blogger Youtuber	Youtuber – 0 Blogger – 5 times exposure	Blogger – 200€x5= 1000€	Estimated by quarter

Marketing Tactics and Communication Activities

Desire	win a trip for the person who scanned and was the most active (in the chat, in the games, who watched videos,...) in the year. Make him win a trip of discovery in a country where he would learn with locals, what are the benefits of plants	1 people per year	2000€	Estimated by quarter
Action	- meetings with suppliers who understand consumer demands - participation in workshops to educate clients on the use of natural resources	rental of premises (3 meetings per quarter, 5 workshops per quarter) 8x300€	2400€/quarter	Estimated by quarter
Satisfaction	- propose to the consumer to subscribe to our newsletter, which will give him more information about the plants (make recipes,...) - each time he scans a plant, the consumer increases his impact on the application. He has a level bar that indicates his level on the application (beginner - nature genius - quick learner - nature lover,...) that motivates him to do more and more research, to watch more and more videos,...	/	free	Estimated by quarter

Title/Subtitle	Competitive Intelligence Analysis

Sound+ - the immersive experience

Planning purpose

According to Businesscoot, the global sound market is dynamic with forecast growth of 3.2% per year on average over the period 2019-2024. This is a very innovative sector. However, it is an expansive market.

Sound+ will offer people the possibility to have a good sound without spending too much money

Sound+ is a very reachable innovation. Indeed, everyone has a phone and can download an app, and this can be done anywhere and anytime

Sound+ brings people together and create links

Competitive Intelligence Analysis

One of my main competitor is **AmpMe.** This app allows you to connect your phone to others phone to increase the volume. You can be the host of a party or join in as a guest at any time. Here are some characteristics of AmpMe:
- Connect your phone to others
- Music from you library but also from youtube
- Completely free
- Available for iOS and android devices
- Connect as many phones as we wish

The options in Sound+ I want to add that the app doesn't propose :
- Doesn't provide option for earphones
- Doesn't propose advantages
- Doesn't allow to control the volume of each speaker
- You can't go directly in your own playlist to listen everything

External environment (PEST analysis)

Political/Legal：
There is several legal rules to respect to develop an app in France:
- Provide legal notice
- Writing terms of use
- Writing general terms and conditions of sale (GTC)
- Develop a privacy policy
- Make a prior declaration or request authorization from the

Economics/Consumption：
More than 1,7 million French people use connected speakers and a very large majority of internet users (89%) are aware of their existence.
53% of users belongs to higher socio-professional category

Consumer Intelligence Analysis

2 mains targets, here it is an image of what my consumer can looks like:

Carla	Martin
o 22 years old	• 43 years old
o Student in marketing in Lille	• Teacher in economy in Paris
o Very sociable, determined, and party girl	• Passionate, listening others, creative
o Party : once a week	• Courses : everyday
o Income : 500e/month	• Income : 2000e/month
o Small JBL speaker	• Earphones + small speaker

| | | o She really likes using Applications
o Motivated by comfort, convenience, price, quality
Frustrations :
o Not being able to buy a speaker with a lot of watt and a good sound
o Can't fully enjoy parties | • Comfortable with his phone
• Motivated by comfort, convenience, speed, quality

Frustrations:
• He doesn't like to be cluttered
• Not everyone can hear him |

CNIL
- Check that essential information is visible and adapted to a mobile screen
- Protect your intellectual property
- maintain computer security

Social/Population：

French people listen to 15 hours of music per week. Connected speakers are mainly use for music.

Students have an average of one big party per month.

More than 60% French students are enrolled in universities, and have courses in amphitheater.

Technology：

More and more brands are developing speakers, like google home which allows you to simplify your daily life.

Industry Intelligence Analysis	**Internal Intelligence/Resource Inventory**

Industry Intelligence Analysis

1- Supplier power
- Many choices (freelance)
- Low power

When we want to find our suppliers to develop or to design the app, we have a lot of choices of

people, especially in freelance website. Suppliers have a weak power to impose their conditions in

negotiations. However, a study shows that there is still a lot of places for women for the developer

profession, which until now has been reserved mainly for men. Indeed, only 6% of respondents are

women. That's why, if we want a women developer, they can have a higher power.

2- Buyer power
*As we saw, more and more people are using speakers, and almost everyone is using applications but not a lot of applications are doing the same thing than Sound+, consequently a lot of people can be interested by Sound+. However, they can be interested by substitution products easily, that's why I would say that the buyer power is not so high, so it is **moderate**.*

Internal Intelligence/Resource Inventory

Key resource:
- Agreement with Apple store and Google Play

Key capability:
- A developer for writing flawless code in order to create working software.

- A programmer who is developing solutions to computer problems.

- A designer to create a workflow to simulate the use of your application.

- A marketing agent to promote the app

Also, the price of the subscription of the app doesn't have to be too high, otherwise, no one will want to subscribe. At the beginning of the app, we can also do offers to attract them like a reduction of the price.

3- Competitive rivalry

In 2019, the mobile application market weighs nearly 36 billion euros in France : an increase of 15.4% compared to 2018.
In the future, mobile applications will take up more and more space.

Indirect competitors :
- VAVA free studio
- Speaker booster
- Volume booster
- Boom
- KaiserTone

In the future, mobile applications will take up more and more space in the lives of consumers, since

smartphones will not disappear, quite the contrary.

That's why this market is a competitive sector.

Sound+ can have few indirect competitors like VAVA free music studio which is a sound enhancer available

for android devices, speaker booster which allows you to increase the volume of Android devices whether

for the speakers or for the headphones, or also volume booster which is able to boost the volume of your

smartphone twice as high as the system default.

However, Sound+ doesn't have a lot of direct competitors. Indeed, there is just one app which is proposing

*the same type of service than Sound+. So, the competitive rivalry for Sound+ is enough **low**.*

4- Threat of substitution

- *As the speaker market is constantly evolving, more and more compact speakers with high quality*

  sound and a lot of watts could emerge in the coming years, but perhaps at a high price.

- *Furthermore, the market of smartphone is a very innovative sector, and there will certainly have more and more Smartphone with an excellent sound even loud, and I think people who have this kind of phone will be ok to use just app like AmpMe if they don't have big speaker, because their sound is already really good.*

5- Threat of new entry
- Amount of initial investments : around 50 000euros

Corporate Intelligence Concept Analysis

- Protectionists measures
- Make strategies
- File a patent

To avoid the threat of a new entry, we have to make few calculations to know the amount of initial investments or also set up protectionists measures.

In general, the cost to create an application is around 50 000euros, so we need to make strategies to make profits before the threat of a new entry. According to my research, for the moment, Sound+ doesn't have a lot of threats in this sector, but we need to stay vigilant, and we can file a patent to be protected.

Current Situation Analysis and Strategic Goal Setting

	S	W
Internal **External**	1- Possibility to add earphones 2- Advantages to have more time for free and to buy a speaker in partnership with the app 3- Being able to control the volume of each speaker 4- You can use the app everywhere and everyone can use it without having a huge budget	1- People can prefer saving money to be able to buy a speaker with a lot of watt 2- You don't have to forget your small speaker to be able to use the app
O	**SxO**	**WxO**
1- Between January and June 2019, GfK recorded a total revenues of €7.9 billion in the global Audio market (excluding North America), an increase of +15%. The Audio markets still show significant growth potential, almost uniformly throughout the world. 2- In two years, applications have seen their usage time increase by between 50 and 70%. 3- Not a lot of competition with others app	- According to my strength one and my first opportunity, the global audio market is in constant evolution and I had the idea to add an option for earphones. That's why, when I combined both I have the idea to create earphones in partnership with an audio brand, especially for my app, and with a special sound (noise reduction, hearing protection). - Then, an app can be used anytime and everywhere, and as I said before there is not	- W1xO1 : One of my weaknesses is that people can prefer saving money to buy a speaker of quality. Furthermore, the global audio market is constantly evolving. That's why we can guarantee to customers a a high quality sound with some of the best sound brands (for the speaker in partnership with the app) and also we can allow people to try the app with these speakers brands (for instance, in stores like "La fnac") to convince them to use the app.

a lot of competition in terms of app sound, that's why Sound+ can become the leader in the field of sound applications.

T	SxT	WxT
1- The entry of very innovative smartphones in the market (loud + good quality sound) 2- The entry of compact speakers with a high quality and a low price	- S4xT2 : People want to be able to use the service when they want, no matter where they are, and they use applications more and more, and one of the main threat is the entry of compact speakers (so very small speakers) with a high quality and a low price. So when I combined both, my idea would be to create a compact speaker with partnerships with the app like JBL. This speaker would be sold at a low price if people are using a lot the app (they will earn points and thanks to these points, they will be able to have some discounts).	- W2xT1: Then, one of the weaknesses is that you can't use the app if you don't have your speaker, so you don't have to forget it, and in threat, there is also the entry of very innovative smartphones which can have a very good sound. But, we can take advantage of this to send innovative notifications like for example, every morning, a sound related to the app will ring to remind you not to forget your speaker.

Strategic goal	Objectives & Goals	Key obstacle/Gap
	-	
The application focus on increasing the volume and allow everyone to hear courses or enjoy parties/big events easily and without spending a lot of money.	Objective: The number of downloads is not really representative, we have to look at the number of active users. The objective is to obtain a number of 35 millions users in 3 years. Stages: - • 1 st quarter revenue: 10 000 euros - • 2 nd quarter revenue : 15 000 e - • 3 rd quarter revenue : 20 000 e - • 4 th quarter revenue : 25 000 e ➔ The main goal of my application is to be accessible for everyone in an easy way. That's why I propose them an option for free. My main revenues will be from : sponsors, advertising, partnership with a brand (like Sony) to sell a speaker, and also premium accounts.	1- The number of active users is lower than expectations 2- Users use the app at the beginning and then they stop 3- Not enough users click on publicities / don't buy speakers with the partnership of the app / don't take the premium version
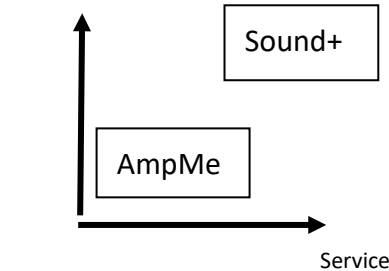
Solutions to the gap

1- Marketing : use social medias, especially Instagram (young target) and facebook (for older target)

2- Make them addicted by giving them advantages or discounts, sending them notifications…

3- Promotes publicities, partnerships and the premium version with a discount

STP Marketing Strategy

Product／Service name： **Sound+**

Segmentation				
Segmentation variable		**Segmentation A**	**Segmentation B**	**Segmentation C**
	Jobs-to-be-done	Increase the sound for parties/events	Have a good volume to allow students to hear well courses	Allow students to be concentrated thanks to earphones
	Demographic	Age: 17-29 Young people	Age: 30-55 Lecturers/teachers	Age: 18-25 Students

Targeting	Characteristics of product or service (what kind of input?)
Age of 17-29	- Modern design and easy to use : 2 mains colors (black and white) / moving picture
Positioning	- 4 tabs including one main tab
Price Service *My 2 dimensions : price / services* **Sound+** : propose a premium account / advantages / modern interface / easy to use / partnerships / options for earphones / control the volume of each speaker / control the playlist	On the main tab : main button in the middle of the page to find a speaker + people who are connected To have an overview of my app : HOME | My Site 1 (maellebonfante.wixsite.com) *Content :* (the app represents…) 80% interactive platform to increase the volume of your speaker/earphones with friends 10% of advantages (for loyalty) : you can have discounts, more hours for free…

⇨ Sound+ focus on advantages and services the app propose.	10% of control center : to control the volume of each speaker, to see the percentage of battery of everyone
Position statement	
Focus on the age of 17-29 and allow them to have the sound quality they want in an easy way, when they want, and for a cheap option.	

Marketing tactics (7Ps)

Product	Service – application to allow people to increase the volume with their speaker	**Promotion**	- Advertising (social networks, influencers) - Discount	**People**	- a developer - a programmer - a designer - a marketing agent
				Physical Evidence	- Trying the service in a store (like la Fnac : multimedia store) - Testimonies - Video presentation
Price	- Free option (need sponsors) - Premium account (3e/month)	**Place**	Online	**Process**	Having your own small speaker Downloading the app Using the app Get advantages Buying a speaker in partnership with the app Using the app with the speaker in partnership with the app to have a perfect sound

Marketing activities design

Customer mental process (AIDAS)	Marketing communication activities	Outcome/goals (creation/change)	Marketing communication budget	Remark
Attention/ Awareness	- Instagram account - Facebook account	- Instagram : 1500 followers - Facebook : 700 fans	Free	Estimated by quarter
Interest	- Influencers (Instagram/youtube) - Advertising through facebook - Presentation of the app by sound brands	- Influencers : one reel – one post – promotional stories – one youtube video - Facebook : targeting publicities and get 100 new fans (Facebook Ads) - Brands : publicities through their own website and get 300 new fans	- Influencers : small influencers to have them for free. In exchange, I will offer them one year of free account, and I can do some advertising for them. - Facebook : when we are doing facebook adversiting, we can decide the budget we want to spend on it. In general, you have to spend 0,30e to get one more fan: 2700 € (100x0,3ex90days) - Brands : We can do publicities for them (instagram stories, on the app etc) to have free publicity for Sound+.	By quarter

Marketing Tactics and Communication Activities

Desire	- Practice sessions of my service in a store (La Fnac)	Attracted 2000 customers	We can do publicities for the store on the app and get a discount for the practices sessions. So, if we are doing this operation twice a month during the week-end, according to my researchs, it will cost around 900€ for the location. (2x5ex90days)	By quarter
Action	Discount (3 months for free) if you subscribe to the Instagram account – like pictures – share the account in your story	Get 1000 subscriptions	If the price of the subscription is 3 euros and we make 1000 subscriptions for free, it will cost 3000e.	By quarter
Satisfaction	Loyalty program : get advantages by using the app and get discount to buy a high-quality speaker to use the app	Average use of 3h per day	Free	By quarter

Title/Subtitle	Competitive Intelligence Analysis
YOUMUG app – unique gifts for unique you	

Planning purpose

- ➤ It is always a challenge to think of a truly unique yet affordable present. YOUMUG app will **provide a "puzzle" principle for creating a customizable** mug/cup/glass/portable drinking bottles based on your personal design or a wide choice of ready samples available (eg.pet lovers, job, funny pics, kids theme etc).
- ➤ YOUMUG guarantees **a high quality print on a UV-printer** which allows a long-lasting eco-friendly print without washing away the colors, dishwasher friendly.
- ➤ The app will allow you **to choose the object** to have the print on - providing high quality and trendy designed porcelain and other material objects
- ➤ The designer will develop **a set of unique pictures organized in categories** to choose from or you may upload the picture of your own choice or creation.
- ➤ YOUMUG guarantees **a special quality and package control** to prevent the breaking or damaging upon delivery.
- ➤ **The package** will also be available to be

brand	**Simplemerch**, ltd	**White sign**, ltd	**Youmug, ltd**
position	Funny&cheap	For office workers	**Artistic&interior**
price	360-450 RUR	400 RUR	**500 RUR**
channel	Marketplaces: OZON, Wildberries	Marketplaces: OZON, Wildberries	• **Marketplaces: OZON, Wildberries + Instagram brand communication** • **Application**
supplies	Retail, wholesale orders from China	imports standard mugs from China, Own prints	**Import various design of mugs, buy local producers objects; make unique specially created design**

ordered at a separate step – if you need a festive packaging or a standard one.	
External environment (PEST analysis)	**Consumer Intelligence Analysis**

Political/Legal：	Economics/Consumption：	Target Customers:
-High risk of unpredictable change in the legislation because of aggressive actions of the President on international arena. -Bureaucracy and corruption of all governmental institutions connected to business + stimulation for startup in certain spheres; +easy registration of business for the residents Protection of consumer; return	+Favorable regulations for small businesses, +tax vacations for startups no certification required for this type of activity +well developed and growing e-commerce market + growing delivery service market -global negative effect of external policy of the country on national economy	**14-18 y.o.** teenagers who give presents to each other on various occasions. It is important for them to show appreciation or affection with a cute, practical and inexpensive present. There present budget is usually limited by 1000 RUB (86% of teens in Russia have pocket money https://www.ipsos.com/ru-ru/deti-ogorchayutsya-chto-ne-mogut-kupit-vsyo-chego-khotyat) **19-22 y.o.** people for using this as a home décor, photo accessory for Instagram – their by budget is usually limited by 2000 - 3000 RUB (https://ria.ru/20220305/podarki-1776634365.html) **23-35 y.o.** – women for home décor; office or corporate presents, for their children at nursery school or elementary school; can be a part of a bigger present box incl.coffee/tea/socks/stationery etc. They are ready to spend more money on a good quality item (4500RUB +) and by supplements as well. (https://ria.ru/20220305/podarki-1776634365.html) **Customer's needs** **Customer's pains**

policy		➤ A practical and unconventional present that will create a good mood; ➤ Big choice at one place to save time; ➤ Something that will be an accent in décor or a photoshooting; ➤ For everyday use it should be dishwasher usable	➤ Lack of ideas for different holidays; ➤ Similar design repeated by different producers; ➤ Limited time for searching for the present
Social/Population： General trend for online shopping; In 2021, mobile e-commerce comprise $3.5 trillion and then make up almost three quarters (72.9 percent) of e-commerce sales. 75% of e-marketplace customers are women 25-35 y.o.	**Technology：** - Developed fintech market, Widely available online payment throughout banking system inside the country – involving underaged to e-shopping (card-bound system) App analisys – present market		
Industry Intelligence Analysis = Porter's Powers		**Internal Intelligence/Resource Inventory**	

Corporate Intelligence Concept Analysis

1. Easy entrance: the requirements for becoming a marketplace vendor are very easy to comply with = high competition
2. Many rivals = high competition in the retail, but none have an app developed specially for customers to create their own desigs
3. Power of suppliers – low (there are many suppliers, they can be easily replaced)
4. Threat of substitution - medium
5. Consumer's bargaining position - medium

Key resources

UV printer
Ink supplier
Delivery service
Items supplier
packing supplier
Programmer

Key capability

UV printer operator
Digital art designer
Marketing manager (SMM specialist)

Current Situation Analysis and Strategic Goal Setting

External / Internal	S	W
	➢ Own application which might be a new trend in the sphere; ➢ Unique features of service: The digital designer will create unique prints; Customer can upload his own print; Extra protection from damage during the delivery.	✓ Dependence on foreign suppliers might create risk in delivery and shortage; ✓ High cost service on equipment maintenance and servicing
O	**SxO**	**WxO**
➢ Online trade through marketplaces is growing rapidly which boosts new delivery points being opened all over the country; ➢ Cooperation with businesses to create corporate merchandise and presents	O1 - Application will allow to grow rapidly in the market; Extra protection (high quality service) will give new opportunities for some segments of customers – B2B	Constantly look for new offers from new suppliers; Include maintenance costs into the final price to make it an average price segment
T	**SxT**	**WxT**
✓ Others can easily copy the idea with the app and create their own; ✓ Big retailers offer lower prices; ✓ Political situation will cut off the Russian market from the foreign suppliers	The application should be aggressively promoted to take the leading position fast, and gain brand recognition; The price should be justified by high standards of service and communication with the clients, which big retailers cannot provide	Look for the in-country suppliers; Look for better selling plans to be able to provide better price by the scale of sales
Strategic goal	**Objectives & Goals**	**Key obstacle/Gap**

Create an offer with unique design of presents and souvenirs and engage customers to express their own creativity.	Become a well-known brand in the market in a year; 1st quarter revenue: RUR 75 000 2nd quarter revenue: RUR 150 000 3rd quarter revenue: RUR 175 000 4th quarter revenue: RUR 190 000	The number of sales is lower than expected; The supply chain might break; There are bugs in the app that will arise customers dissatisfaction

Solutions to the gap

Marketing: Advertise in social media

Purchasing: look for suppliers inside the country

Technical: Improve testing the app in several rounds

STP Marketing Strategy

Product／Service name： _____

Segmentation				
Segmentatio n variable		**Segmentation A**	**Segmentation B**	**Segmentation C**
	Jobs-to-be-done	• Funny, diverse, trendy prints • Self-expression, own design	• Instagramable, complicated and meaningful design • Fast and safe delivery	• High quality, limited edition; • Saving time – various choice in one place
	Demographic	**14-19 y.o.** value communication, both in-person and online	**19-24 y.o.** have part-time jobs or first jobs	**24-40 y.o.** – have children, interested in social media, have a stable income

Targeting	Characteristics of product or service
Women 24-40 y.o.	Souvenir Products with UV prints: There is a print collection available to choose from or own design can be applied on the following type of products
Positioning	
service **I** **o Youmug** **I** **I** **o SimpleMerch** **I** **Io Whitesign** **I_ _ _ _ _ _ _ _ _ _ _ _ _ _ _ price**	Mugs 20% Cups 20% Tea/coffee sets (Cups+Plates) 20% Water bottles 10% Thermoses 10% Gift boxes 10% Eyeware cover 10%
Position statement	

Focusing on 24-40 y.o. women and provide personal service and a wide choice of unique presents	

Marketing tactics (7Ps)					
Product	Souvenir Products (Mugs; Cups; Tea/coffee sets (Cups+Plates); Water bottles;Thermoses; Gift boxes; Eyeware cover)	**Promotion**	• Ranking promotion fee on the e-commerce platform; • Promotions of the app in AppStore and PlayStore; • SMM promotion (via own social media page and influencers, tiktok, instagram, facebook campaigns on special occasions); • Discounts for loyal customers; • Collaboration with event-makers (sponsorship)	**People**	• IT developer – product orientation • Designer – brainstorming with stakeholders • SMM Specialist – involving into teamwork, creating catchy marketing campaigns • Manager – training on marketplace operation, logistics, client service; teambuilding, soft skills
Price	450 RUB – 3000 RUB	**Place**	• e-commerce platforms (Russian: Ozon, Wildberries, YandexMarket; Avito • International: Amazon, Aliexpress; Etsy) • Instagram shop; • Direct app order	**Physical Evidence**	**Social media brand page** to show: • Video clips in social media how to use the products; • Video of design creation; printing process; packaging process; • Posting feedbacks from customers
				Process	• Production SOP (UV printer operation; • Logistic and e-commerce cooperation SOP; • Customer Service SOP; • Marketing SOP

Marketing Tactics and Communication Activities

Marketing activities design				
Customer mental process (AIDAS)	**Marketing communication activities**	**Outcome/goals (creation/change)**	**Marketing communication budget**	**Remark**
Attention/ Awareness	Brand page in social media FB, IG Tiktok, youtube (Youtube will follow when the brand recognition is a bit higher, not in the first quarter) – show videos Targeting advertising Push notifications on mobile phone	Increasing numbers of followers	15 000 RUB/quarter	Monthly estimation
Interest	Influencers; Regular users encouraged to tag the brand page	2 times a month influencers' ad	15 000 RUB/quarter	Monthly estimation
Desire	Creating professional content which will be used for e-commerce platform catalogue, advertising, posting, promotion and build brand image	Promotional photos and videos to make people want to buy it, or at least memorize the brand to return when needed	10 000 RUB/quarter	Once a 3 month
Action	10% discounts for brand tagging in social media; 10% discounts on promo codes (limited number)	1st quarter revenue 75 000 RUB	42 500 RUB (for the first quarter only – then the estimation of the efficiency follow and the next quarter budget will be adjusted and limited as the first quarter is expected to attract the basic audience and the work of moth will work and organic SMM growth will follow)	Monthly estimation to see if this is to be corrected for the next quarter
Satisfaction	Free festive package for birthdays; Monthly Social media lottery for a free good	50% returning users	2500 RUB	Monthly

Corporate Intelligence Concept Analysis

Title/Subtitle	Competitive Intelligence Analysis
The Student Café – get work done	

Planning purpose

Revenue in the Coffee segment amounts to €11,496m in 2022. The market is expected to grow annually by 1.18%
working environment adapted to students
snacks/lunches that are quick and affordable
monthly subscription with free coffee and discounts on food
flexible spaces for business meetings, conferences, activities, etc
https://www.statista.com/outlook/cmo/hot-drinks/coffee/france?currency=EUR#revenue

	Starbucks	Notting hill Coffee	Student Café
Brand	International Brand	Domestic Brand	Domestic Brand
Position	Elegant & Luxury	Budget & Friendly	Health
Price	Form 3.50€ to 7.50€	Form 2 € to 6 €	From 1.5 € to 5€
Channel	Direct selling by Uni-President Group since 1967	Limited Liability Company	Private owned

External environment (PEST analysis)

Political/Legal：

The display of the menu is mandatory inside and outside the establishment:
-> Outside: the list if the most common beverages with their price
-> Inside: the price of all drinks and volume served

Starting March 1, 2022, restaurant managers will have to indicate the origin or provenance of their products.

Economics/Consumption：

Coffee segment amounts to €11,5b in 2022. The market is expected to grow annually by 1.18%

France is the 9th biggest market for coffee in the world

Social/Population：
- 18-24 years old represent 7,5% of the consumers
- 20% of the coffee is consumed out of home
- 70% of the population owns a coffee machine

Technology：
online sales are increasing but represents only 4% of sales in France

Consumer Intelligence Analysis

Target customers:
- The 20s and 30s generation drink coffee less frequently and spend less
- Student that can't work efficiently at home and need a work environment
- Student at the end of the course to come directly to work

Need for consumers:
- Social activity
- Refresh/wake up
- Work environment
- Motivation of the environment

Pain for consumers
- doesn't have a place of their own
- homework reduces the social link

Industry Intelligence Analysis	Internal Intelligence/Resource Inventory

Supplier power: low because there are many suppliers in the market
Buyer power: high buyer power since there are many cafés available in the city
Competitive rivalry: high because variety of offers
Threat of substitution: moderate as coffee is available in many shops but there are not student cafés yet in the market
Threat of new entry: high as it is easy to set a new coffee business with low investment
	Key resource:
	  - Coffee bean supplier
	  - Physical store
	  - Student
	Key capability
	  - Bakers
	  - Intervener

Current Situation Analysis and Strategic Goal Setting

Internal / External	S	W
Internal (top), **External** (bottom)	- the concept of student café is new and innovative - location near universities: many potential customers - hire students as employees make them involved and engaged into the business	- cost of physical shop is high in big cities (rent) - students have low purchasing power - 18-24 years old represent only 7,5% of the consumers
O - Coffee segment amounts to €11,5b in 2022. The market is expected to grow annually by 1.18% - Remote working/studying has increased rapidly, and people could be needing a new place to work - Partnerships with local bakeries	**SxO** - S1*O2 special study room dedicated to meetings that can be rented online - S2*O1 advertising can be made on campus - S3*03 the student café can be marketed as a place promoting local economy	**WxO** - W3*O2 student café can also be opened to professionals to have more customers - W1*O1 cost of rent/loan can be amortized on the long run as market keeps growing - W2*O3 can ask local business to apply solidarity prices for students to be able to afford it
T - There are a lot of other coffee shops companies - The pandemic increased drastically home-consumption of coffee - Periodicity of the demand (holidays/exams)	**SxT** - S1*T3 student café can also be opened to professional meeting to have more customers - S2*T2 focus on activities to make it a place of socialization and have recurrent customers - S3*T1 have local students working in the café will bring more loyal customers	**WxT** - W3*T1 marketing must be dedicated towards students to attract this part of the population - T2*W2 partner with delivery companies like Uber Eats, Deliveroo, etc. - W1*T3 enforce marketing during lower season to bring in more customers
Strategic goal	**Objectives & Goals**	**Key obstacle/Gap**
The café focuses on affordable coffee and local food while offering special services dedicated to students and professionals. The idea is to create a sense of community to keep customers loyal and improve local economy.	- 1st quarter revenue: 13500€ (€3*50*90days) - 2nd quarter revenue: 27000€ (€3*100*90days) - 3rd quarter revenue: 18900€ (€3*70*90days) - 4th quarter revenue: 27000€ (€3*100*90days)	- Students have low purchasing power and represent only 7,5% of the consumers - Price of coffee is rising due to limited supply and margins will already be low - Demand is periodic

Solutions to the gap

- Marketing: use social media to enforce marketing during the season of the year
- Purchasing: cooperation with specific supplier to keep lower prices
- Create subscriptions to fit into the purchasing power of the students

STP Marketing Strategy

Product／Service name： Student Café

Segmentation				
Segmentation variable		**Segmentation A**	**Segmentation B**	**Segmentation C**
	Jobs-to-be-done	• Place to study • Affordable coffee	• Place for business meeting • Flexibility and convenience	• Have a hot coffee • Rest/meet friends
	Demographic	- 18-25 years old - student	- 26-45 years old - Businessman	- 25-45 years old - Middle-aged people

Targeting	Characteristics of product or service
Segmentation A: students age of 18-25 years old	Coffee: 40% of products including "special one"
Positioning	Tea: 10% of product including black tea, green tea
 Student Café Starbucks Nothing Hill	Food: 20% of product including sandwich, bagel, cakes, cookies
	Study Room: 30% of service including work environment and event places
Position statement	
focus on the students and provide affordable coffee and comfortable studying space	

Marketing Tactics and Communication Activities

Marketing tactics (7Ps)

Product	- many types of coffee with a well know supplier to know where it's come form - flavored tea - local food from local bakeries	**Promotion**	-promotion on campuses and social medias (Instagram account) -count on students to promote to place to their friends	**People**		-student's jobs -manager -coffee supplier -local bakeries
Price	-adapted to small budget -subscription plan for free coffee and discounts on other products and services	**Place**	-calm music to focus and study -comfortable sitting with different settings (alone/groups) -near universities in city center	**Physical Evidence**		-events promotion -students' testimonies -website (photos)
				Process		-process for preparing food and drinks -cleaning process for the shop

Marketing activities design

Customer mental process (AIDAS)	Marketing communication activities	Outcome/goals (creation/change)	Marketing communication budget	Remark
Attention/ Awareness	-website -Instagram -flyers on campus	website: Instagram: 1000 followers flyers: 1000 flyers per month	-website: 3000€ -Instagram: free -flyer university: 650€	Estimated by year
Interest	-universities -student "ambassadors"	1 ambassador brings in 5 clients per month thanks to a dedicated promo code	-free subscription reward: 180€ -promo code: 360€	Estimated by year
Desire	-coffee tasting on campus	1 event per month on campus 50 people free taste per event	-coffee price: around 100€ per event	Estimated by month
Action	-student event	2 events per month 60% return customers 20% new customers We except to gain 500€ for each event	Free rent for the room but the student will have to eat and drink the products that we sell Cleaning: 50€ Advertisement: Instagram & Facebook (free)	Estimated by month
Satisfaction	Loyalty program: one drink gets one point (for special coffee) and 10 points get one free drink	60% return customers	850 €	Estimated by quarter

Corporate Intelligence Concept Analysis

Title/Subtitle	Competitive Intelligence Analysis
Cat Sitter - Caring of your cats and your life.	**# PetBacker** Brand：International Position：Easy to be a cat sitter. Provide cat or dog sitting service. Price：TWD $200 to $800, paid by PayPal. Place：Taiwan, HongKong. Function：boarding, sitting, walking, daycare, grooming etc.
Planning purpose	
According to the number of cat owners increasing in these years, demand for cat sitters has increased too. On top of that, cats are sensitive, so it is safer to keep them at home when cat owners are not at home. However, there are only two pet caring applications in Taiwan. Therefore, we decided to design a cat sitter application just for cat owners. It will be more 'cat-professional' than other pet caring applications.	**# Fluv** Brand：Domestic Position：Strictly guard a pass and train each sitter. Price：TWD $350 to $600. Accept all payment. Place：Taipei / New Taipei City / Taoyuan / Taichung / Kaohsiung Function：Drop-in visits, drop-in bath, drop-in groomer, vet drop-in

External environment (PEST analysis)		Consumer Intelligence Analysis

Political/Legal：
 	
- Any pet industry has to take 200 hours professional training required to provide pet boarding service.
- However, there is **no policy for any pet sitting service** in Taiwan now.
	Economics/Consumption：
	
	- According to Taiwan MIC's statistics, 31% of people are cat owners. Also, 45.2% are willing to spend about TWD$1000 to $3000 per month on pets.
		# Target customers :
		- 18 - 35 generation who are cat owners.
		  - They use mobile phones frequently.
		  - It gives them more chances to travel and have business trips.
		# Need for customers :
		- Daily report
		- Photo and video of their cat
		- Affordable price
		- Meticulous cat sitter

Social/Population ：	Technology ：	
- Increase of car owner trend. - There are 3,000,000 dogs and cats in Taiwan, but there are less than 1,000 pet hotels in urban areas. - People love traveling nowadays. Also, many people have to go on business trips sometimes. Thus, it will be due to no one to take care of their pets.	- Sharing economy in Taiwan has been a trend in recent years. If we mix sharing economy and cat sitting service together, it will be a profitable business idea in pet caring.	**# Pain for customers :** - They don't have enough time to train their indoor cat to go outside. - They don't know how to choose a suitable cat sitter. - Few choice cat sitters in Taiwan. - They can't afford the expensive price of a pet hotel.

Industry Intelligence Analysis

Industry Intelligence Analysis	**Internal Intelligence/Resource Inventory**
- Supplier power : **High** - We can maintain high quality cat sitters since we have a SOP to train each cat sitter. - Buyer power : **High** - Demand for cat sitters increases. - Competitive rivalry : **Low** - There are few competitors in Taiwan. - Threat of substitution : **Moderate** - The key point is how to ensure a good user experience for cat sitters and cat owners. - Threat of new entry : **Moderate** - It is a specialty of cat lovers. Cat owners know what cat owners want. Apart from it, we just have to know how to let customers trust us at first.	**#Key resource** - Cat sitters - Veterinary - Pet supply store **#Key capability** - UI & UX designers, programmers : It is essential for us to ensure the good user experience. - Professional cat sitters trainer

Current Situation Analysis and Strategic Goal Setting

	Strength	**Weakness**
	1. We provide GoPro to record because we care about cat owners' property and safety of cats. 2. We have a partnership with Vet and a pet supply store. 3. Price is lower than the Pet hotel.	1. It is difficult to know if the person is qualified to be a professional sitter. 2. It is not easy to find a lot of cat owners and sitters to use our app in the beginning.
Opportunity	**SxO**	**WxO**
1. There are less competitors in Taiwan now. 2. The number of cat owners has increased in recent years. 3. Cat owners can also be a cat sitter to earn money from this app.	**S1*O3** - Our service is user-friendly and we can make sure that the cat sitter is meticulous. **S2*O2** - Increased cat owners mean that increased demand for vet and pet supply stores. Therefore, partnership with vet and pet supply stores can also increase exposure. **S3*O1** - There are many pet hotels in Taiwan but less cat sitting applications in Taiwan. If we provide affordable price, consumer will prefer our service than pet hotel.	**W1*O3** - Because a cat owner can apply to be a cat sitter. In addition, we will have a SOP to train each cat sitter before they go to work. Thereby, at least the most suitable cat sitters can be screened. **W2*O1,O2** - According to the fewer competitors in Taiwan and the increase of cat owners, we have a high market share and high growth rate in Taiwan.

Threat	SxT	WxT
1. Letting cat owners trust us is a little bit difficult. 2. Some cat sitters may have a private chat and charge cat owner. 3. The politics of pet caring in Taiwan changed quickly in these years.	**S1*T1** - We provide GoPro to each cat sitter to record the process. It can solve the concerns about the safety of cats and the property. It can obtain the trust from customers. **S2*T2** - If some cat sitters have a private chat and charge with cat owners, their account will be suspended permanently. Additionally, we have partnerships with vet and pet supply stores, it can avoid any emergency situations. **S3*T3** - In Taiwan, pet hotel are regulated by the government, but pet sitting is not regulated by the government yet. We can take advantage of this, and control the price lower than pet hotels, thus to attract new customer to use our service.	**W1,W2*T1** - It is a little bit difficult to let customers trust us in the beginning. Hence, we should focus on professional cat sitter training. On top of that, we should let users leave their comments and rates after using our service. **W1*T2** - We should monitor the whole process through strengthening our system. It is responsible for the technology team. We should focus on the ability of IT. **W1*T3** - Focus on cat sitter training. If we ensure the quality of our cat sitter, even if the policy changes, we can fight with others in reason.

Strategic goal	Objectives & Goals	Key obstacle/Gap

Cat Sitter focuses on professional cat sitters training and good user experiences. Cat owners can rest assured of choose suitable cat sitter to take care of their cat.	**#Directional** - Become a primary cat sitting application in 3 years.
	
	#Staged -
	- 1st quarter revenue (Lunar New Year) :
	    - NT$810,000 (NT$180*50*90days)
	
	- 2nd quarter revenue (Tomb sweeping day) :
	    - NT$486,000 (NT$180*30*90days)
	
	- 3rd quarter revenue (Summer Holiday):
	    - NT$810,000 (NT$180*50*90days)
	
	- 4th quarter revenue (No Holiday):
	    - NT$324,000 (NT$180*20*90days)
		1. Low exposure and low usage.
		2. Veterinary and pet supply stores are not willing to have partnership with us.
		3. Customer in low loyalty.
		4. Performance of cat sitters is not stable.

Solutions to the gap

- Marketing : Use social media to increase exposure and maintain customers loyalty.

- Public Relation : Communicate with veterinary and pet supply stores and use different collaboration methods in each District.

- Information Technology : Ensure network stability and empathizing with people, anticipating customers' needs. Let them totally rely on our application. (Seems like UberEats / FoodPanda)

- Human Resource : Establish training program and performance evaluation.

STP Marketing Strategy

Product／Service name： _CatSitter_

Segmentation				
Segmentation variable		**Segmentation A**	**Segmentation B**	**Segmentation C**
	Jobs-to-be-done	- Back home - Go to travel	- Back home - Have a business trip - Go to travel	- Go to travel
	Demographic	- Age of 19 - 24 (Student)	- Age of 25 - 35 (Worker/Businessman)	- Above to 36 (Family)

Targeting	Characteristics of product or service
- Age of 25 - 35 (Worker / Businessman)	**#Cat sitting**
Positioning	
Price 　| 　| PetBacker 　|　　　Fluv **CatSitter** 　| 　| ___ ___ ___ ___ ___ Professional of sitter and user experience of application	- Cat day care : 100% - Pill your cat : 30% - Purchase cat supplies : 20% - Take your cat to the vet : 10%
Position statement	
- Focus on the age of 25 to 35. The main goal is to provide a professional sitting experience for them and their cats. Let them rest assured of going travel, backing home or having business trip.	

Marketing tactics (7Ps)

Product	Sitting service is just for cat owners. It can ensure the professional of the cat sitter and quality of the service.	Promotion	- Youtube - Instagram - Facebook - Line official - Discount coupon - Reward points	People	- Sitter training : Sitting skills and cat behavior knowledges. Sitters have to take some cat behavior course before going to work. - IT team : Professional UX and UI designer is necessary.
Price	We will provide two types of charging : - TWD $350 to $850 per one time (1-2 hour per on time). - TWD $350 to $850 per hour All of these charges depend on the numbers of cats and how many additional services do the cat owners need.	Place	- In the beginning, we just operate in Kaohsiung. After our business be stable, we can expand the business to the other cities, such as Tainan, Taipei etc. .	Physical Evidence	- Color : Orange or yellow because these color look like more reliable. - Application : User friendly and easy to use it. - Sitter : Have a uniform when they work.
				Process	Sitter training SOP Customer service SOP - Turn on the go pro before get into cat owner's house. - Steps of taking care of cats. - Steps of contacting with cat owners.

Marketing activities design

Customer mental process (AIDAS)	Marketing communication activities	Outcome/goals (creation/change)	Marketing communication budget	Remark

Marketing Tactics and Communication Activities

Attention/ Awareness	- Facebook - Instagram - Line official account	- Facebook : 2000 / 3 months - Instagram : 2000 / 3 months - Line : 1000 / 3 months	All of these platform are free.	Estimated by quarter.
Interest	- YouTuber - Blogger - KOL (Key Opinion Leader)	- YouTuber : 1 time / quarter - KOL : 9 times / quarter	- **YouTuber : $4,000*1=$4,000** (Charge : $4,000 - $30,000) - **Instagram story : $500*9=$4,500** (Charge : $500 - $2,000) - **Instagram post : $1,000*9=$9,000** (Charge : $1,000 - $25,000)	Estimated by quarter.
Desire	Free cat stuff to the first time purchase by new users.	5 new users / day 5 cat stuffs everyday	NT $13,500 / quarter (5*$30*90 days = $13,500)	Estimated by quarter.
Action	- 10% off coupon for sharing our official pages on social media. - 15% off coupon for inviting 3 people to use our app.	1st quarter revenue:NT$810,000 (NT$180*50*90days)	NT$810,000	Estimated by quarter.
Satisfaction	Loyalty program : - Customers can reward one point after every order. - Points can be used for the order next time. (1 pt = $5)	60% return customers	NT$486,000	Estimated by quarter.

Corporate Intelligence Concept Analysis

Title/Subtitle

Global Guide – Take a new look at the world

Planning purpose

The French traveling magazine market is exclusively based on touristic books and brochures. GG aims to provide not only a touristic but a real cultural experience. It will dive in depth into culture shock and how to overcome the cultural gap.

It will provide a real added value to the market by offering brand new reading sections and professional oriented articles.

Competitive Intelligence Analysis

	National Geographic	Le Routard	Global Guide
Brand	International Brand	Domestic Brand	Domestic Brand
Position	Luxury	Tourism around the world / Trip planner	Tourism and cultural exploration
Price: Unique Subscription (1Y)	- 59€	5€99 35€	9,99€ -
Channel	501 C3 organization	Limited Liability Company	Private Owned

External environment (PEST analysis)

Political/Legal：
- France is a member country of Europe and therefore, of Schengen space which allows free circulation of merchandises, monetary flows and people.
- Many countries closed their borders since Covid appeared

Economics/Consumption：
- Global tourism turnover reached $700 billion by 2021
- Because of the Covid19 crisis, figures dropped off in 2020. The decrease had been evaluated to a loss of 20% since.

Social/Population：
- Increase of the 'Last-minute-booking' trend (Covid19)
- 28% increase in domestic travel (in France) rather than international travel
- In the education, 1.6 billion people were forced to stay at home instead of going to their place of experience (2020-2021)

Technology：
- Emergence of online services to travel and plan a trip: Booking,
- Social Media content for free
- Work-from home, online/ distance experiences

Consumer Intelligence Analysis

1. Target Customers
- Academic students need more and more to validate their studies by doing an internship or an experience abroad. France is the 6th country to send its students abroad. Each year 90 543 students are experiencing culture in a new country.
- Those students are busy and usually don't do researches before leaving. They count on local integration and expect to discover on site. Most of them aren't educated about culture shock and don't know the existence of it.

NEED FOR CONSUMERS
> Learn about new cultures.
> Prepare in advance their experience.
> Time savings.
> Collecting tips and tricks.

PAIN FOR CONSUMERS
> Learn about the culture shock
> Overcome the culture shock
> Don't know how to proceed

Industry Intelligence Analysis – PORTER ANALYSIS

- Supplier Power: low power to depend on only one partner since I don't depend on suppliers (only banks and editor/printing offices).
- Buyer Power: High since I print and sell my offer on-demand
- Competitive Rivalry: low because direct competitors are focused on touristic offer
- Threat of Substitution: low in terms of my offer but high considering other wide magazines
- Threat of new entry: medium ↑ of awareness in universities and students but still at idle

Internal Intelligence/Resource Inventory

> KEY RESOURCES
  Abroad Internship experiences
  Estice training and course (sensitized to cultural gap & differences)
  Access to private testimonies and professional
> KEY CAPABILITIES
  Professional and experimented travelers
  Knowledge

Current Situation Analysis and Strategic Goal Setting

Internal / External	S	W
Internal (top), **External** (bottom)	- Access to limited privately launched resources - High demand constantly increasing - New specific offer on the traveling magazines market	- On demand production (no long-term link with customers due to no subscription) - The world is huge: areas to be covered are enormous and cannot only be filled with my experiences
O - Small market focused on tourism and trip planning instead of cultures - Increasing of experiences abroad mandatory for students	**SxO** - Develop a new market thanks to launching new offer and services - Being the leader of this new market and take advantage of a monopolistic situation - Sensitize young people to the existence and complexity of culture shock	**WxO** - Since the market is small and new, the on-demand production can be manageable - Offer is increasing as well as experiences, can be a good opportunity to hire and develop the business
T - Free content on SM (Traveling influencers, globe trotters) - Very specific target	**SxT** - Easily able to overpass the 'SM influencers' with more professional oriented articles - The offer is totally matching the target	**WxT** - Create a 'non-official' side of the business by contacting the target and having direct exchange with them to better satisfy their need and expectations - Small target concerned by the world in his globality
Strategic goal	**Objectives & Goals**	**Key obstacle/Gap**
GG focuses on educating students, who are going to leave abroad, about the culture shock and how to face it.	**Directional**: Make people aware of the real challenge that implies leaving your own country. Lead the French market in 2 years and then spread globally. **Stages**: 1. 35*90*10= 31 500€ 2. 75*90*10= 67 500€ 3. 100*90*10= 90 000€ 4. 150*90*10= 135 000€	▪ The costs of editing and printing raises. ▪ People are not so sensitive to culture. ▪ Struggle to create a real long-term community of loyal readers/customers. ▪ Can quickly be overwhelmed by the number of orders. Then I'll need to think about hiring but this means increasing the costs.

Solutions to the gap

Marketing: Increasing and improve the UX on the website so people want to buy the VIP extension.
Purchase: Enclose partnerships with several printing offices so I don't depend on only one and am still able to choose the best option.
R&D: Create limited special editions with exceptional content
Sales: Design on-demand production to decrease costs of production and avoid stocking (which is expensive)
HR: -

STP Marketing Strategy

Product／Service name：_____Global Guide_____

Segmentation				
Segmentation variable		**Segmentation A**	**Segmentation B**	**Segmentation C**
	Jobs-to-be-done	Want to prepare in advance their experience abroad, learn about the place, the culture shock	Want to learn about travelling tips, local places to visit and discover culture	Have to leave abroad to sign partnerships, quotations and contracts. Have to learn about the culture before doing business cultural mistakes.
	Demographic	Age: 18-25 International Students	Age: 26-35 Young Adults	Age: 36-45 Businessmen/women

Targeting	Characteristics of product or service
Age of 18-25 -> International Students	**Content of the website and magazines:**

Positioning	

Price

National Geographic   <mark>Global Guide</mark>

Le Routard

→ **Professional Services & Quality**

Global Guide will adopt an alignment strategy with National Geographic regarding the price (brand image is high and seen as luxury) but will still provide more cultural oriented articles.

Position statement

Focus on the age of 18-25 and help them to get the right knowledge and tips before leaving.

Characteristics of product or service

Content of the website and magazines:

(Professional) Cultural oriented articles: 50%-60% of the content
    Including testimonies, analysis, briefing, interviews, experiences, …

Tips and tricks: 20%

Local addresses where culture is experienced: 10%

Budget ideas and recommendations: <5%

Trip planning: <5%

Product	WEBSITE (free – incentive-based marketing) + MAGAZINE culturally oriented (VIP content, produced and delivered on-demand)	Promotion	Social media + Interactive digital marketing	People	Professional: analysists, linguistics, interviewees, students
Price	**10€** for one magazine (no subscription here since it doesn't make sense to receive a magazine each month if my customers are leaving for 6months or 1 year. I launch the first magazine with no subscription to enable people buy one when they need it.)	Place	Online + home (on-demand delivery)	Physical Evidence	Videos to introduce the concept by scanning QR Codes directly on the magazines. Use different colors depending on which country is the magazine about (Blue/Grey = Nordic areas, Red/Orange and Yellow for Mexico for instance) Questionnaire online to make them realize they have a real need
				Process How to operate	<u>Attract writers</u>: create a real experience not only for the readers for the recruited writers as well, make them wish to share their experiences.

Marketing activities design

Customer mental process (AIDAS)	Marketing communication activities	Outcome/goals (creation/change)	Marketing communication budget	Remark
Attention/ Awareness	**SM**: Instagram – Facebook – TikTok - YouTube Advertisement in Universities **QR Code:** Videos, shorts clips, teasers	**SM**: 2000 followers / platform **Universities Ad**: 100 per promotion/class **QR Code**: One on each printed material	**SM**: Free **Uni Ad**: 1 free magazine to show the prospects + 5000 printed flyers = 2510€ **QR Code**: Free	Estimated per semester
Interest	Traveling Influencers Universities chairs Government (create a national interest and be a national partner to help ministry of education)	**Influencers**: high **Uni chairs**: low **Government**: medium	**Influencers**: 5 000€ or 'SMIC' if hired for partnership with Global Guide **Uni chairs**: / **Government**: /	Estimated per semester
Consumer's Desire Create a need, offer something special	Help from famous interveners – people who are first not interested in the program, might be motivated to join and read the articles if they know and hear the participation/intervention of one of their idols (Famous trendy actors, scientists, travelers, youtubers, tiktokers…)	Reach more people within my target and raise by 15% my community thanks to the intervention of those celebrities.	2000€ per semester will be spent on these partnerships. This amount of money will be used for trips to meet them and all the materials needed for the interviews (cameras, micros, laptop, movie editing broadcast…)	Estimated per semester
Action	Direct exchange with followers, monthly Contests with free accessible access to VIP content	75% of Winners develop a strong interest and become loyal clients	Cf 'Objectives and Goals Section 2: (35*90*10= 31 500€)*2 = 63 000€	Estimated per semester
Satisfaction	Possibility to join the GG program and become an active writer after having lived their experience abroad and bought the magazines. => Create a possibility of evolution (not only a customer but a fully included and helpful member of the team) – Network Marketing	30% of my customers become hired writers	Cf 'Objectives and Goals Section 2: (75*90*10= 67 500€)*2= 135 000€	Estimated per semester

Title/Subtitle	Competitive Intelligence Analysis

Quick 'Cook – for a simple and healthy life

Planning purpose

1. Counterattack the Americanization of the society that occurred at the beginning of XXth century
2. The overweight figures, like those of obesity in France, have only increased since this period. There are several reasons for this dangerous increase:
   - Inflation and the continual increase in necessities products and raw materials,
   - Our lives are becoming more and more busy and stressful, and we have less time to think about ourselves (playing sports, taking care of our body, etc.)
➔ My solution? Offer easy ways to cook quickly, healthy without ruining your budget and offer innovative application and cooker, different from the competitors

	Marmiton	Jamie Olivier (20 minutes meals)	Quick 'Cook
Brand	Domestic Brand	International Brand	Domestic Brand
Position	Budget and friendly	Fun and professional	Simple, healthy, easy
Price	Free	5,99€	2,99€ (One free month to try)
Functions	*More than 50,000 recipes *Calendar to plan meals for the week	* 60 "20 minutes" recipes * Videos to show cooking techniques * Step by step recipes	*200 recipes with top 10 of French favorite meals (for the beginning) *Proposal of weekly menus in relation to your profile and food preferences with seasonal products *Live and recorded videos with famous chefs *Calories estimation function *Barre code function *Clap function * Shopping delivery function *" What to do?" function *Compatible with all the major brands cookers (Magimix, Moulinex, Bosch, Monsieur Cuisine Connect (LIDL) …)

External environment (PEST analysis)		Consumer Intelligence Analysis
Political/Legal： In general, recipes must contain the list of allergens to preserve the health of customers.	**Economics/Consumption：** The French are looking for culinary applications and are using them more and more. For example, Marmiton's download rate was more than 11 million in 2019, only on the AppStore.	➤ **Target audience:** **18/24 → students:** This generation is the one that has integrated the most the Americanization of the society. They need simple recipes because most of them are beginners. They are a very connected generation, so the application needs to be responsive. **25/39 → young working people or stay-at-home mom/dad:** They are the first category to be very busy (work, housework, shopping, children…) so they need quick and healthy recipes for the whole family. French people are fond of kitchen appliances: 67% declare to have a cooker, and among people who don't have one, 96% would like to have one in their kitchen. That's why it would be a plus if the app was compatible with cookers from major brands. **40/59 → mature people:** Once 40 years has passed, it is scientifically proven that the body undergoes significant changes. The risks of food-related illnesses become more significant (diabetes, obesity, hypertension, etc.). Therefore, they are more and more attentive to their health. **+60 → seniors:** not concerned / prefer cooking books
Social/Population： Most users of these kinds of apps are young, between 18/35 y.o. Older generations are more traditional and prefer cookbooks.	**Technology：** In 2020, nearly 80% of French households were equipped with a food processor. The major brands are always on the lookout for new innovations to make cooking more enjoyable.	

Industry Intelligence Analysis	Internal Intelligence/Resource Inventory
➤ Michael Porter's five forces of competitive Position Analysis. 1. Supplier power → **LOW:** there are a lot of developers agencies on the French market (thegeeckfamily, TKTParis, Kwantic, Thetribe…) 2. Buyer Power → **MODERATE:** It depends on what they are searching for. My application will offer exclusive functions that you cannot find anywhere else but if they just need some ideas of recipes, they can simply go on the internet for free.	➤ Key resources: 3. Platforms agreements (App Store and Google Play Store) ➤ Key capabilities: 4. Nutritionists 5. Designers and Developers

Corporate Intelligence Concept Analysis

3. Competitive rivalry → **LOW:** I offer unique functions to match new customer's expectations (long distance ON/OFF button, calories evaluation function, barre-code function…). I will be the only one to propose them.

4. Threat of substitution → **HIGH:** even if I offer very innovative and unique functions, there are still a lot of free content and indirect competitors, easy to find (blogs, social networks, cooking shows…)

5. Threat of new entry → **HIGH:** this market is huge, and a lot of famous brands and young start up fight for market share.

Current Situation Analysis and Strategic Goal Setting

External \ Internal	S	W
	1. Very original and unique functions 2. Partnership with big brands to make it compatible on a large range of cooker (good for promotion) 3. Good visibility on App Store and Google Play Store	1. The App is not free 2. Loading time can be long 3. Low notoriety
O	**SxO**	**WxO**
1. The French market is very wide, and no one has such a complete offer 2. Nowadays: tendency to eat healthy and take care of oneself (organic, seasonal, and local products) 3. Most of French people are cooking/food lovers due to the culture	S1*O1: Organize marketing campaigns to reach my targets and advertise the product through social media	W1*O1: Offer one free month to touch as many people as I can and let them test W3*O2: Create partnerships with organic and local shops (Bio c' Bon, BBG: Bio Bon Gourmand…)
T	**SxT**	**WxT**
1. There are a lot of free alternatives if you just need basic recipes 2. New entrants can try to copy and offer similar App 3. Missing a part of the population (+60 y.o potential customers) 4. Need to have a good internet connection to use it	S1*T4: Offer downloaded content directly in the App to access it without internet connection S2*T3: Work with the partners to offer an e-book with all the most famous recipes	W1*T1: Make it free for simple recipes and offer a premium version with all the innovative functions and recipes

Strategic goal	Objectives & Goals	Key obstacle/Gap
• Customers know better what is good for their body and prefer cooking healthy homemade food than ordering via delivery services or eating convenience food.	• Directional: be in top 10 of the most used cooking application (in France) in 3 years • Staged: - 1st year: 200,000 downloads - 2nd year: 1M downloads - 3rd year: 2,5M downloads	1. The number of downloads is lower than expected 2. The functions are not fluid and create a bad user experience 3. Return user are very limited

Solutions to the gap

➢ Invest in marketing campaigns to increase downloads and visits
➢ Hire a dedicated IT team to fix technical problems in live and asap
➢ Offer exclusive content and rewards to bring users back

STP Marketing Strategy

Product／Service name： Quick' Cook

Segmentation				
Segmentation variable		**Segmentation A**	**Segmentation B**	**Segmentation C**
	Jobs-to-be-done	Have access to good food and not junk food	Give them more time for family moments	Keep leading a healthy life
	Demographic	Students (18-24 y.o)	Busy people / managers (35-50y.o)	Sporty people (any age)

Targeting	Characteristics of product or service
Students (18-24 y.o)	General design: fun and modern FREE VERSION: • About 200 recipes including all types of diets PREMIUM VERSION: • 500 original recipes including all types of diets • Videos and LIVE content with famous international chefs • 10 innovative functions to help you finding news recipes, know what you are eating and cook like a real chef: - Clap function - What to do function - What you got function - …

Positioning

Position statement

Focus on the age of 18-24 y.o and provide example of easy and cheap recipes to eat healthy and have a good growth.

Marketing tactics (7Ps)

Product	Cooking application with original recipes and functions	**Promotion**	Advertisement via social media with one free month to try (small influencers, posts...)	**People**	Nutritionists Famous chefs IT Team
			Partnership with famous local brands	**Physical Evidence**	Simple website map to make navigation enjoyable and comfortable
Price	FREE – 2,99€ for premium version	**Place**	App Store and Play Store		Attractive photos and videos of meals
					Special avatar / profile to define your tastes and preferences
				Process	Step by step recipes Help box to answer the most common questions

Marketing activities design

Customer mental process (AIDAS)	Marketing communication activities	Outcome/goals (creation/change)	Marketing communication budget	Remark
Attention/ Awareness	Have Apple Store and Play Store agreement to make it visible Instagram / Facebook official account	Instagram: 2000 followers Facebook: 400 followers	Instagram: Free Facebook: Free	Estimated by quarter
Interest	Snapchat: share first reviews of the first customers on our account TikTok: small influencers to try some recipes and promote the App	Snapchat: every week Influencer: 3 times	Influencer: 3 x 500€ = 1500€	Estimated by quarter
Desire	1 free month for every first user (if they create an account and share their information)	Expecting 400 creations of account per day 400 x 90 = 36 000	Cost nothing more than just the creation of the App and will bring information for marketing to reach the 200 000 downloads for the first year	Estimated by quarter
Action	Organizing a competition for the most beautiful plate. People need to cook, post the photo on social network, like the page and identify friends. The winner will have full premium access to the App for 1 year and a special cooking class with a famous chef.	1st quarter revenue: 2,99 x 25 000 = 74 750€	1202,99€ for the cooking class and free premium access for one year	Estimated by quarter

Marketing Tactics and Communication Activities

Satisfaction	Loyalty program: the more they interact on the App and outside the App to promote it (share the App, their recipes or give reviews…), the more they will get "coins" and "rewards" to have discount on cooking tools from sponsors and partners.	200 000 downloads the 1st year	Has to be determined with the partners	Estimated for the 1st year

Title/Subtitle	Competitive Intelligence Analysis
EnglishWorld – time to speak globally	**Englex** - domestic online English language school offering one-on-one English lessons with qualified Russian-speaking tutors and native speakers via Skype. It is positioned as a school with an individual approach to learning and work; the prices are reasonable: 750-2300 rubles per hour (6-18 usd). Pros: unique approach with interactive tasks, well-qualified teachers and high, but reasonable price. Cons: inefficient advertising campaign, lack of many options that other schools provide (business English, speaking clubs, etc). **Skyeng** - Russian company that has become a leading online English school in Eastern Europe and created its own online platform for studying – a great variety of options makes the school the best choice for people with different aims. The prices vary from 5 usd to 15 usd per hour. Pros: reasonable prices, a great number of options for students with various goals: international certificates, immigration, getting career on track and so on. Cons: lack of well-qualified teachers. **EnglishDom** – Ukrainian company that, despite all the political circumstances, still considers Russia as a crucial market because of a great number of people who need to enhance skills in English. The prices are extremely unreasonable: 13-28 usd per hour.
Planning purpose	
  - According to the survey, the popularity of online courses, including online language schools, has recently drastically increased due to covid situation and the necessity of people to speak English for working purposes. Proof: https://www.gazeta.ru/business/2020/08/27/13216417.shtml - «EnglishWorld» offers courses for people with different desires and aims: working professionals, leisure learners, students who are looking for getting higher education abroad and so on. Therefore, it includes an extremely wide range of clients. - «EnglishWorld» has a unique studying approach because of using up-to-date teaching techniques and interactive tasks. -	

		Pros: interactive platform. Cons: lack of well-qualified teachers because of tremendously low salaries, highly unreasonable prices (they were changed recently).

External environment (PEST analysis)		**Consumer Intelligence Analysis**
Political/Legal： - Get educational license every five years -Systematically give information to revenue service -Pay taxes	**Economics/Consumption：** - To be focused on inflation rate, so it is necessary to be able to maintain the price - Electricity price is inexpensive - Taxes are not really high (13% - personal income tax)	Concerning the collected data, 56% of people want to get their career on track 26% seek for getting higher education and immigration abroad 8% are going to be tested 8% learn English for other reasons 2% want to find friends abroad Nowadays the popularity of online courses is eight times higher than it was before Coronavirus. Regarding the information above, the majority of students enhance skills in English in order to climb the career ladder and to get higher education or immigrate to foreign countries.
Social/Population： - People strive to get their careers on track, and English is necessary for that - Without good knowledge of language, it is complicated to travel even for people with a good income	**Technology：** - Interactive platforms for language learners are being developed nowadays, although there are still not so many really useful ones	However, currently the situation is being changed and, in accordance with the latest surveys, people generally think about immigration. In a nutshell, clients look for a school that will give them an opportunity not only to improve their knowledge of English, but that can also assist in getting English proficiency certificate and help in the process of applying into foreign university or immigration.

Corporate Intelligence Concept Analysis

- A great wave of immigrants who need to enhance language skills		Sources: https://www.specialist.ru/news/3105/po-dannim-oprosa-glavnij-stimul-v-izuchenii-anglijskogo-yazika-karjera https://www.gazeta.ru/business/2020/08/27/13216417.shtml

Industry Intelligence Analysis	**Internal Intelligence/Resource Inventory**
Supplier power – low Buyer power – high (clients can choose school the most suitable for their needs) Competitive rivalry – high (many competitors of different sizes) Threat of substitution – high Threat of new entry – high (low entry threshold)	Key resource Online platform with a variety of options in the field of English language available for students with different aims Key capability - Professional teachers - Unique approach to studying - Variety of options to meet needs of customers - Assistance in applying to foreign universities

Current Situation Analysis and Strategic Goal Setting

Internal / External	S	W
Internal (top), **External** (bottom)	1. Team members are well-qualified English teachers: enriching experience of teaching and preparation for taking international exams. 2. Online format which is convenient for the majority of students and gives an opportunity to reduce expenses on the rent of the office.	1. Prices can't be low because professional teachers need good salary – consequently, lessons are slightly more expensive in comparison with other schools. 2.Keeping the website up-to-date and development of the platform need highly-skilled IT-specialists whose services cost a fortune.
O	**SxO**	**WxO**
1. Online education nowadays is extremely popular in Russia because of Coronavirus pandemic – despite the fact that currently it seems to be safe to study offline, people are accustomed to gain new knowledge distantly because it is much more convenient, and it is a trend. 2. Despite the fact that there are many competitors, there are still not so many schools with highly-skilled teachers on whom individuals can rely.	S1*O2 Highly-qualified teachers change students' mind concerning online schools because of a high level of teaching, and, moreover, the most effective form of advertising, word of mouth, starts working. S2*O1 The popularity of online education gives an opportunity to add many options which will be on demand – essential for progressive development.	W1*O2 If there are many clients, some of whom can't afford lessons, it is better to create group lessons. The salary for the teacher will still be decent, however the clients will get pleasant discounts without loss of quality. W2*O2 If the teacher is professional and is able to capture the attention, it is normal just in the beginning to push the platform into the background and provide lessons via Skype or Zoom while developing it.
T	**SxT**	**WxT**
1. This market has clear leaders who create a great obstacle because they are widely known. 2. Efficient advertising campaign costs a fortune, although it is vital to attract new clients.	S1*T2 Satisfied customers will provide a word of mouth which is going to attract a lot of clients. There can be some bonuses (discounts, free lessons) to encourage students to leave reviews on school on different websites and invite friends. S1*T1 Lack of well-qualified teachers and the greed of the heads of leading online schools give an opportunity to become popular by promotion of certificates and experience of teachers in whom	W1*T1 Focus on the advantages: experience of teachers, international certificates and a high standard of teaching. In such a case some drawbacks will be pushed into the background. W2*T2 Focus on the highly-skilled teachers who are more essential than the platform, and who are able to encourage new students to come to school

Strategic goal	Objectives & Goals	Key obstacle/Gap
individuals can trust		
The school focuses on passing international exams and maintains a high standard of teaching. That is why the target auditory are students who seek for highly-skilled professionals and a high level of education	Directional: become a famous online school and the leader in the field of passing international exams. 1st year: General English and International exams options 2nd year: International exams as a major and a great variety of options: consultations on studying abroad, immigration, business English, IT English, etc. 3rd year: Leader in passing international exams and in the field of applying to foreign universities and immigration programs	1. Unstable political situation 2. Lack of well-qualified teachers with good skills in English 3. Need for promotion because it is complicated to enter the market which is full of more famous companies

Solutions to the gap

Executive: establish good working conditions and set a decent salary
HR: Well-developed selection process and providing professional development for teachers
Marketing: Using of social media and encouraging students to leave good reviews and to invite friends

STP Marketing Strategy

Product／Service name： __Englishworld_____

Segmentation				
Segmentation variable		**Segmentation A**	**Segmentation B**	**Segmentation C**
	Jobs-to-be-done	Passing international exams (IELTS, TOEFL) for applying to foreign universities	Passing international exams (Mainly IELTS General) for career purposes and immigration	Enhancing skills in English for different purposes (for instance, travelling)
	Demographic	Age: Most commonly 17-25 Students	Age: 26-45 Young people (working professionals)	Age 25-60 Young and middle age people (leisure learners)

Targeting	Characteristics of product or service
Age of 17-25	*In the beginning:*
Positioning	General English: 70% (Leisure learners; working professionals)
Price **Englishdom** (recently made the price unreasonable)	Preparation for international exams: 25% (IELTS, TOEFL, etc.)
	Various options: 5% (Business English, IT English, etc.)
Englishworld (International exams) **Englex** (focused on general English) **Skyeng**	*In the long run:*
	General English: 50% (Leisure learners; working professionals)
Professional services and quality	Preparation for international exams: 40% (IELTS, TOEFL, etc.)
Position statement	Various options: 5% (Business English, IT English, etc.)
Focus on the age of 17-25 and provide a decent level of IELTS and TOEFL preparation	Other languages: 5% (French, German, Chinese) – just to test the water

Marketing Tactics and Communication Activities

Marketing tactics (7Ps)

Product	Private and group English lessons	Promotion	Advertisement Social media Webinars Discounts	People	Staff training: the teachers conduct lessons and the managers communicate with clients
Price	4 USD – 20 USD (per hour)	Place	Online platform Possibility of mobile app	Physical Evidence	Well-developed website Up-to-date online platform Highly qualified staff
				Process	Customer service SOP Standardized lesson plan formats

Marketing activities design

Customer mental process (AIDAS)	Marketing communication activities	Outcome/goals (creation/change)	Marketing communication budget	Remark
Attention/ Awareness	Official accounts in Facebook, Instagram and popular Russian networks (Vkontakte)	Facebook: 100 followers Instagram: 500 followers Vkontakte: 500 followers	Facebook: 100 followers Instagram: 500 followers Vkontakte: up to 200$ for promotion	Estimated by quarter
Interest	Free online webinars showing all the opportunities of using the inline platform Bloggers (Instagram) International exams centers	Webinars: +15-20% of new clients Bloggers: +40% of new clients	Webinars: 300$ Bloggers: 2000$	Estimated by quarter
Desire	Limited opportunities to try free trial lessons and have the limited access to the platform	250 trial lessons per quarter	750$ per quarter (250*3$)	Estimated by quarter
Action	Discounts Promotions Limited offers	3 times increasing the number of clients	500$	Estimated by quarter
Satisfaction	Clients' support	Make the customer loyal	1800$ (300$ salary * 2 workers * 3 months)	Estimated by quarter

附件二
創業機會評論

Alice Bureau
April 13th, 2022

Baron case

Entrepreneurship implies an idea of evolution for our society. And nowadays, the evolution is essential to move forward and always continue to create and learn. In order to do so, an entrepreneur needs to carry out tasks and activities in order to fulfill his desire to create. However, each entrepreneur has a different way of proceeding. In this case, the emphasis is on creativity. Indeed, from my point of view, creativity is the first and essential element to create something. Without it, we don't evolve. However, it reveals itself differently in everyone. It doesn't matter what anyone thinks, it has to be useful, new and appropriate.

I personally think that the very idea of creating, of undertaking something is frightening. I think that many people have new ideas every day, but it is not their lack of resources that makes them not commit, but rather their fear, their lack of will and the apprehension of launching themselves into an unknown project. Entrepreneurship is first and foremost about daring. Daring to take the risk of creating something that may not, in the end, be a breakthrough invention. So some people (the majority) prefer to keep their ideas to themselves, at the risk of never seeing them come true. In addition to this obstacle to entrepreneurship, the lack of resources, as indicated in the document, is a second handicap. I think it is important to allow the development of the creativity of the youngest in our society. Today, it is important to rely on intangible school subjects (mathematics, science, languages,...) but it is necessary to leave room for workshops where children can express their creativity. Thus, as they grow up, they may have the possibility to create new things that are still unthinkable today. Moreover, being a student at the moment, I have the chance to participate in entrepreneurship courses, which only develop my desire to create new things, to innovate constantly and think about the future. But some people don't have this chance. It would be necessary to develop workshops in universities, allowing everyone to understand that everyone has a chance to see their ideas and desires become reality and become something concrete. Because in my opinion, certainly the entrepreneur must have cognitive knowledge to create, to think about a new idea, but also social and behavioral skills essential

to the realization of this project, but the essence must come from creativity. If every person had the right, in their school curriculum, to take classes in entrepreneurship, I think that some could have ideas that they would never have had before, and will want to go to the end, to give themselves the necessary resources to accomplish their project.

Alice Bureau

April 13th 2022

S. Shane & S. Venkataraman case

Entrepreneurship is defined in the article according to the authors, not as the presence of lucrative opportunities and entrepreneurial individuals, but as sources of opportunities, a process of discovery, evaluation and exploitation of opportunities. The same goes for the set of individuals who discover, evaluate and exploit them. From my point of view, I think the authors want to prove that entrepreneurship is much more than people trying to create something new in order to make money. It is an unstable and unpredictable factor that applies differently to each individual. Furthermore, although I read the entire article, I have a hard time understanding the fact that there can be a specific theory (albeit one that applies differently to each individual) regarding entrepreneurship. It is, of course, a theoretical notion to be known, but its approach remains specific to each individual. I do agree with the fact that societal factors can strongly encourage entrepreneurship. Indeed, everyone's point of view is different, that's why, when a change occurs (climatic, political, environmental,...) it is interesting to see how each individual reacts and innovates according to it. When someone will take the lead to create a company, others will wait until everything is in place to detect the flaws and turn it into something more promising and that will allow a potential breakthrough. However, like the authors, I think we are setting limits very quickly around us. Companies and markets already in place create this limit. Some people can't see beyond that, how to evolve and innovate. It is necessary to step back, to go further, to think more innovative. However, this ability is only observable in a very small number of individuals. However, this ability is not necessary for entrepreneurship. Indeed, mistakes can lead to success. A mistake can create an idea. In fact, when a company does not work, when some entrepreneurs are blocked, others manage to detect, understand and adjust the fault to make it work.

Bonfante Maëlle

Critic – Behavioral and cognitive factors in entrepreneurship: entrepreneurs as the active element in new venture creation

Let's start this critic with what for me is an entrepreneur. According to me, entrepreneurs are people who take risks, they are not afraid of doing something they are not sure it works. I saw them as very courageous, but also adventurous and ambitious. Indeed, it is not easy to initiate something totally new, they have to start everything and they need to be convinced by their ideas to succeed. They are also very important to allow the world to advance and to create an economy.

First of all, the entrepreneurship needs to be adapted to the country you want to implement your venture. That is why, I think that you can not create each venture in each country. You need to adapt your idea to the country. Before starting his business and thinking about his ideas, a good entrepreneur has to have good knowledges of the world and a good understanding.

Then, I completely agree on the fact that creativity is the most important skill to start to generate new ideas. According to my point of view, the creativity skill develops from childhood. When you are young, you need to be stimulated by manual labor for instance. More you developed your creativity earlier, more you will be successful. So, this means that it is something which needs to be work on. However, creativity can often rhyme with surplus of ideas and therefore disorganization of ideas. Therefore, you need to learn to focus on one good concept by trying to perceive the future. If you are not so much creative, I think you can find others ideas to have creative ideas. For instance, you can do some polls about a subject over the population and find an innovative concept through it. Also, more you possess information about a subject, more you have ideas, because you are interested in it and aware in this particular field. I would also say that our interest and knowing for something also starts from childhood and we need to maintain it during our evolution. More we do that, more we have the possibility to have a fully-developed framework.

Moreover, opportunities are recognized and created, but I would emphasize the point they are recognized, especially during your travels. Travelling is the key to know which business you can create in such and such a country (for instance, a business in the field of tea in Taiwan is perfect).

To acquire essential resources, I totally agree that the main point is to have a strong social network. However, by knowing that, I would say that in business, building relationships is almost always done by interest, and so it can be seen as hypocritical. But without that, you can not succeed. Others are the key to help you to go forward and succeed your plans. Furthermore, entrepreneur who have strong social skills have facilities to attract people and they are seen as charismatic, which is a good start to build trust with your future network. Even if you do not have social skills instinctively, I think you can be really good for that only in business, because as I said before, for me, in business, social networks are only made by interest so you can be fake and get the resources you want to succeed.

Then, I think a good entrepreneur needs to start his business by laying down solid foundations so as not to derail in "the too much positive affect". Indeed, according to me, positive affect is primordial to succeed. For me, you have to follow your feelings. It will drive you to the people who correspond to your venture. Positive affect will allow your company to grow in a positive vibe, which is the best way to reach the best income, because people will be more productive but also more dynamic. Positive attracts positive. If we take the example of job interviews, using positive affect in this kind of situation is what we have to do to hire people who will push your company. For me, if since the

beginning of your entrepreneurship, you know your limits and you know how to regulate them, and you keep in mind a good organization and reflexion, you can not derail in "the too much positive affect", and positive affect will not be negative. The only inconvenient I see in positive affect is that it implies your feelings, so in case of conflicts, you can be personally strongly impacted, and it can lead to bad repercussions over the internal health of the company if it is too long.

Critic – The promise of entrepreneurship as a field of research

There is a lot of aspects to take into consideration when we talk about entrepreneurship. Indeed, I agree that it is the fact to have an idea and to transform this idea into something real to create a business. But, answering to some questions as "why, when and how some people and not others discover and exploit these opportunities" is something I find crucial to understand the whole process of entrepreneurship and this is a very interesting aspect of the reading. According to me, entrepreneurship can be done in all type of models, even in equilibrium model, because of course the model play an important role, but I think own determination, willingness and motivation of the entrepreneur takes precedence over model type, and the personality is very important. Furthermore, I would say that entrepreneurship can not be achievable within an organization which already exists. I see this kind of situation as an innovative project but not entrepreneurship. In my point of view, when you want to undertake, you have to start everything in an empty environment, and build by yourself the foundations of your idea. Focusing on the existence, discovery and exploitation of opportunities is the starting point of it.

Entrepreneurship is really important in our world and I specially agree with Schumpeter for the fact that innovation in products and processes are the crucial engine driving for change process. We need to undertake to allow the world to know a change and to evolve constantly. This entrepreneurship can be done by your own but also in team, and I think that doing it in team is more efficient but it can also create conflicts, which can jeopardize the project from the start.

Opportunities are the starting point of entrepreneurship. Different beliefs about the value of resources play an important role, because this allow to create opportunities and so a business, and an economy. Because the entrepreneur and the owner resources have different beliefs, opportunities can be profitable. Furthermore, I agree that the process of discovery in a market settings is particularly based on guessing each other's expectations. This can be hard and also dangerous. That is why, I think you need first to well know your market, and take time to analyze it, because it is almost the only thing you can perfectly know, without too many risks, and if you know your market, you can have better intuitions to make decisions and find the best opportunity. Also, more you get the information earlier, more you have chance to purchase your resources for the best price for your entrepreneurship and to be the first on the market. Then, you can file a patent to avoid competitors. You must be able to identify quickly the best opportunity by getting the information earlier than others and by having cognitive properties to value it. Those cognitive properties can be all the information you know since your childhood, everything you identified during your experiences, your travels etc. Besides, I am 100% agree with Sarasvathy, Simon and Lave about the fact that successful entrepreneurs see opportunities in situations in which other people tend to see risks. For me, entrepreneurship is a big risk, but a good risk. If you are afraid, you will never take the risk of such accomplishment like this one. You need to see those risks as positives opportunities. Optimistic person will be more able to take the decision to exploit entrepreneurial opportunities because they see the risk as positive. Of course, the nature of the opportunity is really important to decide to keep it or not, but if you have strong beliefs into your project, no matter what it is, you will know how to be persuasive and how to sell your opportunity.

This report learned me a lot of ideas which I had not necessarily thought of, and with which I tend to agree.

Reflection on

THE PROMISE OF ENTREPRENEURSHIP AS A FIELD OF RESEARCH NOTE by
SCOTT SHANE and S. VENKATARAMAN

by Elmira Chubarova

The phenomenon of entrepreneurship as a study field has not been given enough academic attention up until late XX century. Although interdisciplinary spheres of management have given some incentives to the study, there still was a lack of a framework which S.Shane and S.Venkataraman try to form within their study.

The authors attempt to set the framework will help entrepreneurship researchers recognize the relationship among the multitude of factors that compose entrepreneurship, and thereby advance the quality of empirical and theoretical work in the field.

The researchers define the field of entrepreneurship as the scholarly examination of how, by whom, and with what effects opportunities to create future goods and services are discovered, evaluated, and exploited. Consequently, the field involves the study of sources of opportunities; the processes of discovery, evaluation, and exploitation of opportunities; and the set of individuals who discover, evaluate, and exploit them.

Shane and Venkataraman also provide their justification for studying the topic. First, according to them, entrepreneurship is a mechanism by which society converts technical information into products and services. Second, entrepreneurship is a mechanism to discover and mitigate inefficiencies in the economy of the country. Finally, this is a driving change force in capitalist society.

The scholars also provide their perspective on why entrepreneurial opportunities exist and why some people discover and exploit those opportunities. Entrepreneurial opportunities are those situations in which new goods, services, raw materials, and organizing methods can be introduced and sold. Research has suggested two broad categories of factors that influence the probability that particular people discover particular opportunities: (1) the possession of the prior information necessary to

identify an opportunity and (2) the cognitive properties necessary to value it. The combination of factors, the opportunity itself as well as personal characteristics of an individual are the things that matter the most.

The authors identify different modes of exploitation of entrepreneurial opportunities: the creation of new firms (hierarchies); the sale of opportunities to existing firms (markets) and new startups.

In conclusion the authors express their hope that the information provided in the note will serve for the best of developing the systematic study of entrepreneurship by scholars of different fields.

In my opinion, this work provides enough incentives for further studies in various directions to contribute to the establishing entrepreneurship as a complex body of knowledge for the further background education for young specialists and mature professionals to improve the processes involved for the good of the society and the economy.

Reflection on ROBERT A. BARON's BEHAVIORAL AND COGNITIVE FACTORS IN ENTREPRENEURSHIP: ENTREPRENEURS AS THE ACTIVE ELEMENT IN NEW VENTURE CREATION

by Elmira Chubarova

Business activity has always been a key for any country's economy. The phenomenon of entrepreneurship has always been a subject for discussion. The personality of the venturer has been a matter of particular interest for many professionals and commoners. WHat makes some entrepreneurs successful and some - the failures. Is entrepreneurship an innate ability or a skill to be learned and developed?

Professor Baron applies his knowledge of psychology to answer those questions and form a list of factors most efficient entrepreneurs put into their venture consciously as well as unconsciously simply following their nature.

According to R.Baron there are key tasks and activities performed by entrepreneurs that are relevant to speak about when creating a new venture. Among the most essential and fundamental ones to early phases of ventre creation are the following: (1) generating ideas for new products or services, (2) recognizing business opportunities related to these ideas, (3) obtaining the resources needed for developing these ideas through the launch of a new venture.

These tasks and activities would not be possible without certain patterns in cognitive and behavioral characteristics. Those were mentioned in the article as follows: (1) Generating new ideas; (2) recognizing opportunities through pattern recognition, which differs greatly with life experiences and other frameworks of a particular person. They have a vision to connect seemingly unrelated events and trends and thus see new business opportunities; (3) acquiring essential resources - social skills and social networking.

The third part of the article is separately devoted to a variable that may have a strong influence but has not yet been systematically investigated in the context of new venture creation, which is - affect and its positive and negative forms.

A concluding section proposes possible directions for future research.

In my view, the article provides valuable understanding of a personality type required to start a successful business. Those skills and variables mentioned in the articles can be mastered and improved throughout the whole life of a person as well as can be incorporated into the educational process for those willing to become entrepreneurs.

"The promise of entrepreneurship as a field of research" —— Shane & Venkataraman

According to this paper, author define the field of entrepreneurship as the scholarly examination of "how", "by whom", and "with what effects opportunities" to create future goods and services are discovered, evaluated, and exploited. In addition, author find that much technical information is ultimately embodied in products and services (Arrow, 1962), and entrepreneurship is a mechanism by which society converts technical information into these products and services. Secondly, entrepreneurship is a mechanism through which temporal and spatial inefficiencies in an economy are discovered and mitigated (Kirzner, 1997). Moreover, different sources of change in a capitalist society, isolated entrepreneurially driven innovation in products and processes as the crucial engine driving the change process. These are the reason why entrepreneurial opportunities exist and why some people, and not others, discover and exploit those opportunities.

"BEHAVIORAL AND COGNITIVE FACTORS IN ENTREPRENEURSHIP: ENTREPRENEURS AS THE ACTIVE ELEMENT IN NEW VENTURE CREATION" —— Baron,2007

This paper mention that entrepreneurs play a central role in new venture creation. Investigation of carefully selected behavioral and cognitive factors can add appreciably to our understanding of the basic processes that underlie new venture creation. Robert Bresson (1975), a well-known French film director, once described the creative process in these words: 'Make visible what, without you, might perhaps never have been seen.' Those words seem applicable to entrepreneurship and to new venture creation which does, indeed, bring into existence something that might, without an entrepreneur, never have existed. As Shane, Locke, and Collins (2003: 259) said, entrepreneurship happens because entrepreneurs conceive of new products or services and then develop them through the launch and operation of new ventures. Author mention that concepts are especially relevant to creativity and the emergence of new ideas. If we can understand why certain people recognize opportunities that others don't identify, this can provide key insights into how this process takes place and how it can be enhanced. In conclusion, it is suggested that entrepreneurship researchers may benefit greatly from broadening their working definition of 'behavioral and cognitive' factors. By doing so, they can tap into a large store of information about such factors already acquired by other fields and—more importantly—use this information and the concepts and theories it provides to help answer questions about key aspects of the new venture process.

Critic of Shane & Venkataraman's Article –
The Promise of Entrepreneurship as a Field of Research

Marie

Shane and Venkataraman describe entrepreneurship as a field of research to explain the potential of being a successful entrepreneur. They also state some issues people meet when establishing new businesses. Before anything else, they define what an entrepreneur is and state a problem for it. According to them, the basic definition of a person who has an idea and launch a business from it, is wrong. They stand for the fact that it does not take into consideration the variation of people being educated differently and therefore, do not have the same chances to identify a business opportunity. I personally think that the definition of an entrepreneur is very simple: a person who has an idea, who believes in it and put all his work, time, motivation and willingness to fight for achieve it and commercialize it to make profit / enable others to use it. The variation of entrepreneurs who dare to overcome hurdle compared to 'basic workers and members of society does not have to appear in this very first question, to me.

In the same idea, they directly link business opportunity with society. They state that societal factors have been identified to enhance organization and that it is particularly affected by environmental carrying capacity, interpopulation processes and institutional factors. I agree that it can make a huge difference. However, I believe that this is more about the second step of establishing a business and are more likely to be details.

Shane & Venkataraman position themselves on the fact that economies operate on a constant state of disequilibrium. They support their argument with the writings of Schumpeter who said in 1934 "If economic actors obtain new information before others, they can purchase resources at below their equilibrium value and earn an entrepreneurial profit by recombining the re- sources and then selling them." This made me pop up two questions in my mind. First, isn't the year 1934 too far away from 2000? Hasn't the entrepreneurial evolved since then? Why would they use so old argument to support their theory? And second, if an entrepreneur who have a considerable advantage if he has a monopolistic situation on the market by being the only one to have access to resources, why would he want to resell them instead of using them to extend his opportunity and make a long-term profit?

To conclude with this academic essay critic, I want to mention that Shane & Venkataraman have a entrepreneurial vision based on society instead of the market. In fact, I remarked that the article was mainly devoted to understanding why some people become entrepreneurs while others are not even able to identify businesses opportunities. I think this is a matter of education and to my mind, the very first definition of society is the following: people who have different roles, jobs, activities and skills who form together a community organized to live in.
Also, we can put it down to the fact that the article dates from the year 2000. Entrepreneurship has evolved a lot since then and has become more digital. Entrepreneurship today is much easier thanks to the different tools we know.

Critic of Baron's Article -
Behavioural and Cognitive Factors in Entrepreneurship: Entrepreneurs as the Active Element in New Venture Creation

Marie

In this article, Baron is developing his state of mind regarding the entrepreneurs within the process of creating a new venture.
According to him, entrepreneurship means action. Indeed, he comes up with a theory which implements the human action in the heart of the process.
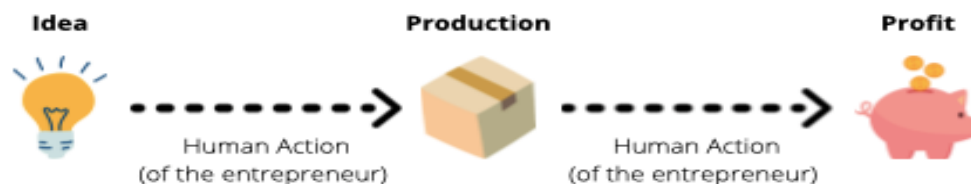
Indeed, the entrepreneur is the first to have an idea. In order to be efficient, the idea should be innovative: either something completely new, or something combined (he is illustrating his point with the example of cell phones which combined camera and telephones). For Baron, the concept should not be too futurist and has to be understandable for the target. In my opinion, the most successful entrepreneurs are the ones who created and launched a brand new and futurist service or product. Steve Jobs for example, came up with his globally renowned brand Apple, and managed to get more than a Billion of users around the world. Even Gen X and Boomers who can't properly use an iPhone have one.
Next, Baron focuses on the aspects of entrepreneurs' behaviour and cognition that are the most relevant and hence to deserve careful attention. He points out 3 main characteristics: generating ideas, recognizing business opportunities and obtaining the resources needed for developing the idea. However, he is not even mentioning the qualities that a good and successful entrepreneur must have to establish a long-term business. Anyway, his state of mind states that entrepreneurs should always take a step back from their idea in order to be realistic. He writes that entrepreneurs *'have such strong positive feelings concerning these ideas, that they lose the capacity to evaluate them carefully. These informal observations suggest that affective reactions (…) can have detrimental effects both on opportunity recognition and on the preliminary feasibility analysis that often follows such recognition'*. However, I disagree with this given argument. Actually, I truly believe that entrepreneurs should believe in their ideas in order to be able to launch them. Of course, they have to be realistic regarding the market and not be too hopeful for the start of the new venture. However, even Baron contradict himself when he says that entrepreneurs who are optimistic and enthusiast about their ideas, are the ones who are the most likely to gain a bigger audience, network and community. They drag people into their ideas and get them to accept any innovation, as long as they believe in it themselves and show it. For Baron, this is a matter of social skills. For me, it's totally different and this is more about the marketing which is done to reach people and the way the product is introduced to investors. I disagree when he says that introvert people can't be entrepreneur, that this is not compatible with their characters traits and personality. To my mind, everyone who received an education, who had been formed to markets share and financial and who is creative, is able to become a successful and fulfilled entrepreneur.

Saraev Aleksei

BEHAVIORAL AND COGNITIVE FACTORS IN ENTREPRENEURSHIP: ENTREPRENEURS AS THE ACTIVE ELEMENT IN NEW VENTURE CREATION – CRITICS

It is obvious that entrepreneurs should always take actions because without such activities it is almost impossible to create new ventures. A lot of opportunities exist even despite the fact that sometimes they are not really visible for the majority of individuals. Generating the ideas, recognizing opportunities and enhancing them are necessary skills for people who are aimed to achieve the goals in the field of business. The article draws the attention to the behavioral and cognitive factors which are considered essential.

Among the most vital ones there are creativity, possibilities to recognize opportunities, acquire essential resources, social networks. Despite the fact that all these points can be considered as equal, in my eyes some of them are highly beneficial and certainly important, and the others are not that vital but useful. Without a doubt the crucial ones are creativity and recognizing opportunities due to the fact that without alertness and eagerness to discover and open new horizons the new one in the domain of business is going to miss all the chances to succeed. Nowadays it is no wonder that in order to take excellent photos it is just necessary to have a smartphone, although we should take into account the idea that it was created by working with concepts and combining a camera and a phone.

In the meanwhile, the factor like social networks highly depends on the circumstances, type of the business venture and the person. There are a lot of successful people who get a lot of revenues even without having a great number of friends and partners. Nevertheless, it is really difficult to enhance the existing company and extend the range of activities without it. That is why even in spite of the fact that it is not that important, it is still beneficial to have strong ties with other people, especially ones who work in similar fields.

In a nutshell, all the considered factors take place in a real business field while the most fascinating data was connected with positive and negative factors and the effects of moods and feelings on the business activity. Moreover, I wasn't aware of the information that passion to new ventures would be that important for running a company. Consequently, all the data is extremely useful and necessary to know before launching a start-up or creating new business ventures.

Saraev Aleksei

THE PROMISE OF ENTREPRENEURSHIP AS A
FIELD OF RESEARCH - CRITICS

It is particularly difficult to define the domain of the field of entrepreneurship and find the ways how opportunities are being discovered and developed and which factors are able to influence on this process.

The first problem that is faced in the article is the fact that it us nearly impossible to give the definition for entrepreneurship due to various opinions on this topic, although it is considered in the article that two aspects are crucial, and these are sources of opportunities and ways of exploitation them, and the set of individuals who manage to discover them. Despite the fact that these ones are definitely essential, without a doubt it is normal to add some more factors, by which I mean different circumstances for leading business because in some countries it is much easier to run your own company then in the others, and many different factors lead to such situations. That is why I reckon that suitable external factors should also appear in the definition, and, of course, readiness to take risks which is essential to take the opportunities while they are still available and not to be late.

Concerning the field of studying entrepreneurship, it is complicated to disagree with the view that it is essential to study it and enhance the skills in this sphere because it helps to find and explore inefficiencies in economics and is a crucial engine of the progress and change process. However, I suppose, it is right to highlight the importance of it for the life of ordinary citizens because without it a lot of convenient services which have a great popularity among individuals would be impossible because there wouldn't be any people who could invent and run these processes being immersed into the business.

Regarding opportunities, it is wisely mentioned that only in certain cases people create something new – in a great number of situations it is just observing the existing goods and services and finding some inefficiencies and ways to alternative use. Despite the fact that some of inventions seem to be extremely simple and not that complicated to create, it turns out that without any prior information it would be nearly impossible to create them, and opportunity to take risks in the situation where victory is possible but seems to be vague, is extremely essential.

In a nutshell, the article gives a chance to immerse into the process of entrepreneurship and get to know the ways to get to know the opportunities and

enhance the ideas into real business projects. The article cannot fully answer the question what the entrepreneurship is, however it can be considered as an activity including three major factors: opportunities, individuals with basic information regarding the field of business activity and ability to take risks because without it, it is easy to miss some opportunities.

THE PROMISE OF ENTREPRENEURSHIP AS A FIELD OF RESEARCH

SOLÈNE TOULOUSE

Entrepreneurship is defined as the presence of lucrative opportunities that are set up by enterprising individuals. However, according to the authors, S. SHANE and S. VENKATARAMAN, entrepreneurship is also defined as including the sources of opportunities, the process of discovering, evaluating, and exploiting them. It is then that the set of individuals who discover these opportunities, evaluate them, and exploit them. Nevertheless, entrepreneurship is much more than sources of opportunity and processes. According to the research, it's the fact to have an idea and to transform this idea into something real to create a business. It's non-negotiable to really ask ourselves "why, when and how some people and not others discover and exploit these opportunities". In my opinion, entrepreneurship can be done in all type of business models, because if the entrepreneur has his own determination, willingness, and motivation it will take precedence over the model type.

According to SCHUMPETER, I can agree to the fact that entrepreneurship is important in our world and that innovation in products and processes are crucial engine driving for change process. Nevertheless, this presence of opportunity to exploit is unstable and unpredictable. It is a trend and not a theory applicable to each individual. Firstly, societal factors encourage individuals to take the risk of launching or not. These factors correspond to environmental carrying capacity, the inter-population process, and institutional factors. In today's world, there are more and more entrepreneurs who are willing to start businesses. However, these are limited to the opportunities already present and exploited in the market. That's why I created my opinion based on the fact that we have to look further and to take a step back. If the entrepreneurial idea is based on an existing idea and does not try to see further, it will not be able to exploit all the business opportunities. We need to undertake to allow the world to know a change and to evolve constantly.

This research also teaches us the importance of studying entrepreneurship. The three points that came up the most were the technical information incorporated in products and services, the entrepreneurial spirit, and the essential process of change. This importance echoes the discovery and invention of the telephone. Indeed, this discovery created many entrepreneurial opportunities, many brands, and many phones. One opportunity hides many. The knowledge that some entrepreneurs could have on entrepreneurship allowed them to take the risk to launch into the digital opportunity with the phones. Today this has created a source of new information, market exploitation and reactions to changes (such as political changes, climate, resources...).

Thus, having different entrepreneurial conjectures creates diversity. A mistake can lead to an idea, to do this, you have to realize the mistake and adjust it). As opportunities are explained, the information spreads and everyone can interpret the idea as they wish. Other people can imitate the innovator and thus appropriate part of his profit. Opportunities are therefore the starting point of entrepreneurship. Different beliefs about the value of resources play an important role, because this allows to create opportunities and as a result a business and an economy. Because the entrepreneur and the owner resources have different beliefs, opportunities can be profitable. You must be able to quickly identify the best opportunity by getting the information earlier than others and by having cognitive properties to value it. After that, you can file a patent to avoid competitors. A successful entrepreneurs see opportunities in situations in which other people tend to see risk. You need to see those risk as positives opportunities.

BEHAVIORAL AND COGNITIVE FACTORS IN ENTREPRENEURSHIP: ENTREPRENEURS AS THE ACTIVE ELEMENT IN NEW VENTURE CREATION

SOLÈNE TOULOUSE

Let's start this critic with what, in my opinion, is an entrepreneur. An entrepreneur is an individual who takes the risk to start their own business based on an idea they have or a product they have created while assuming most of the risks and reaping most of the rewards of the business. They are the one who organize, manages, and assumes the risks of a business or enterprise. They don't have clearly defined duties, activities, or responsibilities. They are also the idea of evolution for our society by trying to make action.

As well as the entrepreneur, the entrepreneurship needs to be adapted to the country you want to implement your company. That why, in my opinion, you can not create venture in each country, the ideas must be adapted to the country. Accordingly to this, the entrepreneur has to have good knowledges of the world, the countries' culture, and a good understanding. The entrepreneur task will be to generating new ideas for products and services, recognize business ideas for these and obtain the resources needed for developing these ideas.

To complete about this research, I would like to agree on the fact that creativity is the most important skill to generate new ideas. Creativity involves the development of something new. The novelties begin when the imagination is put in place. You have to think about the impossible and try to reason it out by making it something concrete. Without creativity and the risk of trying and imagining, entrepreneurial opportunities would not exist. The creativity also brings something useful and appropriate. Sometime even the smallest idea that appear to be implemented can change a whole generation. This creativity skill develops form childhood. When you're younger you need to be stimulated by manual labor for instance. More you're developed your creativity earlier; more you will be successful. However, creating something can also be done by combining two things that already exist to create a new one. It's thinking that the two things together would create something even better. More you possess information about a subject, more you have ideas because you're interested in it and you're aware about the challenge that occur around it.

However, some people don't want or can't create something new. There are many factors that can play a role in this problem: too lazy, too scared, don't have enough resources, the principle of creating something new is scary and have huge responsibilities.

They exist two ways to speak about opportunities. First, they can be recognized. They can be approved by the society and country because the concept is working and stable. Secondly, they can be created. An entrepreneur can take risk and the challenge to build his company and all the responsibilities that are related to the project. I would however emphasize the point that they can also be recognized and create during travels. Travelling is the key to know which business can work in each country and how.

The cognitive framework shows the importance of having different techniques so we can create something new. The opportunity recognition is linked to pattern recognition. People's life experience depends on this recognition, they notice opportunities where some other cannot. The lack of resources can be the main reason for new venture fails. Some entrepreneurs have more resources due to their factor, for example high social skills. In my opinion, positive affect will allow your company to growing a positive vide, which is the best way to reach the best income because people will be more productive but also more dynamic.

附件三
商業模式評論

Critic – Reinventing your business model

Let's start this critic with my own definition of what is a Business Model. For me, this is the way to create an added value to your company, and to improve, to grow the venture itself. It is the strategy to allow a company to stay in the air of time, to stay modern. It is the innovation of the company to reflate its business. The principal objective of the business model is to respond to customers' needs by making profit, and by knowing how they will be able to make profit while providing value to the customer.

Understanding the CVP is the key point to find what opportunity can be exploited. This CVP can be identified in concrete situations (Ratan Tata example), but according to me we can also develop it by understanding future customer needs. This can be done through markets analyzes, polls, travels, visits… Of course, the precision of the CVP is really important to be sure to reach as much as customers as possible by perfectly meeting their needs. Thinking about the four most common barriers can be really helpful. Then, key resources and processes are really important to allow the company to work well. However, the reading did not speak about the importance of marketing and communication. I think that to pull the new growth that business model innovation can bring, we have to use marketing in a smart and innovative way. Nowadays, the emergence of social media created an important channel to think about, to have more chances your business model works. When we are doing a "canvas" business model, we do not have to forget it, it is primordial to expand your idea, and we can also use influencers to help us to make it know. Also, the venture must be in constant competitive intelligence to check what the competitors are doing (using excel). They need to follow trends and new consumer needs.

Furthermore, I would emphasize the fact that successful companies have operational and managerial processes. Training is important but not only. Indeed, I would add that today the process of well-being at work is more and more appreciated and searched by employees and can lead to a very effective business model. For instance, Google is one of the best place to work and has always prided itself on employee wellbeing, offering 'onsite wellness and healthcare services, including physicians, chiropractic, physical therapy, and massage services. This can do the difference to develop employees capabilities.

Moreover, in the part "when a new business model is needed", I would say that the opportunity to bring a job-to-be-done focus where one does not yet exist, is one of the most important circumstances. Effectively, it allow the company to have a competitive advantage through a well positioning by answering a new consumer need, and it can lead the company as the leader of the market (if they well analyzed their competitors). Also, I would add a sixth point into this part. Indeed, they did not speak about the ecology aspect, which is one of the most important issue in our society. Ventures need to adapt their business models to the environment, and need to respect some norms to have a good CSR. A company which have a good CSR is well-seen by customers, and it puts them on confidence. That is why, nowadays, respecting the environment in your business model (using recycled materials, limiting waste and displacement…) is fundamental, and you need to change your business model if it is not in adequation with this tendency.

To finish, I totally agree with the fact that our business model need to have the flexibility to change in their early years, especially nowadays, where our society is still in new demand, and where tendencies are constantly evolving. I think we need to be in constant and intelligence watch.

Reinventing your business model - Mark W. Johnson

Critic Report - 20220420 - Kristy

This paper is talking about business model. Business model innovations have reshaped entire industries and redistributed billions of dollars of value. However, author mentioned that stories of business model innovation from well-established companies like Apple, are rare. Therefore, many senior managers think that it is so difficult to pull off the new growth.

Authors have found that success starts by not thinking about business models at all. It starts with thinking about the opportunity to satisfy a real customer who needs a job done. Then, we have to construct a blueprint laying out how your company will fulfill that need at a profit. After that, we can compare that model to your existing model to see how much you would have to change it to capture the opportunity.

The author narrated many examples to explain how to build a good model and when a new business is needed. To have a great business model, first step is to establish a customer value proposition. The most important attribute of a customer value proposition is its precision:how perfectly it nails the customer job-to-bo-done. We can think about the four most common barriers keeping people from getting job done : insufficient wealth, access, skill, or time. After that, we have to design a profit formula, identify key resources and processes.

After reading this paper, I understand that a success business is more than just aimlessly thinking about 'How to innovate?' or 'I want to start a business!'. There are some steps and tools to evaluate. We have to think about 'What issues are existing now?', 'What value do we want to create?', etc.. After that, we can narrow down to think about how to solve these issues. As the Apple iPod story, truly transformative businesses are never exclusively about the discovery and commercialization of a great technology. Their success comes from enveloping the new technology in an appropriate, powerful business model.

Times are changing rapidly, so we need to be aware of market changes anytime and anywhere. Companies should not pursue business model reinvention unless they are confident that the opportunity is large enough to warrant the effort. Otherwise, it would be a waste of time and money. Therefore, knowing that when a new business model is needed is important.

Alice BUREAU

April 20, 2022

Critic
HBR 10 must strategy

Nowadays, the main goal of companies is to make profit. However, with the continuous evolution of society and its needs, it is necessary for companies to rethink their business model. As stated in the article, "great business models can reshape industries and drive spectacular growth". Big companies like Apple (mentioned in the article), are seen as one of the biggest success. Indeed, by having succeeded in imposing itself and keeping a leading position over the last ten years, Apple proves the importance of the 'high-power margin'. Indeed, today, it is impossible to buy two complementary products with a low-power margin. Moreover, from my point of view, with the current evolution of the society, the needs and the desires of the consumer are totally different from the previous decades. Indeed, the need today is much easier to satisfy because consumers don't have the real ability to know what they want and need anymore. The company adapts to all their desires, and is able to create perfectly what will suit them. It is therefore essential for companies to update themselves by proposing a new business model, which will then be in relation to the needs and desires of consumers today.

I agree with the basic business model used in the article, however, I think that in addition to the four variables (customer value proposition, profit formula, key resources and key processes), a new one should be added: the ecological variable. Indeed, companies today (especially in developed countries) need to follow the trend, which is ecological. This is one of the major issues of our current society, and people (as well as governments) are starting to get more and more worried about the world's situation. The young companies that are currently setting up have the advantage of automatically including it in their business plan. It is therefore necessary that, when creating their new business plan, the companies already established take into account this ecological variable. Moreover, as mentioned at the end of the article, technology is also a key factor to take into account when creating a new business plan, because it evolves with us, and becomes necessary for a large majority of the company's

evolutions. It is necessary to know how to combine all these variables, to make them all work together in order to create value.

However, as mentioned in the article, one should not want to do everything at once thinking that it would bring value. Indeed, specialization of a company can be a good thing, and sometimes even bring more value than a general company, because it is focused on a single specialization. This makes it unique and unbeatable in that one specialization. Finally, there is no point in trying to make a new business model if it is not necessary, it will end up being a waste of time and money for the company. If there is no change in the market or for the company, there is no use.

As quickly explained in the text, I think that the future and the key to create these new business models are the young people. Indeed, with their fresh vision and innovative skills, they can see what the employees of a 10 years old company cannot. They can give a fresher point of view on the situation, and grasp new, more current challenges.

Gautier Leroy

Article critique: "Reinventing your business model" Johnson, Christensen, Kagermann (2008)

In this article the authors show the importance of the business model as the core of the economic success of a company and how to make profitable business by focusing on innovative business models based on customers' needs. It details the elements of a successful business model and explains when and how a new business model can be implemented in a company.

There is no denying that the business model is at the core of new sources of profit for companies. Many decide to turn to totally different business models or to launch new services and products with distinct business models. This is also caused by external events such as the Covid-19 pandemic for example. This event has « forced » many businesses to drastically change their use of resources and processes. With the need of social distancing, companies have turned to virtual retailing as a way to promote and distribute their products. This way of retailing was a necessity to answer customers' needs at the time and has been a great way to increase sales volumes. Some companies have even turned to an all-online solution reducing the cost of physical shops to increase their margins.

Just like the example of the success of Hilti Sidesteps Commoditization, turning products into services has become an increasing trend in many companies' business models. If you take for example Netflix or Disney that used to make revenues from selling DVD's have now turned to streaming services platforms where customers can watch movies and tv shows without ever owning it. Apple has been also excelling in this way by offering a packaging subscription called iCloud+ including access to games, movies, fitness app, additional storage, etc. All this evolution in the way of consumption makes me wonder how far this model can sustain itself if more and more companies decide to turn to this subscription business model. It also has its limits where for example Netflix has seen a decrease in the amount of new subscriptions, partly because users can share an account or also because of recent price increases. I also wonder how many subscriptions can consumers handle because it can become very expensive and you end up not owning anything and depending on the service to continue consuming content or services.

Changing a business model can be a very complex and dangerous process to do for an already well established company. For another course of strategic management, I have to make recommendations on whether a century-old French luxury wine producer should expand its brand to cheaper wine to counteract the entry of much cheaper competition on other markets and diversify its revenues. This case is very similar to the Xiameter example in the article because the owner and many employees are strictly against changing production methods and compromising the processes already in place to produce a cheaper and lower range product. I believe in this case the best way to handle it is to create a new business unit, a new brand identity in order for customers not to be confused on the most expensive and luxurious wine and the more affordable and less exclusive wine. This is especially the best option for the brand image of the company since the positioning and marketing is totally different and could damage the prestigious brand image that the company has. It has also requiring a totally new distribution system because cheaper wine requires cheaper distribution cost and more widely available product to make scale economy.

Marie Wissocq

**Critic of Johnson, Christensen and Kagermann Article –
Reinventing Your Business Model**

The core article is about successful companies which understood how to use their business models in order to be the most profitable as possible.

The authors do not start the article with a basic definition of what is a business model. Indeed, they prefer to introduce the case by the most famous example which is Apple. It's true, Apple is a successful established company which manage to take the advantage over their competitors mainly thanks to the original Business Model and the different strategies they came up with. The authors refer in their article to the most famous one: the complementary products. The brand decided to launch a high-margin iPod and make available on it low-margin tracks on iTunes. With this strategy Apple enables the company to meet the demand and to respond to their customers' needs and at the same time, to make profits. Indeed, the customers are not able to buy the low-margin product by itself since it is not suitable for other brands. Nowadays, they adapted the same strategy to their new offer. MacBook laptops are known to be very aesthetically designed and their chargers are also Apple recognizable with their original white plug. They are collapsible and are matching with only Apple low-margin products, same as laptops, phones and iPod.

Anyway, Johnson, Christensen and Kagermann are explaining that in order to evolve in parallel of the society and follow the digitization of it, companies should update and make some changes to their Business Models. Though, according to them, 'no more than 10% of innovation investment at global companies is focused on developing new business model'. I don't think it's a burden for entrepreneurial world. I believe that companies manage to follow the track by making internal changes in their different services such as Marketing and Communication. Nowadays, it is truly easy to launch a business thanks to digital services we all use on a daily basis. I think it is way easier for companies to process so, instead of directly impacting the business model and therefore, the whole organization. Moreover, business models somehow need few adaptations and not a complete change which will be more likely to spoil the resources more than anything else.

On the part of the entrepreneurs interviewed by the authors, near half of them think that 'business model innovation will become more important for success than the product'. But again, I am convinced that the brand-image and awareness people can buy anything as long as they have the money for it. In the late decades, being owner of the last generation's products and innovation is the must for consumers. Apple – to echo the first example – manage to make people believe that around $1000 for a least efficient iPhone is the normal price on the market. To dive deeper on the topic, the authors affirm that 'success starts by not thinking about business models at all but with thinking about the opportunity to satisfy a real customer who needs a job to be done'. So, what they hear here by 'jobs to be done' is a need. I truly agree on this sentence and think that people who wants to launch an idea into a new business should first analyse the market and the need of the main target. Also, if the need isn't enough or the target too small to be profitable, the companies should invest into Marketing tools to persuade people and create directly the need. With this in mind, the authors claim that it will be worse it, 'whether that model is explicitly understood or not'. But I think that it should be understandable for external investors if it's not at least for consumers.

In the same way, the article states that 'a successful company is one that has found a way to create value for customers' and I'd like to add: to make profit for it.

Also, the article is referring to a sentence that I particularly like regarding the creation of a good Customer Value Proposition. The sentence in question is the following one:

'The more important the job is to the customer, the lower the level of customer satisfaction with current options for getting the job to be done, and the better your solution is than existing alternatives (…) the greater the CVP is'.

This is basically the most common conveyance which retraces the importance of the need, classified by necessity: primary needs vs. secondary needs.

To conclude with this article's critic, Johnson, Christensen, Kagermann pointed out the importance of adapting the business model of your business in order to keep up the pace. Two major societal effects which making entrepreneurs thinking about this new strategy are the globalization and digitization. These to phenomena made competition growing between companies but increased also their opportunities.

This topic could lead us to ask the question: How companies can predict the future of society and take a step above its competitors by using its adaptability and flexibility in their business model?

Critics - Solène Toulouse

Reinventing your business model

First of all, let's define what a business model is. It is a plan for the successful operation of a business, identifying sources of revenue, the intended customer base, products, and details of financing. A great business model can reshape industries and drive spectacular growth. To think about re-doing the business model of a company can be profitable. The business model innovation will become even more important for success than for product or service.

Let's take the example of Apple: in 2003 they decided to release a new product, which we can always carry with us and allow us to listen to music. However, this business idea already existed. What Apple decided to do in addition was to offer a complementary service of music platform compatible only with Apple products, where there was an easy music download. This is how they revised their business model at the release of this product in order to keep exclusivity and adapt to the needs. They took a good technology and wrapped it in a great business model which was easy and convenient.

Today's society makes the creation of a company not a need but something superfluous. In order to change the business model of the company, 4 points must be taken into consideration. Firstly, there is the CVP (customer value proposition), the profit formula, the key resources and finally the key process. Together they create value and deliver the value. From my point of view, it seems important to add that ecology is also an essential point nowadays. Indeed, creating a business nowadays is simple and increasingly common, but what will distinguish the small new companies from the big old ones will be the positioning towards ecology. In our current society with the environmental problems we live, this point is necessary for the company to stand out and work.

It's difficult to pull off the new growth that business model innovation can bring because of several points. First it is the lack of definition and second on is that the companies do not understand their business model well enough. That means that the business models often look unattractive. In order to solve this problem, you can have several solutions. The first one is to think about an opportunity that can satisfy customers. Second on is to think how the company will full field that need a profit. The last one is to compare this new business model to the previous one.

The change of business model can be need in a lot of situations. The needs of large groups of potential customers, to capitalize the brand with new technologies, to bring a job-to-be-done focus where one does not exist, the need to fend off low-end disrupters and the need to respond to a shifting basis of competition. However, in my point of view, companies should not pursue business model reinvention unless they are confident that the opportunity is large enough to warrant this effort. Being focused on one unique value proposition can be good because it's a specificity and they're better than others. Hiring young people can also be a good thing to do in the process change of business model because, they bring a new look on an idea and the situation. There is no point of doing new business model if there is no need of change, it's only a waste of time and money. Truly transformative businesses are never exclusively about the discovery and commercialization of a great technology. Their success comes from enveloping the new technology in an appropriate, powerful business model.

附件四
鈦昇科技股份有限公司
參訪心得

鈦昇科技股份有限公司

E&R Engineering Corporation

高雄市燕巢區橫山路 61 號

辦公室前合影

公司介紹與簡報

陳副董事長介紹機器設備

陳副董事長解說玻璃切割技術

以下是學生參訪後的反思與回饋:

Alice BUREAU

March 30th

Self Reflexion Paper
E&R Engineering Corp.

Taiwan is the world leader in semiconductor production. Having the opportunity to visit a company that creates machines and sells them to the world is a great opportunity for me. I was able to see these machines with my own eyes, understand them, and learn more about the world of technology.

Moreover, technology is more and more important in our world today. We coexist with it, and it is a necessary resource, both for our generation, and the generations to come. I believe that working with new technologies is a safe, prosperous, and future-oriented field.

However, the way of working is very different from the one we have in France. Indeed, the number of hours worked per day is much higher in Taiwan (and in Asia in general). The need to be available at all times is also something specific to Taiwan. Indeed, in France, only high responsibility jobs require so much availability (while being outside the office). For example, my father, who is the director of a retirement home, has to carry his business phone with him all the time in order to be available at any time, if he is needed. I think that this need to be reachable 24 hours a day is an obstacle to personal life. Indeed, free time, outside of work, is made to relax and rest. We already spend a lot (too much?) of our life working, if we have to be reachable all the time, even during vacations or days off, I think it is too stressful, and can, in the long run, harm the health of the workers. I realize that this is the norm, especially for high responsibility jobs, but I think it is not a good thing.

Moreover, as I would like to work abroad (especially in Asia), I was able to discover the inside of a company, to understand the way of working of the employees, their motivations and ambitions,... it is always very interesting to discover the point of view of the people who work, especially in a foreign country. There are a lot of differences with our country of residence, but I think that these differences can create a certain richness, which is cultural, but also professional.

Taiwan is one of the world's leading products of information and communication technology products. We have visited the E&R engineering corporation on the 30th of March. Visiting a company such E&R was very enriching to dig deeper Taiwan technology.

As a world leading laser and plasma solution, this company is very impressive. Indeed, we started the discovery of the company by visiting locals with all the materials to remove residues. For instance, we saw the cleaning machine, or even the laser solution for metal wafer application. For my point of view, these machines are really impressive and are a pillar in terms of technology to be able to allow people to use their devices properly (phones for instance). I did not expected that these machines are so meticulous and precised. I think it takes a long time to learn to deal with them perfectly.

Then, we had a presentation with the creator of the company, and engineers about E&R. According to me, the engineer job is really important and complex. He needs to have a lot of rigor in what he is doing, to be well organized, but also to have a really good reasoning accuracy. That is why, this job fascinated me a lot. I also learned that this company, and I think, Taiwanese in general, are really devoted for their work and work so many hours compared to France. I do not know if it is a key of success but it seems to work well in this company. Furthermore, he talked about the adaptability and the cultural knowledge we need to have to work with others countries like the USA, Thailand, or Malaysia, which are essential criterias to be able to adapt to them and so to deal well with foreign countries.

Moreover, knowing that one of their main customers are Intel and LG, which are two majors companies, and knowing their turnover, proves that E&R weighs heavily in the sector and impressed me. Also, the company has been created in 1994 and was only present in Kaohsiung. Now, E&R has been extended in Europe and in many countries in the world, which shows its growth all around the world and its power.

After this visit and what I learned about this company, I think it will continue to increase its turnover, its power and its presence in our global society, since our world is increasingly tech-oriented.

Many thanks to the company to have welcomed us.

"Enlarge your dream, success your need"

Reflection
on a Business visit to E&R Engineering Corporation, Taiwan

by Elmira Chubarova

On March 30, 2022 my fellow group mates of the Bridge program and I visited one of the major Taiwanese innovation companies. We had an excursion around the factory, we were shown some of the machines that are of high demand with the customers and we were having a Q&A session where the company's officials shared their stories and gave advice to the future leaders of international business management.

E&R Engineering Corp. has been providing high-tech, high-end, high-class quality automation machines which focus on Semiconductor industry, LED, Passive component, Material, Medical industry since 1994.

The company has gone all the way from the small local business from the enthusiast engineers to internationally recognised reliable partners for Intel, Osram and many more corporations around the globe. The Company's CMO shared his experience of some difficulties of doing business with the overseas companies and the importance of cross-cultural experience and skills.

Interesting enough is the fact that the same people who set up the company are still in the top management position today. The employees and the customers respect and trust them and a lot of success is based on their personalities among other factors.

I got a lot of inspiration from the CEO, CMO and CTO of E&R Corporation. The main idea that I want to remember is that hard work can bring you to the highest achievements in business.

Gautier Leroy – 高傑

Field trip report: 鈦昇科技 - E&R Engineering Corp.
https://en.enr.com.tw

As a part of the BRIDGE program in Taiwan we had the chance to visit E&R Engineering Corp, one of the leader companies in machine-making for the semiconductors industry in Taiwan.

It was very interesting for me to learn about the semiconductor industry because I knew to some extent that Taiwan was a country that is advanced in technology, but I didn't know it was a world leader in terms of making semiconductors. I was also very positively surprised by the effort that is made in terms or recycling by the country. With the visit in this company, I am now more familiar with plasma treatment and laser technologies that takes part in the process of making semiconductors.

What struck me was the passion that collaborators had for their company and their products, they are passionate and willing to share about their company and most importantly the product that they are manufacturing. One of the presenters said that the most important point in launching a business is to be passionate about it, which is a statement that really resonated with me, I also really do believe you need to believe in what you are doing to achieve greater goals.

One point that surprised me is that employees worked many hours per day (up to 10 hours) and even during their holidays. That is very different from the French culture in terms of the work/life balance. I like to say that French people usually "work to live" which means that working isn't usually the main goal in terms of personal achievement but rather a way to be able to afford to enjoy your personal time and be fulfilled. In general French people work for 35h a week and have 5 weeks of paid leave every year.

I also noticed the importance of some "rituals" in the company like exchanging business card with two hands and then reading it, or also the importance of sharing meal to build stronger relationships to get to know the business partners. I earned that relationship is very important in doing business with Taiwan and that you should try to build a friendship with your partners first to gain their trust and collaboration before coming down to business and numbers.

Reflection —— MB1A Kristy Lee

This is my first time to visit engineering corporation in Taiwan. It is E&R Engineering Corporation. This company provides high-tech, high-end, high-class quality automation machines. The major industry of E&R is semi-conductor, LED, passive component, material and medical industry.

During the E&R company visiting, apart from the detailed introduction, we also visited the inside of the factory, which really opened my eyes. At the same time, I am very grateful for this opportunity to see the inner working process. After all, I believe that most of Taiwanese proud of the semi-conductor industry in Taiwan, and it is also famous in the world.

On top of that, let's talk about the way of the chairman to run this company. After listening his presentation, I think he really is a hard-working person, and I think it is the main reason that E&R is so success now. During the presentation, they shared a lot of ways to run a business. For example, how to encourage employees, how to communicate with clients, and how to keep a good relationship with customers. Keeping the existing clients is very important and difficult. After this visiting, I gain much about management and learn a lot about the semi-conductor industry.

Visiting EnR – My feedback on a Taiwanese leader in technologies

Marie Wissocq

EnR is a global leader on the industry of semiconductors, LED, passive components, medical… It all started in 1994. The company is based in Hengshan Road, Kaohsiung; and is implemented globally. It provides high-technology machines which are designed to working with materials especially glass, silicones, IT materials… They focus on two techniques: Plasma and Laser.

Visiting this company and diving into the Taiwanese business world was a huge opportunity for me to discover the vision of a well-established and ambitious company. Indeed, before the D-Day of the visit, I researched a little bit about the company and remarked that the company achieved a phenomenal raise by expanding to many distinct international markets such as Asia (China, Malaysia, Philippines, Thailand, and Vietnam) and America (USA). They now plan to expand onto European market and to adapt their strategy to it: professionally of course, but culturally as well, which is the key to do successful business when spreading to foreign areas of the globe. Taking all of these into consideration, I will provide a short description of my feelings and what I thought during the visits and if my expectations have been reached or not.

When we first entered the environment of EnR, I was really excited to discover how, such a company, managed to spread internationally so fast. In Europe we often consider Taiwan as an uprising Asian 'Tiger'. Especially in France, we are aware that Taiwanese are a lot more advanced in terms of technologies than us. It started in the mid -80's when people realized the existence of Globalization. Anyway, visiting EnR was for me a big opportunity to better understand the Taiwanese leading vision. I was first very impressed by the different machines which were showed to us – mainly because I couldn't understand anything. Indeed engineering, math nor physics are definitely not my strengths. So, I was impressed and, even if I didn't get the technical points, at least understand to what extent those machines served the brand image of the company. They managed to build a world-famous from their futuristic machines.

However, even if the products and activity of the company was very interesting, I expected not only to learn about their engineering service, but also and mostly about the way they deal internationally. Apart the fact that they work 12 hours a day, sometimes more, just to manage to have a meeting/exchange with their clients and partners, I haven't learnt a lot about Taiwanese vision of global leader businesses. Again, I was a bit disappointed to have visited only the engineering service, which is not linked to my formation, and have not seen any of the commercial, logistics nor purchasing services which actually are. Also, the way the director visualized European way of working (8hours a day) frustrated me a bit since they haven't even tried to understand it but just made fun of Europeans qualified as "not able to work more than 8 hours a day" or "it's too hard to work the same amount of us". I completely understand that this is the culture here to work a lot every day of the week, but why making fun of others' culture then, instead of opening our mind?

Reflection on the company visit

Last week, we had the opportunity to visit E&N Engineering Corp. located in Yenchao. This company is specialised in providing solutions focus on semiconductor industry, one of the main industries in Taiwan with agriculture and textiles. We had a look around all types of machines for BtoB businesses, were given some explanations about how they work, and we finished with a short presentation of the company, its products, and main partners. Finally, they offered very nice lunch during which we discussed very divers subjects, and I want to share my comments below.

The first thing I noticed is that Asian countries and European countries has a very different relationship with work. For example, here in Taiwan, the sales representative told us he works around 10 or even 12 hours a day, which is quite a huge amount for a French student like me. In France, the regular work time is about 8 hours a day, and when it comes to managers, for some of them, they are paid on missions so they can just come 4 or 5 hours a day at work if they reach the expected objectives at the end of the year. Also, for a few years, one of the hot topics at work in France is the "4 days week", which means that people will work only from Monday to Thursday for example. This system could allow people to work more for 4 days and enjoy their time with their family for the rest of the week, and some companies already apply this system. One last thing I wanted to add is that, in Taiwan, it seems that the more you work, the better you are. In France, if you stay at your desk after working hours, some people could say that it is not because you are a hard worker but simply because you are not efficient enough and so you do not know how to organise your day to finish on time.

The second thing I would like to discuss is the adaptability that the salesforces need to have to try to sell their machines in the whole world. They have subsidiaries on all continents and the argumentation always need to be adapted. For example, we talked about the differences between the American team and the Asian team. In America, people want facts and figures because it is part of their culture. If you want to tell them your product I the best, just show it. In Asia, it is different. The Asian culture is more people-centric: you need to take your time and create a real relation with the person you have in front of you if you want to build trust and create a partnership, so it can be a challenging exercise.

Here are all the comments I wanted to tell about this day. It was very nice to meet all this people. They even called Iris, who explained a lot about the machines in French and it means a lot about Taiwanese hospitality. It was very interesting to discover an industry that I did not know before. I feel like I really learnt something from this visit and would like to thank all the stakeholders of this project.

Visiting E&R was a really enriching experience for me for various reasons. The most significant one is that it is always interesting to see how a successful business venture develops and achieves the goals which are, in such a case, so ambitious.

It was even more fascinating to receive previous information about the ways of extension of the company to the markets of other countries and a well-developed strategy of boosting the activity in the US, the country which provides a great number of opportunities for corporations working in engineering sector and is still an extremely promising market.

The most pleasant thing was the meeting with the senior managers of the company - enormously friendly and highly-skilled professionals managed to explain all the traits and features of conducting a business in this certain sphere and gave some precious pieces of advice which were universal and appropriate for various types of business ventures.

It is beneficial not only to gain some knowledge in terms of theory, but also to practice. During a visit to the company, I got a chance to see how a real company carries out activities and prevents obstacles which are different and depend on many circumstances.

In a nutshell, it wasn't only a useful event, but also a crucial point which boosted the level of motivation. Everything is possible if you have a passion, and your chosen field has some prospects - despite the fact that this idea seems to be simple, it is really precious for people who make first steps in business.

Solène Toulouse

Feedback on the company visit

E&R Engineering Corp is a company that provide machines which focus on Semiconductor industry since 1994. In the past 20 years, they have supply world leading brand customers and build up great partnerships with great services and quality products, successfully develop different projects and leading the market, creating value to all they customers. E&R has a strong presence in the Asian market and has many customers in Asia such as Thailand, Malaysia, Philippines, and Vietnam

This visit in company taught me to know what the semiconductor was as well as a company implanted in Taiwan which learned to be known by big groups present everywhere in the world.

I also learned to know their way of working and to see things. Indeed, the employees of the company consider that it is important not to count the hours of work as well as the days of rest. It is important for them to make sacrifices on their personal life to succeed professionally. The fact that they are on call 24 hours a day does not allow them to have real rest time or days off. The fact that they have succeeded professionally is enough to satisfy them so that they don't have to worry financially about the future.

In France, companies don't operate in quite the same way. Indeed, a number of hours is defined and imposed in order to have a clear separation between personal and professional life. This means that we work much less than most of the employees we met at E&R. This number of hours is mostly respected except for the company managers or bosses who have a professional cell phone to be reachable at any time. My mother is part of the management staff of a college, she has high responsibilities in her job. A few years ago, she was asked to have a professional cell phone to remain reachable at any time and to be able to plan meetings. After having this phone for a few years, she decided to give it back because she realized that it had too much impact on her personal life. Vacations were complicated to organize and the days off were not fully enjoyed. As a manager, it is not mandatory to be reachable 24 hours a day because it is important to have a clear separation between work and personal life.

This is where I noticed the biggest difference between the Taiwanese and European company cultures. This visit opened my mind to maybe come and work in Asia one day which would be an incredible experience for me. This visit also taught me another vision of life in a company. I really appreciated the fact that I was able to learn about the culture as well as the sector of activity

附件五
榮豪股份有限公司
參訪心得

榮豪股份有限公司

J. PAXTON ENTERPRISES INC

高雄市前金區中正四路 211 號 22 樓之 3

致贈感謝狀並合影

榮豪董事長展示公司的窗簾

學生聆聽董事長介紹公司產品

學生參觀公司內部

以下是學生參訪後的反思與回饋:

J. Paxton INC Corporate

Friday the 27th of May, the Bridge group had the chance to visit J. Paxton Company in Kaohsiung. We had the opportunity to learn about the history of this business from its beginning to this current evolution. The boss of the company introduced, with the help of his daughter, the way he managed to establish a brand-new trading company in Taiwan in the 80's. It was more interesting again when I understood that the man had no experience in the field before and had no knowledge on management. Indeed, after being a flight attendant, he couldn't bear working for someone again, so he decided to find partners abroad and trade products from Taiwan and China. He bought PVC curtains to resell them to supermarkets, at the beginning and started to modernize its flows with the innovations on the market and evolution of the needs. His partners are based in USA, Mexico and Canada as well with a highlight on Penny which was for years, they're main and only buyer. They are based in America for practical reasons: it's a huge market which covers a lot of customers and don't need a lot of different regulations. On the contrary, they don't plan to extend to Europe for instance, where it's harder to sell and export products because of the proper regulations and taxes on entry/imported products for each country. In the same idea, Taiwanese market is not important for them because it's too small. It's not worth it to have a local scale for this kind of buying/reselling business activity.

Thanks to their strategy of focusing only on American markets, they were able to experience cultural differences which are now, part of their daily exchanges. Time differences, schedules, interpretation, way of doing business... in such an international context, numerous are the hurdles to overcome to have a long-term partnership. However, according to J. Paxton, the most important value to adopt in a cultural strategy is building trust. The boss' daughter explained the Taiwanese way of building trust before doing business with foreign companies. She said that it implies a lot of hanging out: have a drink, go to the restaurant, playing golf or meeting for a board game... a lot of excuses are valuable to have a trustful environment.

Alice Bureau

March 29, 2022

J. Paxton Enterprises
Report

Visiting J. Paxton Enterprises was such an opportunity for me, because I was in a totally new environment, exploring a new field, but still learnt a lot about international relationships between partners, suppliers and clients within the company. It was interesting to learn how the relationships work in a company which is in Taiwan, but producing products for America (Mexico, Canada and USA). Especially combining my knowledge and learning from the employees, while learning new things, thanks to the employees, the manager and his daughter. I understood the complexities of business-to-business relationships, the differences between the two countries, although they have the same goal, having to adapt to remain the best possible. The stress of having to stay the best in front of competitors. Moreover, what really impressed me was the courage that the company had in breaking the relationship with their main customer: Penny. Taking the risk of losing everything to keep their business afloat. Especially since the company was created from nothing, just thanks to the will and the determination of its creator. I really admire this kind of behavior, because to take the risk is to dare, and it's this kind of thing that we have to do for the company to evolve.

I really enjoyed visiting this company because it was closer to what we do in our studies, I understood the complexities of relationships between companies, I understood the importance of understanding and learning to work with people from different cultures. The changes in behavior between cultures are not obvious to detect, but are very important to take into account in relationships, because without understanding this, you can't maintain strong relationships.

Reflection on the company visit on May 27, 2022

by Elmira Chubarova, Bridge

J.Paxton enterprise is a company based in Kaohsiung city which specializes in exporting drapery hardware, PVC venetian & vertical blind, PVC roller shade, fabric roman shade, fabric pleated shade, wooden venetian blind, aluminum venetian blind.

The target market is mainly the USA. Now the company has representative sales offices in several big cities across the US and a factory in Mexico and Taiwan.

Their business model allows them to focus more on production, innovation and cost reduction rather than sales channels as they have long lasting and established partners in the US who are in charge of the sales.

During the pandemic crisis the company benefited from the lockdowns as people chose to invest more money into house renovations and redecorations of their houses.

The company has managed to go through several critical periods, one of the most remarkable was stopping partnership with the biggest specialized retail shop in the US after almost 30 years of successful work.

The company's founder, Mr. Ted H.Wang, relies mainly on personal relationships and good will. His financial strategy is accumulating money to invest into the business growth to develop more trust with the overseas partners. This was the way the company managed to allocate funds to set up production processes in Mexico, for example.

Mr. Ted H.Wang has had an entrepreneurial mindset ever since he was young and after having worked as a regular employee in different companies he decided to start his own business. He didn't have any particular passion in the sphere of curtain production but he saw business opportunities in reselling simple domestic and houseware products overseas first and then the business strategy allowed them to specifically niche and focus on window dressing only.

I can say that this trip happened to be very inspiring for me and allowed me to see how business opportunities can be found in a variety of spheres.

Gautier Leroy 高傑
BRIDGE

Company visit report: J Paxton Enterprise

We visited J Paxton Enterprise, a company located in Kaohsiung that supplies curtains and window shades to the North American market. They produce and sell standard and custom-made curtains from their factories in Taiwan and Mexico. They are a family-owned company operating with around 15 employees.

This visit was especially interesting for me because I am going to have an internship as an assistant buyer, and it was valuable to understand how the relationship works between supplier and buyer. More than anything I learned what the suppliers are expecting for a successful business relationship, trust especially, and a very good communication so that both can improve and grow together. I learned that it is very important to maintain a good relationship by organizing business trips to meet your partners and build trust because ultimately it is a two-way relationship, and one may need the other's resources at some point.

I like the idea, and I think this is common in Asia, that the company is staying true to its initial values and is keeping members of the family in the positions of decision-making. J Paxton are committed to have a long-term vision and are trying to build trust. However, I found the company strategy to be quite risky because only it focuses on one product and on a very few numbers of customers. Of course, this strategic has its advantages in the way that it allows for economy of scale and a certain expertise in term of producing the products. However, as it was the fact with the company Jessy Penny, it can create a dependency to a market or a company that might be dangerous and put J Paxton in a difficult situation is the market changes rapidly. Maybe J Paxton could try to develop themselves horizontally and offer other products related to home decoration to avoid putting "all their eggs in the same basket".

Innovation and entrepreneurship

Company visit / J Paxton Enterprise

This Friday we visited J Paxton Enterprise, a manufacturer and exporter of all types of curtains and accessories (manual and electronic devices, curtain rod…). It was interesting to hear how they totally started from scratch as resellers with a product they had no experience with, but still, they managed to make the business grow and make it what it is today.

About their strategy, they decided to work with one of the biggest resellers in the US at that time and create this solid relationship with them through their partner, based in Mexico. They used to sell huge amount of products to them, which worked pretty well until Jessy Penny was having some financial issues. I think it is good to have this kind of strategy at the very beginning because you have a lot of business and cash with an important and reliable company, but then you need to find others, in case these things happens because it can put your business seriously in danger. Hopefully they managed to get out of this "crisis" by reducing the number of employees and finding new businesses quickly to not go on bankrupt. So, it is nice to see how they adapted their strategy and found solutions to make the business work.

About their values, everyone is searching for long-term relationship, but I think it is even more important in Asian countries. They have this partner on the other side of the globe who takes care of the sales part and with whom they are in contact regularly to keep updated on the demands. Trust seems very important for this daughter and father couple and that is one of their keys to a successful business.

For me, it was also interesting to see the products. Indeed, we could really identify they were designed for the American market only. I can tell some products will not have success in Europe for example, because of their design which might seem a bit old fashion to European customers. So even if we are getting more and more into globalization, there are still differences from a culture to another that the marketing team need to take into consideration.

To sum up, I really enjoyed visiting this company and hearing about their strategy and how they react to certain changes in their business. It was also heart-warming to see this close relation between a daughter and her father in business, working together hand in hand against all obstacles. Thank you.

Solène Toulouse

J.Paxton Enterprise is a company specializing in the window covering market with electric blinds or curtains. The company has been in the market for over 40 years and started out selling shower curtains to small markets, then choosing to establish themselves with large customers such as Penny they expanded their model range. The office in Taiwan works with the office in the United States. They take care of selling the products to the buyers who find the customers. Their main customer market is in the Americas.

This company visit has taught me that we should not be afraid of change, but that we should adapt to it. The company had to cut off the relationship they had with Penny because the client was failing. They took risks but always bounced back. It is also very important to adapt to the newness of modern times because without that a company cannot follow. They had to start thinking about the electric curtain because modernity has made people turn to new technologies. I also learned that you have to look ahead and try to anticipate because otherwise the competitors can quickly get ahead of the products.

We also realized that the culture barrier in this kind of company is very important. As they were able to explain to us when the buyers come to visit them, they make a huge effort to avoid cultural and professional mistakes. But if it doesn't work both ways then good business deals can't work. This is where we can find the importance of open-mindedness and honesty between the two companies. So, if a problem arises they can solve it together.

I was able to realize that a family business that started from the very bottom of the market succeeded with the determination of the father and daughter to counter the problems. Working with family is not always easy, but you have to support each other and overcome the problems together. This can sometimes even lead to a good relationship in the long run. I really enjoyed this visit and learned a lot and I really appreciated the fact that I was able to learn about the culture as well as the sector of activity

附件六
數位內容創意中心
參訪心得

高雄市數位內容創意中心

Digital Art Kaohsiung United Office (DAKUO)

高雄市鹽埕區新樂街 214 號 3 樓

師生與數創中心協理大合照

場域導覽解說

場域導覽解說

數創中心協理簡報

以下是學生參訪後的反思與回饋：

Alice Bureau

June 1st, 2022

Digital Art Kaohsiung United Office
Report

When I first saw that we were going to visit a company related to digital art, I was delighted, because I love discovering new jobs, especially when it comes to technology. Indeed, I think that technology is necessary and of great importance for the development of our society in the future. Without it, no evolution is possible.

Moreover, the fact that the company brings together a multitude of start-ups, I think it is both challenging and motivating for the employees. It stimulates their creativity and allows them to work with people from all walks of life.

Also, I really liked seeing the different companies in the building. There are really different companies with different goals, but they all have technology in common.

I think it's very interesting to promote start-ups and allow them to develop in the same space, because it allows a better development of their capacities.

I especially liked the second company, K Ville, which was innovative in its way of thinking, to help people, to give them more accessibility to medical care. Because I noticed that Taiwanese people, very advanced on technology, use (at any age) their cell phones. So this only improves their way of life.

I also agree with the 3 things that the first speaker used to define a start-up: money, experience and business. You should not start without an idea, you should know the market on which you want to operate, know the competitors and know how to distinguish yourself from them.

Bonfante Maëlle

Essay about the visit in the Digital Art Kaohsiung United Office

Startup can be defined as the future concepts of our everyday lives, and these ideas can have a turning point in our daily life. Today, we had the opportunity to discover the DAKUO center, which was very interesting since entrepreneurship is an important concept that we are studying in class, and we can be confronted to it at anytime in the future.

I found DAKUO very helpful for startups to help them to settle. In Lille, we have the same concept which is called "Euratechnologies", and which is the largest startups incubators in Europe. For me, having this kind of company is a big opportunity for all entrepreneurs. Indeed, for people who do not how and where starting, companies like DAKUO and Euratechnologies can be the starting point for them. I see it as a springboard that drives startups forward and push them to have the best resources and ideas in an appropriate place. They give them all they need to succeed as an office, a support, or also a know-how.

Furthermore, I found it very interesting that companies appeal to DAKUO because Taiwan is very known for technologies, and its digital aspect.

We had the chance to listen two of their 63 startups, including "Wow wow" and "Kville", which operates in the field of digital technology.

Wow wow company set up several video games including virtual reality games. One of their games consists of learning English to young people. In our increasingly globalized life, speaking English will become a must-have skill. However, in some countries, the teaching of English is not well appropriated or children can have difficulties to learn this foreign language. That's why, I see this concept as a very good one, which allows kids, and even teenagers to learn English in an interactive and funny way.

Kville company creates an interesting application, which allows people to connect patients and clinics. In France, we have the same type of application which is called "Doctolib", and which became essential in our medical life, that is why I am truly convinced that this type of application can be very useful in Taiwan, especially since the covid arrived, people can be afraid to move to take an appointment. Moreover, we are living in a fast-life world when people want everything quickly and they do not have time to wait. So, having the opportunity to reduce patients waiting time is very good. Furthermore, I found Kville very interesting for the fact they improve the life of patients but also of clinics by for example providing them QRcodes or also health secretary.

Also, they received the price of Small Business Innovation Research (SBIR), which proves the fact their innovation is quite impressive, and innovative.

Thanks again to DAKUO company for having welcomed us.

Reflection on a business visit to Digital Art Kaohsiung United Office

by Elmira Chubarova

The visit to DAKUO has impressed me greatly. This is a unique space initiated by the government to provide young entrepreneurs in the digital sphere with the required support on the first steps in business.

DAKOU Space is home to 62 companies for now, each of them having its own office and common space to share with other residents: conference hall, coworking, kitchen, sports corner and relaxation zones. It all creates a unique atmosphere of creativity, safety and mutual support.

Not only does the organization provide the actual space and equipment for work but also it provides the consultations on financial models and marketing.

The companies that become residents of DAKUO have an opportunity to focus more on developing their product and not care much about the business problems at the early stage.

This allowed the startups to launch practical applications for education and medical care and make them available all around Taiwan and even abroad.

I believe this is a very smart approach for the government, because if they invest some money in the beginning of the company foundation , the company has more chances to become successful in the future and be a good taxpayer for the government.

In my opinion, this practice should be adopted by other countries to encourage young people to create and innovate. Many of them are really afraid of the bureaucratic and financial challenges at the early stages of business and such support would really be a motivation.The economy of every country will only benefit from this practice in the long run.

Gautier Leroy 高傑
BRIDGE

Company visit: DAKUO, Kaohsiung

We visited DAKUO which stands for "Digital Art Kaohsiung United Office". They offer spaces and services for new digital startup looking to develop and establish in Taiwan. They provide resources such as office space, coworking area, communication, and other services to help entrepreneurs establish their business. They have several locations in central Kaohsiung, near Pier-2 art center and other place which are very modern and well equipped. I was surprised to discover such a company in Kaohsiung since usually many businesses prefer to settle in Taipei because it has major business and connections there. There are similar places in France that help startups as well as political incentives to help launch startups, however I didn't know it about Taiwan because I thought the country was more developed towards industry and production, so it was a pleasant surprise.

Amongst the companies present in DAKUO we had to chance to have presentations of 2 startups. The first one being WOWWOW which is a company specialized in AR (augmented reality) and VR (virtual reality). They develop games for smartphones and Nintendo Switch. I was impressed by their development of educational games such as "Monster Fruit Academy" which teaches English to children with the help of games. I think this is very innovative and smart from the company, it shifted my perspective on video games that is not only made for amusement but also for learning. They also partnered with Shei-Pa National Park to create a virtual environment to teach about Taiwan's flora and fauna which is great in my opinion.

The second startup presented was called "KVILLE" which is a software and smartphone application that allows and simplifies relationships between patients and doctors. It offers many features like finding doctors and hospitals, taking appointments, finding where to buy masks during the pandemic, etc. I think this is a great innovation makes access to care much easier and accessible. Platform innovation is a great trend recently with companies like Uber, Food panda and it is not only a great opportunity for customers but also business to have a wider audience, a better access to market and so help as for communication, services, etc. This also made me reflects on how much Taiwan is convenient end connected on so many aspects. For example, you can do a lot of things from 7/11 like booking transport tickets, paying bills, printing, etc. And a lot of things can be done from a smartphone which I think could be very useful in France.

DAKUO – Digital Art Kaohsiung United Office

On Wednesday the 1st of June, we had the chance to visit DAKUO a wonderful welcoming center for startups. DAKUO means Digital Art Kaohsiung United Office. It gathers more than 60 startups - in this specific location because they have other locals and offices in Kaohsiung. They provide offices, materials, open space and everything a startup needs to grow healthily.
They are open 24/24 and includes daily life spaces like showers, kitchen or anything that an employee could need in case they have to hard work even during the night to solve any problems that could appear in the process of their business of the startup.

The startups gathered and helped by DAKUO are mainly focused on the digital sector, engineering, medical, developing...
We can find there:
- startups developing new cellphone games or converting desktop games to cellphones'
- Engineering App developers
- Web and Digital Marketing (improve websites - SEO and aesthetic)
- Medical apps to make an appointment
- Medical apps to find out about your sickness
- Recycling software to recycle digital materials and technologies

Startup companies have to know about the international law and resources as well.
When it comes to startup in Taiwan, you can always get your project involved for a governmental issue, this is helpful and enables the startup to get more relevant resources easily.
Then, we heard about two startups with distinct offer and objectives. The first one, Wowoled was focusing on ludic game development for children to learn English, and KVille which was a developing/programming company for medical app and software.
Both companies were really interesting. I liked to learn about their strategies, their growth and way of doing business in a local (Taiwan) and global (international) market. However, I was more interested and convinced by KVille. Indeed, in 2020 they achieved the "small business price" to have grown fast and successfully in a short period of time. They also have strong collaboration with American market: pretty easy and fast (faster than Taiwan) to find and get access to new resources. Because of Covid, partnerships collapsed and now the business is being retransferred to Taiwan.
More than 10.000 users and collaborating with about 62 partners. They provide services for both parties: make an appointment faster for the patients and organize a clear organized schedule for the professionals. In France we have an equivalent since a few years: Doctolib. It started on the French market and quickly extended to Europe. This system has been proven and saw quick results. This is the reason why, I truly believethat regarding the Taiwanese market, this app that KVille is developing will know a real success.

I had the feeling that this visit was meaningful regarding our master's degree and was impressed by the work they make every day.

Innovation and Entrepreneurship

DAKUO company

Today, we visited the DAKUO company. They provide all types of services for start-ups that want to make their business grow. Indeed, they offer a lot of services such as private offices, co-working areas, relaxing places but also all the consulting part with finance, accounting…

This experience showed me one more time that Taiwan is a very innovative country, especially in technology and electronic sectors. Indeed, DAKUO welcomes start-ups specialized in Design Art sector, so the main businesses are working for the gaming or pharmaceutic industries. These start-ups try to set up, improve and promote their own mobile application or service to help people solving daily problems such as take an appointment in a hospital or see a doctor remotely (Kville).

I think it is very important these days to encourage young companies. Most of them go straight to bankruptcy, just because they did not have enough resources, knowledge, or support on certain subjects, to develop. Many of them are full of new and very innovative ideas that deserve to be explored and exploited on a larger scale, but sometimes they will never see the light of day and that's a shame. I think that the various governments should also put more emphasis on this type of company like DAKUO, which really offers great help and flexibility to these companies who believe in their project and want to see it through to the end.

Indeed, DAKUO offers private offices of different sizes that allow teams to find each other according to their workforce, relaxation areas to weld teams together and allow them to exchange, but also co-working spaces for encourage start-ups to work with each other so that they can combine their resources and create something new. All these services are accessible 24 hours a day, which is a real advantage.

In France, we also have this kind of organisation. Moreover, they are strongly encouraged by the State with corporate tax cuts and government aid necessary for their development. Also, we see more and more companies collaborating or even merging, in order to create new products or services with very specific technologies. For example, the combination of Faurecia and Hella creates a fast-growing global automotive technology leader fully aligned with industry trends. This gives them a huge advantage in the market, as well as the ability to offer products that will drive society forward.

To conclude on this subject, I would say that once again, we have seen what Taiwan is capable of in terms of innovation, particularly in its favourite sectors that we know well. This kind of initiative should be created at the global level, in order to push the most innovative ideas, to encourage companies to collaborate together not only at the national level but also at the international level and to make the world and society better.

Solène Toulouse

Feedback on the company visit

Dakuo is located in the old town of Yancheng, with comfortable environment, friendly service, and warm interaction, helping digital content innovation teams to take root and strengthen; they provide uninterrupted 24-hour operation, hardware equipment and professional mentoring resources.

The management of the space at Dakuo adopts a diverse flexibility according to the needs of users. In addition to being an event venue, parked in an office space, and co-working space. As a creative exchange, it is hoped that the space will connect and invest in small and medium-sized businesses, individual entrepreneurs, and urban freelancers, so that the entrepreneurial atmosphere can flow between industries and industry-related workers can gather and connect.

Inside Dakuo they are a lot of all the small startup. One of them is KVille. This new business provides a better medical experience between clinics and patients, returns the "waiting" power to patients, and gives clinics a better reputation for their "services". This companies won programs in 2020. The idea of this company is to have matching platform for companies and customers. To do that they are working with a lot of companies and customers by helping them to find a doctor without waiting to long. The difference between them and hospital is the waiting time. They also provide QR code for clinic. At first this company only had the cellphone version but because of the need of hospital they develop the online version.
To compare with France, we have a website/application that provides the same kind of service. It is possible to find doctors nearby depending on the need. This facilitates the appointment and avoids doctors to spend hours on the phone to manage its agenda. This site is recognized by the government of health and is called Doctolib.

Sometimes it can be hard to start a business and find investor. Having companies like Dakuo is a good start to start a business. I find it very interesting that they all support each other by working next to each other and sharing common space. Like this they can find a way to have a better development and learn from what the other already did. I found the visit of this company and start-up very interesting to understand how they start the business and support it. They really have the mentally of no competition but only pushing each other forward.

附件七
佳冬活的博物館
參訪心得

佳冬活的博物館

The Living Museum

屏東縣佳冬鄉六根村

師生在楊氏宗祠合影

張家商樓前合影

楊氏宗祠池塘前合影

參觀楊氏宗祠

以下是學生參訪後的反思與回饋：

Alice BUREAU

June 8th, 2022

Living Museum - Jiadong
Report

I was told that Taiwan was a mix between tradition and modernity, and today's visit was exactly my point of view of this saying. Indeed, in the first place that we visited, we learnt a lot about the temples, the customs, how to enter properly in a temple, what to say, what to do,… It was interesting to know more about the culture. Furthermore, I absolutely love the second place we went at. It was a real immersion into a community life, with very different styles from every decades. I liked the way they mixed the traditional things with the need of today's society. People were able to live into this village without needs from the exterior. They had temples, supplies shops, houses,… And I liked the fact that they were happy with the things they had, they didn't need anything else.

I really loved the house that we've visited, the ancient one with the 2nd floor. I liked the fact that nothing changed physically, they've just adapted the house to today's needs (AC, lights,…). It was actually my dream house, maybe I can come back to Taiwan to buy it?

But I think that this community, even if its a good way to strengthen the links with locals, it can creates a separation with the other people, because because they live only among themselves, without really opening up to others, because if everything is enough for them in their lives, they do not seek to go further. It creates a strong belonging to their culture, but also a separation to the outside.

Essay about the visit in the living museum

Today, we had the opportunity to go in the living museum in Jiadong. I have really appreciated this quiet place with beautiful monuments, and also having a guide who explain to us the specific information about each place we saw.

First of all, we had been to the Yang Family Ancestral Hall. When we entered into this place, we first saw the lotus pond with turtles inside. I learned that turtles are a symbol of longevity. That's why, after knowing that I imagined the place as an immortal one. Especially since there is spirits inside the hall, which shows the continuity of their lives, and I confess it is also a little bit scary.

This traditional house has specific forms, and I think it well represents the Asiatic culture. I asked the woman about the gargoyle in form of human, because I was wondering why was it a old man? She told me that it is like the gargoyle on the church, and that the Asiatic culture put a old man to represent the strength.

When we walked along the little streets, all the houses were very cute and calm. The story that the turtle painting on the wall was transformed into a pineapple was very funny, and I find, it still well represents the Taiwanese culture with the pineapple cake.

We discovered some fruits and how to conserve it. Indeed, I did not know that we have to put mangos on papers so as not to damage them. Also, the poet path made me think about a story all along the village. The fact that there is Hakka poem further strengthen the Asiatic culture, and local population. Even if I cannot understand Chinese, I really like the idea of writing poetry on the wall. It is very artistic and unique.

The place I enjoyed the most was the Jhang family historic house. Indeed, this little house was very cute and I well imagined myself living in it or spending holidays in it with my grandparents, because it made me think about the old time. The owner of the house was very kind and can feel that he is proud of his house. Also, the red brick reminded me the traditional houses in the north of France. The woman told that before, we were able to see the sea when we were at the second floor. So, I went up and imagined myself seeing the sea far away (or not?). I think that people spent a very good time in this house, and still now. Moreover, the paintings inside the house were very well done, I like arts and the emotions it can make you feel.

Furthermore, I really liked the final place where we ate. Effectively, this place made me feel peaceful, calm and relax. I like the fact that people are still living in it, with their family. For example, the woman lives here with her grandmother of 100 years old, which is really impressive. We can see that this community is really welded, and they try to do their best to well welcomed visitors and to learn them about their small village.

Thank you again to everyone for this visit and for the lunch !

Reflection on a business visit to Live Museum

by Elmira Chubarova

This visit was the most impressive one for me as it opened a new field of social entrepreneurship for me. I realize that this might be difficult to commercialize and make profitable with a business model but this might be where a great potential is.

So, my first recommendation would be to create social media pages on all major platforms - and have them both in English and Chinese.

Second, I think they should get into partnership with the ministry of tourism in Taiwan and make this location known for locals and foreigners who visit Taiwan.

The locals might organize groups of school children and university students to learn more about history and lifestyle.

The foreigners will be attracted with the uniqueness of the place and with the preservation of history and traditions. The Japanese tourists might also fin this place unique to visit the place for common history.

The selling of souvenirs as well as their production on the site might be a good source of extra income for the business. Also a cafe for tourists would contribute to an overall touristic infrastructure.

Further on, there might be an interactive technology implemented to show this place in the past and now, to reconstruct original locations and objects.

All in all, I can see a big potential for this living museum to become one of major Taiwanese attractions.

Gautier Leroy 高傑
BRIDGE program

Visit report: Jiadong and "living museum"

We visited Jiadong township and its landmarks as a part of an internship visit on the thematic of social entrepreneurship. I thought this trip was very enriching in knowing more about the Taiwanese culture and its way of thinking about heritage and history.

I really appreciated the concept of "living museum" because it is much more representative and interactive than a standard museum. This allowed me to discover how locals are living daily, have some interaction with them and discover their generosity and attachment to their heritage. I found amazing the effort that was put by the participants into the project to preserve, rebuild and keep living their town and the history that comes with it. I thought it was moving how the guide shared her involvement in the project and how personal it was to her to keep the existing building, rebuild the old one and bring life to this little village of southern Taiwan.

Apart from the project, I really appreciated to have the guide explaining us more about the Ancestral Halls and their meaning. This really reflects on how Taiwanese people vow respect to their ancestors and are attached to their tradition and religion in a country that is growing and modernizing rapidly. This is one of the things that I like the most about Taiwan: the contrast between the modernity of the buildings, the technology, the lifestyle and the traditional attachment, beliefs and temples all cohabitating in the same space.

Marie Wissocq

Living Museum of Jiadong

Wednesday the 8th of June, we had the chance to visit a unique place in Jiadong, nearby Pingtung. This place was full of surprises especially regarding the cultural background which was revelling the history of the place.

Thanks to 8 universities of Kaohsiung with the help of some conservative and patriotic inhabitants, a project was born. They decided to establish what they call: the living museum. It was interesting to discover Hakkas' history and fortunately for us, the guides were part of it and could tell us about their ancestors' way of living. A lot of personal projections, interaction with people there and a drop of imagination were enough for me to dive into this amazing journey. What pleased me the most was the social entrepreneurship behind this collective action. I'll explain myself in the following lines.

In France, it not even imaginable to think opening a 'village' like that, counting on volunteering and collectivism. The culture is simply not matching what is needed for it to work. It was incredible and I was admiring those people who were 'fighting' daily to make their village work and to create a friendly, welcoming atmosphere while keeping their cultural and ancestors' roots.

Regarding the different places, I really like the first building we went in: The Yang Family Ancestors Hall. I have already seen a bunch of them while traveling around in Taiwan, but I could only see what I see and understand what my imagination told me. So, I really appreciated the deeper explanations of Elie, the guide. Understanding that the shape of the roof defines the rank of the family in the government or that this kind of houses are built for the spirits to stay in, I was really amazed by the cultural differences.

I think that this place is a huge opportunity for young generations to better understand their culture and history. But in parallel, I guess that to make it accessible for people, the planners need a certain amount of money that can't be reached with volunteering. They might find a way to make concessions.

Innovation and Entrepreneurship

Living Museum

Today we have been introduced to social entrepreneurship through the visit of The Living Museum and the introduction of The Yang Family Ancestor Hall.

First, we arrived in this beautiful place where we could observe the local ancient architecture. It remembered me some traditional temples we visited in Tainan or Taipei for example, with all these traditional motifs and bright colours inspired by nature. The guide, Elly, explained why things was designed like this and what all the symbols meant, which was quite interesting. She told us about the pond next to the house in case you need to put out the fire, about the dragon and elephant signification, how to greet the spirits and the shape of the roof and so on. I really appreciated.

Then we went to The Living Museum. It is a very old neighbourhood people try to preserve. Some buildings have more than 100 or 200 hundred years. It is part of Taiwanese culture, that is why they are trying to rehabilitate and renew the houses to give this place a second life. We had the chance to see this tiny typical house with lots of decorations inside. I really had a good feeling while visiting this place.

The story of this initiative begins more than 10 years ago when a man decided to revitalize this district. A few artists came to decorate the walls and bring the place back to life, the stalls were also refreshed and with all his hard work, he managed to convince people to rediscover this neighbourhood and renovate the houses to live there. Today this neighborhood is full of life again, thanks to the courage and perseverance of this man.

About my opinion on the subject, I of course think that it is a completely honourable initiative and that should be encouraged. Culture makes us who we are today and reminds us of where we come from, as well as our values, beliefs, and skills. Therefore, I find it important to work for our heritage, so that future generations do not forget where their roots are and that they know how their ancestors lived at the time, to better understand them. It is nice to see that some people fight for this kind of project, and it is a form of entrepreneurship. In my opinion, it takes the same qualities as an entrepreneur to lead and complete this kind of colossal project (hard work, persuasion, imagination, risk-taking...).

The passion of this man for his culture to bring together men and women to set up his project and carry it out to make the world a better place. This is a definition that could also apply to entrepreneurship. Thanks to him and long life to this project.

Solène Toulouse

Feedback on the company visit

On June 08, 2022, our class form the Bridge program had the opportunity to visit Yang's Historical Home in Jiadong Township, Pingtung County. Our guide, Eli, shared the history of the Yang's family Ancestor Hall and introduced Hakka traditional architecture. In addition, she explained us the right behavior to have when we enter into the house and how to pray or ask for something to the god. She also introduced the tradition of the Ying and Yong in the garden. This visit and explanation allowed me to understand Hakka culture. This cultural visit also helped the understanding of the impact of Hakka culture on the management or belief.

After the visit of the Yang family Ancestor Hall, we walk along the small road planned by the Hakka village in Jiadong Township. This area is referred to as a "living museum" by the locals. The explanation of this name is because the area looks like a museum with all the typical houses and conservation house, but you can find some resident along the street and exchange with them. The entire village was refurbished to completely preserve the authentic Hakka characteristics. Along the way Eli enthusiastically explained the different types and the historical evolution of Hakka houses. The villagers also passionately interacted with the exchange students.

Along the way, we visit the first two-floor house of the entire village. The history of this house is that before every construction you were able to see the see form the balcony. The house conservation is so impressive and is nowadays a small museum with some painting and history structure. We also saw a lot a Hakka painting on the wall with some meaning like the wedding.

Through visiting the well-preserved ancient monuments and listening to the heirs' detailed explanations I had the opportunity to have a better understanding of Taiwan's diverse ethnicities and cultures. This kind of visit is a hope to enrich foreign students' learning experiences in Taiwan through such cultural visits, as well as to help them to better understand the cultural differences and apply that knowledge in management in different cultural settings.

I enjoyed this visit very much and learned a lot about the Taiwanese culture and the Hakka culture. Anyone can enter this village and enjoy the beauty of the traditional houses and meet the people. This living museum can be compared in my opinion to a place of peace and quiet.